

# GOVERNMENT COMMUNICATIONS & PUBLIC ENGAGEMENT

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**Estimates 2017  
Budget  
GCPE OPERATING BUDGET**

**Date:** Updated October 23, 2017

**Key Facts: GCPE Operating Budget**

- For the *September Update*, GCPE's budget is status quo to the budget tabled in February 2017 at **\$34.205M**.
- A total of 11 new positions have been added since transition:
  - Confidence and Supply Agreement Secretariat (3 positions) – approval to access up to \$0.248M in contingencies for 2017/18
  - Strategic Issues Division (8 positions) – to be funded from within existing GCPE budget for 2017/18.
- GCPE's restated budget for 2016/17 was \$33.879M. The decrease of \$4.017M from the 2015/16 restated budget was attributable to the program and budget transfer to JTST of the EDS team (\$3.990M); a (\$0.117M) decrease in the benefits chargeback rate; and, an increase of \$0.090M for the Economic Stability Mandate and Dividend.
- GCPE's estimated operating budget for **2017/18 is \$34.205M** (Communications \$26.687M; Government Digital Experience Division \$7.518M). The increase of \$0.326M from the 2016/17 restated budget is attributable to the increase for the Economic Stability Mandate and Dividend, which is partially offset by the decrease in the benefits chargeback rate.
- At \$26.912M salaries & benefits represent 78.7% of the total estimated annual operating budget.
- At \$7.293M, operating costs (net of recoveries) represent 21.3% of the total estimated annual operating budget.
- Recoveries of \$1.280M (or 3.6%) are realized annually primarily for services provided via Today's News On-Line and the Government Digital Experience Division.

**Communications Budget**

- At \$26.687M GCPE Communications estimated annual operating budget for 2017/18

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## KEY GCPE ISSUES: BRIEFING NOTE FOR INFORMATION

**Date:** 10.02.17

**Prepared For:** Hon. Carole James, Minister of Finance

**Title:** Estimates Issues Summary-Organizational Changes at GCPE

- **Confidence and Supply Agreement Secretariat:**

- The Confidence and Supply Agreement with the Green Party is the basis on which the current government was formed. According to media reports, the former government utilized public resources in its attempt to negotiate a similar agreement with the Green Party.
- The CASA Secretariat is responsible for facilitating consultations over key elements of the agreement between the government and the Green Party's legislative caucus. Because the agreement involves matters involving both the legislature and the public service, it was decided to house the secretariat in GCPE.
- While consultations over legislative matters (i.e. legislation, estimates etc.) has traditionally been conducted between publicly-funded political staff, the broader scope of the CASA required a more structured consultation process involving the public service staff.

- **Strategic Issues Branch:**

- Prior to the July 18, 2017 transition, government's strategic issues coordination and issues management functions were fragmented and housed both in the Office of the Premier and in GCPE.
- The new government has elected to consolidate these functions within GCPE so that this division can work more closely with GCPE communications resources housed within individual ministries.

- **Digital Communications:**

- While the previous government dedicated considerable financial resources to large, traditional advertising buys, the current government has chosen to engage with the public through a more cost effective and focussed digital communications strategy.
- The new Digital Communications division has been structured using existing FTEs and current budget allocations.
- To date, beyond one post for the wildfire crisis, no money has been spent promoting Facebook posts.
- This unit is operating consistent with government policy that posts be factual, provide information on government programs, services and policies, and engage the public.
- The new government remains committed to strengthening standards to ensure confidence that public funds are being used responsibly.

**ESTIMATES NOTE**  
**SEPTEMBER 29, 2017**

**ISSUE: GCPE STAFFING PRE AND POST-TRANSITION**

**ADVICE AND RECOMMENDED RESPONSE:**

- ◆ As at the end of March 31, 2017, at full staffing levels, the GCPE total complement was 318 positions.
- ◆ Following transition there are an estimated total of 329 positions. The increase relates to the creation of the Confidence and Supply Agreement Secretariat (3) and addition of the Strategic Issues Division (8), headed by ADM Eric Kristianson.
- ◆ The total # of positions is subject to change slightly as hiring is presently in progress and parts of the org structure are still being finalized.

GCPE – Total # of Positions			
Branch/Division	2016/17	Post/ Transition	Difference
Deputy Minister's Office	2	2	-
Communications Operations	184	187	+3
Strategic Communications	34	31	-3
Government Digital Experience (GDX)	79	79	-
Corporate Services	19	19	-
Confidence and supply Agreement Secretariat	-	3	+3
Strategic Issues Division	-	8	+8
<b>Total Staffing Requirement</b>	<b>318</b>	<b>329</b>	<b>+11</b>

**Notes:**

- Following transition, Event Services staff were transferred from Strategic Communications to Communications Operations
- 4 staff related to the Personalized Digital Services Strategy (GDX) are not included above as they are being funded from contingencies in 2017/18. s.12,s.13

**KEY FACTS REGARDING THE ISSUE:**

Since July of 2017, two areas have been added to GCPE: Confidence and Supply Agreement Secretariat (addition of 3 staff) and the Strategic Issues Division (addition of 8 staff). All other staffing levels remain largely the same as in previous years.

CASAS - The Secretariat organizes and facilitates government's consultations with the Green Party Caucus contemplated by the 2017 Confidence and Supply Agreement. A core role is

providing secretariat support to the Confidence and Supply Agreement Consultation Committee, and coordinating subsequent meetings between the Green Party Caucus and Ministers or senior Ministry Officials, based on the Committee's consultations.

Strategic Issues - the Strategic Issues Division is responsible for strategic issues coordination and issues management across government. Further, the division tracks and coordinates high-priority issues that impact government across multiple ministries and agencies to ensure they are addressed in a manner consistent with government's overall policy direction.

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File Created: September  
25, 2017

File Updated:

File Location:

SIGN OFF:

Program	ADM	DM

**ADVICE TO MINISTER  
ESTIMATES NOTE  
OCTOBER 23, 2017**

**ISSUE: GCPE STAFFING PRE AND POST TRANSITION**

**KEY FACTS REGARDING THE ISSUE:**

- At the end of March 31, 2017, at full staffing levels, the GCPE total complement was 318 positions (see note 2 below).
- Following transition there are an estimated total of 329 positions.
- Post transition there has been internal reorganization. Several positions and reporting relations have been changed.
- The total # of positions is subject to change slightly as hiring is presently in progress and parts of the org structure are still being finalized.

<b>GCPE – Total # of Positions</b>			
<b>Branch/Division</b>	<b>2016/17</b>	<b>Post-transition</b>	<b>Difference</b>
Deputy Minister's Office	2	2	-
Communications Operations	184	187	+3
Strategic Communications	34	31	-3
Government Digital Experience (GDX)	79	79	-
Corporate Services	19	19	-
Confidence and Supply Agreement Secretariat	-	3	+3
Strategic Issues Division	-	8	+8
<b>Total Staffing Requirement</b>	<b>318</b>	<b>329</b>	<b>+11</b>

**Notes:**

1. Following transition, Event Services staff were transferred (within GCPE) from Strategic Communications to Communications Operations.
2. 4 staff related to the Personalized Digital Services Strategy (GDX) are not included above as they are being funded from contingencies as of February 2017 (2017/18 Budget).<sup>s.12,s.13</sup>  
s.12,s.13
3. The Strategic Issues Division consolidates issues management functions that were previously distributed between multiple roles in Communications Operations and Strategic Communications.
4. The CASA Secretariat is presently funded through contingencies and so are 8 positions in Communications (included in above totals) that have been funded out of contingencies for years.

**ADVICE TO MINISTER  
ESTIMATES NOTE  
OCTOBER 23, 2017**

**Q+A:**

**What is the Confidence and Supply Agreement Secretariat?**

- British Columbians expect their elected officials to work across party lines to find solutions to the challenges they are facing.
- The Confidence and Supply Agreement is the basis on which the current government was formed.
- This is the agreement we presented to the Lieutenant Governor to present her with a stable governing option. We are glad that she put her trust in us to work for the people of British Columbia.
- The Secretariat is small office dedicated to ensuring progress on a range of priorities in the agreement, and ensuring consultations are managed efficiently, and according to government policies and regulations.
- The CASA Secretariat is responsible for facilitating consultations over key elements of the agreement between the government and the Green Party's legislative caucus. Because the agreement involves matters involving both the legislature and the public service, it was decided to house the secretariat in GCPE.
- We are proud of the excellent work this small office is doing to move forward initiatives that make life better for British Columbians.

**What is the budget of the CASA Secretariat?**

- The Secretariat is a small office – currently there is only one staff person (the Executive Director)
- For 2017/18, the total budget provision is \$248,000, allowing for up to 3 FTEs in total, and an operating budget of \$43,000.

**ADVICE TO MINISTER  
ESTIMATES NOTE  
OCTOBER 23, 2017**

**Why does CASA have a travel budget?**

- Funds were provided for travel in this start-up year for the Secretariat to cover the possibility of consultation meetings in Vancouver, or in other parts of the province. To date, there has been no travel, and there is no travel planned.
- Going forward, this travel budget will be reassessed as appropriate.

**In July, the Secretariat was announced as part of the Premier's Office.  
Why is it now in GCPE?**

- The Secretariat was established in GCPE, Ministry of Finance, in line with its public service management and coordination function, in support of the delivery of key government initiatives.

**ADVICE TO MINISTER  
ESTIMATES NOTE  
OCTOBER 23, 2017**

**What is the Strategic Issues Division?**

- Prior to the transition, government's strategic issues coordination and issues management functions were fragmented.
- The new government has decided to consolidate these functions within GCPE so that this division can work closely with GCPE communications resources housed within individual ministries.
- The Strategic Issues unit supports the communications needs of ministries and Ministers – in particular assisting with inter-ministry issues. For example, cannabis, wildfire response, housing.
- The unit also helps to coordinate information on emerging issues and providing quick communication support and strategic communications advice to relevant ministries.
- And they provide support to ensure that Ministers have accurate and timely information from the ministries to prepare for media and public attention on daily issues.

**Why are there 8 new positions?**

- Prior to the transition, strategic issues coordination and issues management functions were fragmented across government.
- Parts of these functions were included in the roles of other staff within the Communications Operations and Strategic Communications branches.
- For instance, under the previous government, within GCPE there were *Managers of Media Relations and Issues Management*.
- The government decided to consolidate these functions into one division within GCPE so that it can work closely with GCPE communications resources housed within individual ministries.
- These positions are funded within the existing 2017/18 budget.

**ADVICE TO MINISTER  
ESTIMATES NOTE  
OCTOBER 23, 2017**

**Where does the Strategic Issues unit work?**

- Because of their focus on assisting with communications on emerging issues, daily media scrums, and Question Period, the team needs to be available to rapidly respond to Ministers' Offices and therefore have an office on the ground floor of the Legislature.
- Because of the mandate to support Ministers' communications needs, it is common and a longstanding practice for GCPE staff to work in the Legislature.
- Under the previous government many GCPE Communications Directors had occasional office space within the Ministers' Offices.

**Why is the Executive Director of Issues Management part of GCPE?**

- GCPE has long had a mandate to support ministries in strategic communications advice and issues management.
- This mandate existed under the previous government and remains unchanged.
- Prior to the July 18 2017 transition, government's strategic issues coordination and issues management functions were fragmented and housed both in the Office of the Premier and in GCPE.
- The new government has chosen to consolidate these functions within GCPE so that this division can work more closely with GCPE communications resources housed within individual ministries.
- We wanted to ensure we had smooth coordination of support for ministries' needs on rapidly emerging and cross-ministry issues.

**ADVICE TO MINISTER  
ESTIMATES NOTE  
OCTOBER 23, 2017**

**What is the Digital Communications division?**

- This is the new name of the unit formerly known as Social Media and Digital Services
- While the previous government dedicated considerable financial resources to large, traditional advertising buys, the current government has chosen to engage with the public through a more cost effective and focussed digital communications strategy.
- The new Digital Communications division has been structured within existing budget allocations.
- This unit is operating consistent with government policy that posts be factual, provide information on government programs, services and policies, and engage the public.
- The new government remains committed to strengthening standards to ensure confidence that public funds are being used responsibly.
- We have said that we will work with the Auditor General to get her advice on the matter.

**What about the facebook posts promoting the budget?**

- Those were online posts without paid promotion – they are not government advertising.
- It is important for a government to be able to communicate with people about new policies and programs that may impact them.

**Budgets at a Glance**  
**Government Communications and Public Engagement**

**MINISTRY: FINANCE**

**GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT**

STOB	Description	A	B	C	D	E = (A+B+C+D)	F	G	H	I = (E+F+G+H)	J = (I-E)
		15/16 Restated Budget	Benefits Adjustment 1	Economic Stability Mandate 2	Budget Adjustment 3	16/17 Budget	Benefits Adjustment 4	Economic Stability Mandate 5	Budget Adjustment 6	17/18 Budget	Budget Variance
50EA	Base Salaries and Overtime	23,264,000		90,000	(2,121,000)	21,233,000		356,000	(29,000)	21,560,000	327,000
51EA	Supplementary Salary Costs	164,000			(9,000)	155,000				155,000	0
52EA	Employee Benefits	61,000				61,000				61,000	0
5298	Benefit Chargeback	5,770,000	(117,000)		(516,000)	5,137,000	19,000		(20,000)	5,136,000	(1,000)
57EA	Public Servant Travel	375,000			(19,000)	356,000				356,000	0
5901	Centralized Mgmt Support Services - Legal Services	54,000			(5,000)	49,000				49,000	0
60EA	Professional Services - Operational & Regulatory	770,000				770,000				770,000	0
63EA	Information Systems	2,924,000			(916,000)	2,008,000				2,008,000	0
65EA	Office and Business Expenses (includes F&E under \$1000)	1,050,000			(13,000)	1,037,000				1,037,000	0
67EA	Informational Advert. & Publications	3,537,000				3,537,000				3,537,000	0
69EA	Utilities, Materials and Supplies	38,000				38,000				38,000	0
73EA	Amortization Expenses	1,750,000			(1,045,000)	705,000				705,000	0
75EA	Building Occupancy Charges	27,000				27,000				27,000	0
85EA	Other Expenses	46,000				46,000				46,000	0
88EA	Recoveries Within Government	(1,829,000)			654,000	(1,175,000)				(1,175,000)	0
89EA	Recoveries- External to the CRF	(43,000)				(43,000)				(43,000)	0
9002	Recoveries - External to the CRF - Fees & Licenses	(45,000)				(45,000)				(45,000)	0
9003	Recoveries - External to the CRF - Other Misc. Revenues	(17,000)				(17,000)				(17,000)	0
		<b>37,896,000</b>	<b>(117,000)</b>	<b>90,000</b>	<b>(3,990,000)</b>	<b>33,879,000</b>	<b>19,000</b>	<b>356,000</b>	<b>(49,000)</b>	<b>34,205,000</b>	<b>326,000</b>

- 1 Benefits Adjustment: PSA reduction from 24.8% to 24.3%
- 2 Economic Stability Mandate and Dividend: negotiated increase for BCGEU members
- 3 Budget and Program Transfer to JTST of EDS Group
- 4 Benefits Adjustment: PSA increase from 24.3% to 24.34%
- 5 Economic Stability Mandate and Dividend: negotiated increase for BCGEU members
- 6 Budget and Program Transfer to JTST of EDS Group

**Budgets at a Glance**  
**Government Digital Experience Division**

**MINISTRY: FINANCE**

**PROGRAM: Government Digital Experience Division**

STOB	Description	A 15/16 Budget	B Benefits Adjustment 1	C Economic Stability Mandate 2	D Budget Adjustment 3	E = (A+B+C+D) 16/17 Budget	F Benefits Adjustment 4	G Economic Stability Mandate 5	H Budget Adjustment 6	I = (E+F+G+H) 17/18 Budget	J = (I-E) Budget Variance
50EA	Base Salaries and Overtime	7,257,000		84,000	(2,121,000)	5,220,000		334,000	(29,000)	5,525,000	305,000
51EA	Supplementary Salary Costs	64,000			(9,000)	55,000				55,000	0
52EA	Employee Benefits	1,000				1,000				1,000	0
5298	Benefit Chargeback	1,800,000	(37,000)		(516,000)	1,247,000	12,000		(20,000)	1,239,000	(8,000)
57EA	Public Servant Travel	80,000			(19,000)	61,000				61,000	0
5901	Centralized Mgmt Support Services - Legal Services	30,000			(5,000)	25,000				25,000	0
60EA	Professional Services - Operational & Regulatory	10,000				10,000				10,000	0
63EA	Information Systems	2,033,000			(916,000)	1,117,000				1,117,000	0
65EA	Office and Business Expenses (includes F&E under \$1000)	100,000			(13,000)	87,000				87,000	0
73EA	Amortization Expenses	1,415,000			(1,045,000)	370,000				370,000	0
75EA	Building Occupancy Charges	12,000				12,000				12,000	0
85EA	Other Expenses	15,000				15,000				15,000	0
88EA	Recoveries Within Government	(1,651,000)			654,000	(997,000)				(997,000)	0
89EA	Recoveries- External to the CRF	(1,000)				(1,000)				(1,000)	0
9003	Recoveries - External to the CRF - Other Misc. Revenues	(1,000)				(1,000)				(1,000)	0
		11,164,000	(37,000)	84,000	(3,990,000)	7,221,000	12,000	334,000	(49,000)	7,518,000	297,000

- 1 Benefits Adjustment: PSA reduction from 24.8% to 24.3%
- 2 Economic Stability Mandate and Dividend: negotiated increase for BCGEU members
- 3 Budget and Program Transfer to JTST of EDS Group
- 4 Benefits Adjustment: PSA increase from 24.3% to 24.34%
- 5 Economic Stability Mandate and Dividend: negotiated increase for BCGEU members
- 6 Budget and Program Transfer to JTST of EDS Group

**Budgets at a Glance  
Communications Division**

**MINISTRY: FINANCE**

**PROGRAM: Communications Division**

STOB	Description	A	B	C	D = (A+B+C)	E	F	G = (D+E+F)	H = (G-D)
		15/16 Restated Budget	Benefits Adjustment 1	Economic Stability Mandate 2	16/17 Budget	Benefits Adjustment 3	Economic Stability Mandate 4	17/18 Budget	Budget Variance
50EA	Base Salaries and Overtime	16,007,000		6,000	16,013,000		22,000	16,035,000	22,000
51EA	Supplementary Salary Costs	100,000			100,000			100,000	0
52EA	Employee Benefits	60,000			60,000			60,000	0
5298	Benefit Chargeback	3,970,000	(80,000)		3,890,000	7,000		3,897,000	7,000
57EA	Public Servant Travel	295,000			295,000			295,000	0
5901	Centralized Mgmt Support Services - Legal Services	24,000			24,000			24,000	0
60EA	Professional Services - Operational & Regulatory	760,000			760,000			760,000	0
63EA	Information Systems	891,000			891,000			891,000	0
65EA	Office and Business Expenses (includes F&E under \$1000)	950,000			950,000			950,000	0
67EA	Informational Advert. & Publications	3,537,000			3,537,000			3,537,000	0
69EA	Utilities, Materials and Supplies	38,000			38,000			38,000	0
73EA	Amortization Expenses	335,000			335,000			335,000	0
75EA	Building Occupancy Charges	15,000			15,000			15,000	0
85EA	Other Expenses	31,000			31,000			31,000	0
88EA	Recoveries Within Government	(178,000)			(178,000)			(178,000)	0
89EA	Recoveries- External to the CRF	(42,000)			(42,000)			(42,000)	0
9002	Recoveries - External to the CRF - Fees & Licenses	(45,000)			(45,000)			(45,000)	0
9003	Recoveries - External to the CRF - Other Misc. Revenues	(16,000)			(16,000)			(16,000)	0
		<b>26,732,000</b>	<b>(80,000)</b>	<b>6,000</b>	<b>26,658,000</b>	<b>7,000</b>	<b>22,000</b>	<b>26,687,000</b>	<b>29,000</b>

- 1 Benefits Adjustment: PSA reduction from 24.8% to 24.3%
- 2 Economic Stability Mandate and Dividend: negotiated increase for BCGEU members
- 3 Benefits Adjustment: PSA increase from 24.3% to 24.34%
- 4 Economic Stability Mandate: negotiated increase for BCGEU members

## Government Communications and Public Engagement

Description	2016/17 (Restated)	2017/18	2018/19	2019/20
<b>2016/17 Service Plan Budget (Ministry of Advanced Education)</b>				
Vote 14 – Government Communications and Public Engagement	\$37,869,000	\$38,328,000	\$38,420,000	\$38,420,000
<b>Subtotal</b>	<b>\$37,869,000</b>	<b>\$38,328,000</b>	<b>\$38,420,000</b>	<b>\$38,420,000</b>
<b>Budget 2017 – February 2017</b>				
<u>2016/17 Reorganizations and Restatements</u>				
Transfer out of Enterprise Data Services to JTST	(\$3,990,000)	(\$4,039,000)	(\$4,077,000)	(\$4,077,000)
<b>Total Restated 2016/17 Service Plan – February 2017</b>	<b>\$33,879,000</b>	<b>\$34,289,000</b>	<b>\$34,343,000</b>	<b>\$34,343,000</b>
<b>Changes to Budget – February 2017</b>				
Vote 14 – Economic Stability Mandate		\$14,000	\$14,000	\$14,000
Vote 14 – Benefits Chargeback Rate		(\$98,000)		
<b>2017/18 Service Plan Budget – February 2017</b>				
Vote 14 – Government Communications and Public Engagement	\$33,879,000	\$34,205,000	\$34,357,000	\$34,357,000
<b>Total</b>	<b>\$33,879,000</b>	<b>\$34,205,000</b>	<b>\$34,357,000</b>	<b>\$34,357,000</b>
<b>Budget 2017 Update – September 2017</b>				
<b>Changes to Budget – September 2017 Budget Update</b>				
none				
<b>2017/18 Service Plan Budget – September 2017</b>				
Vote 25 – Government Communications and Public Engagement	\$33,879,000	\$34,205,000	\$34,357,000	\$34,357,000
<b>Total</b>	<b>\$33,879,000</b>	<b>\$34,205,000</b>	<b>\$34,357,000</b>	<b>\$34,357,000</b>

Note 7. *Note on EDS transfer – from GCPE*

Note 7. ESM budget lifts for 2016/17 through 2018/19 were already included in the 2016/17 Service Plan Budget. Increases also include funding for the February 1, 2016 Economic Stability Dividend, which provided a \$0.1301 per hour increase to BCGEU staff and a 0.45% increase to PEA staff, and the February 1, 2017 Economic Stability Dividend, which provided a \$7.17 biweekly increase to BCGEU staff and a 0.35% increase to PEA staff.

Note 8. The 2017/18 benefits chargeback rate was reduced from 24.8% to 24.3%. 2018/19 and 2019/20 will continue to reflect a chargeback rate of 24.8%; however, this will be reviewed as part of *Budget 2018*.

Description	2016/17	2017/18	2018/19	2019/20
<b>2016/17 Service Plan Budget</b>	\$37,869,000	\$38,328,000	\$38,420,000	\$38,420,000
<u>2016/17 Reorganizations and Restatements</u>				
Vote 14 - transfer of EDS to JTST	(\$3,990,000)	(\$4,039,000)	(\$4,077,000)	(\$4,077,000)
<b>Total Restated 2016/17 Service Plan</b>	<b>\$33,879,000</b>	<b>\$34,289,000</b>	<b>\$34,343,000</b>	<b>\$34,343,000</b>
<b>Changes to Budget</b>				
Vote 14 - Economic Stability Mandate	\$0	\$14,000	\$14,000	\$14,000
Vote 14 - Benefits Chargeback Rate	\$0	(\$98,000)	\$0	\$0
<b>2017/18 Service Plan Budget</b>	<b>\$33,879,000</b>	<b>\$34,205,000</b>	<b>\$34,357,000</b>	<b>\$34,357,000</b>

# ANALYTICS



From 2011 to 2016 we saw a 73% increase in website visits and a 77% increase in website page views to our main page, gov.bc.ca.

	2011	2012	2013	2014	2015	2016
visits	4,240,206	2,506,837	3,406,855	6,097,157	9,293,424	15,456,936
views	9,583,525	5,262,719	6,958,966	13,919,669	26,023,566	42,439,106

**57k followers**

89% increase  
since 2013



**63k followers**

60% increase  
since 2013



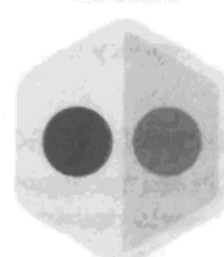
**1.6M video views**

54% increase  
since 2013



**1.9M photo views**

65% increase  
since 2013



## CONNECTING WITH BC

Social media was once looked at as something to simply connect with your friends on, and businesses or government weren't really involved. Now we see platforms like Facebook, Twitter, and Instagram as necessary essential tools to deliver services and information to the people of our pProvince. We've seen massive growth in our followers on these, and other, channels, and aim to be leaders in government engagement across the board when it comes to social-media engagement.



## NEWS YOU CAN USE

GCPE staff planned, wrote, edited, and promoted over 4,000 media releases in 2016, an increase of 45% from 2011.



BC Gov News is also recently on Instagram, connecting with additional British Columbians.



# KEY INITIATIVES

## COMMUNICATIONS SUPPORT FOR MAJOR INITIATIVES

GCPE provides professional communications services to ministries and agencies throughout government to inform and engage the public on key initiatives. This includes strategic planning, citizen engagement, media and marketing services, and the execution of major public announcements for key government initiatives including:

- B.C.'s Skills for Jobs Blueprint
- B.C. Jobs Plan
- #BCTECH Strategy
- BC Parks Future Strategy
- Red Tape Reduction
- Emergency management preparedness



BC JOBS  
PLAN

Help  
cut  
red  
tape

#BCTECHStrategy

## MODERNIZING GOV.BC.CA

GCPE led the improvement and redesign of the provincial government's main website – gov.bc.ca – to make it easier for visitors to find government services. Technology research and public input guided GCPE's work to improve the accessibility of the main online entry point for government services and information.

- Mobile friendly
- Increased accessibility functionality
- Robust search and navigation system
- Multi-language support\*

*\*Recently acknowledged by the federal Parliamentary Committee on Citizenship and Immigration as part of their recommendations for Modernization of Client Service Delivery.*



## MODERNIZING BC GOV NEWS

GCPE led a process to modernize the BC Gov News website to better deliver news to and engage with British Columbians.

- Mobile friendly
- Integrated social media into stories
- Expandable and collapsible story content
- Media download database (audio, video, photos)

This process also streamlined the organization of page content based on how British Columbians were accessing and viewing information online.



## DIGITAL COORDINATION HUB TOOL

GCPE led an initiative to improve the way business groups throughout the ministry work together by developing a centralized Hub content management system:

- Organizes and published information releases (BC Gov News)
- Coordination of communication-planning activities
- Coordination of media relations across ministries
- Publicly-accessible media download database (event photos, video, and audio)

The development of a Hub platform led to an expedited workflow, enhanced strategic communications planning, external cost, and positioned the provincial government in line with industry best-practice.



## GOVTOGETHER: CITIZEN ENGAGEMENT

Starting in 2012, the provincial government, through GCPE, has put a concerted emphasis on involving British Columbians in the programs, policies and services that directly affect their lives. GovTogetherBC is the hub for government engagement opportunities in British Columbia. This site offers a platform where you can read about the results of the Province's public engagements, find out what sort of changes are coming soon, or browse through open projects to explore opportunities to contribute feedback on the issues that matter most to you.

### 2012-2016 engagement summary

- 230 opportunities for citizens to engage
- Over 361,000 feedback contributions
- Over 35,000 downloads of consultation documents

Input has come in a number of different ways including face-to-face events, telephone town halls, blogs, surveys, question apps and email.

## SPECIALTY BC PARKS LICENCE PLATES

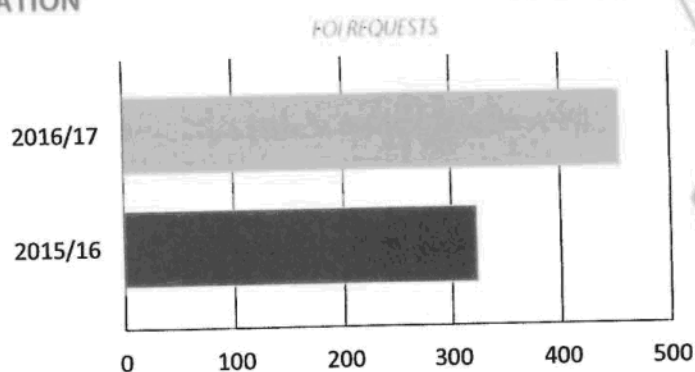
GCPE's Graphic Design and Digital Services teams worked in partnership with the Insurance Corporation of British Columbia (ICBC) to create a series of specialty BC Parks licence plates, depicting scenes from B.C.'s parks and protected areas. GCPE's in-house graphics professionals led creative and design work and produced three unique licence plate designs – a Kermode bear, the snow-capped Purcell Mountains, and a view from Porteau Cove overlooking Howe Sound.

To date, over \$220,000 has been raised for the Park Enhancement Fund, a transparent account where revenues enhance programs or services in provincial parks beyond the core services provided by government, as result of the plate sales - over halfway the five-year sales goal.



## IMPROVING PUBLIC ACCESS TO INFORMATION

GCPE has streamlined the Freedom of Information request process, first of its kind in Canada, with a 100% paperless approvals system, in addition the creation of the FOI Lead staffing position promotes pro-activity, service, understanding, and compliance with the FOI process. As a result, GCPE has seen its on-time response percentage increase from **59%** in 2015/16 to **79%** in 2016/17.



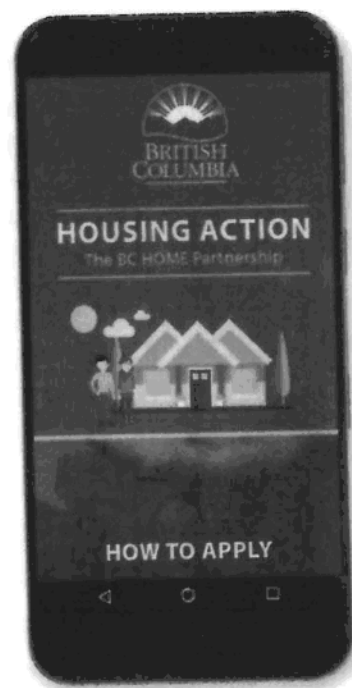
## SERVICE INFORMATION PROGRAMMING

GCPE collaborates with ministries to plan, develop and deliver information programming that connects citizens with services, programs, policies and priorities. Any public advertising by government must be approved by GCPE before being delivered to the public and meet the following standards:

- Be fact-based
- Point to or provide information on government, government priorities, programs, services or policies
- Engage the public, providing an opportunity to interact and comment.

GCPE has achieved a 66% increase in efficiency in advertising expenditures.

However, digital space is competitive – there's a shrinking window of time in which we can connect with the public – so our team is collaborating with some of the best and brightest to ensure our content and communication is reaching as many British Columbians as possible.



## INTEGRATION OF THE GOVERNMENT DIGITAL EXPERIENCE DIVISION (GDX)

The Government Digital Experience division was incorporated into GCPE in 2013, unifying the business areas within government responsible for managing the Province's external and online brand.

GDX has been delivering engagement, policy, service design and digital services for years – and its addition to GCPE positioned it effectively to continue providing these services to the B.C. government and, ultimately, to British Columbians.



## MOVING FORWARD

*The modern and rapidly evolving media landscape presents new challenges and opportunities for GCPE in managing, maintaining, and growing the B.C. Government's external brand and online presence.*

### INNOVATING IN A CHANGING MEDIA LANDSCAPE

A recent study found that 53% of British Columbians are using social media to receive their news. That number increases to 69% for those aged 18-35.\*

Effective government communication in the modern digital age requires a reinvigorated focus on building relationships with the public. GCPE aims to create an online community where British Columbians have convenient access to credible information and an opportunity to have a dialogue with government about the information and services that are available to them.

GCPE is already working on innovative solutions to improve the B.C. government's modernized online presence: enhanced internal digital coordination, focus on two-way citizen engagement, and an enhanced lens on user-focused communications that will all help improve the way government communicates with, and listens to, citizens.



*\*Study by FleishmanHillard Vancouver and the Mustel Group*

### BCDEVEXCHANGE

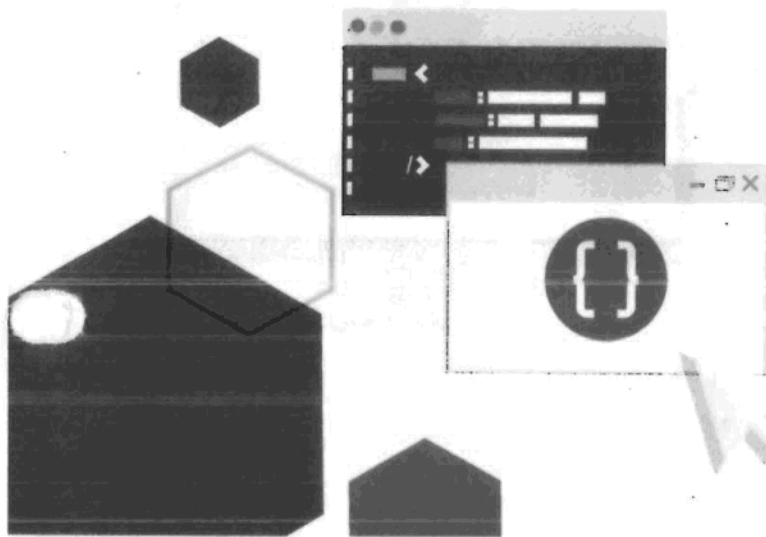
Through the BCDevExchange, the Province is building better ways for government and developers to work together. The aim of this exchange is to make it easier for developers work on digital products that improve public services, and for B.C. tech entrepreneurs to find code and application program interfaces (API) to grow their business.

The BCDevExchange allows developers to work directly with project teams to host and review code, manage projects, and build software alongside millions of other developers. It also creates a streamlined



process that allows government and industry to award contracts in a way that is fair, fast, and efficient.

This innovative tool will allow the government to draw on the talent and expertise of B.C.'s technology sector to build an ecosystem of innovation and collaboration, leading to better digital services for British Columbians.



# MOVING FORWARD

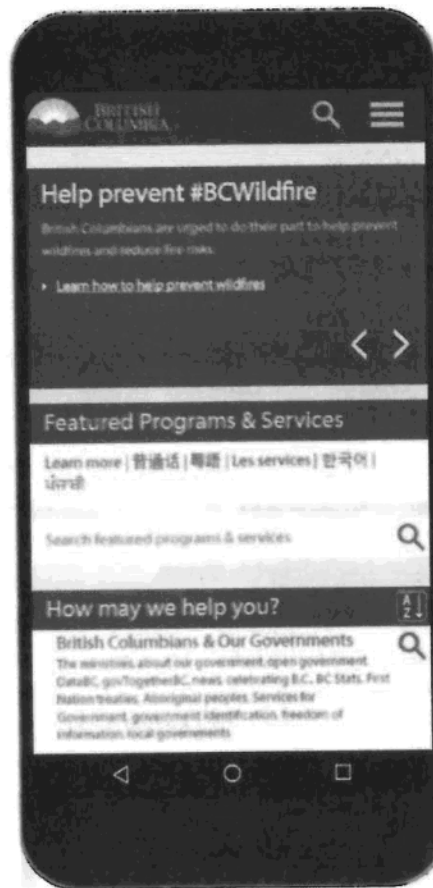
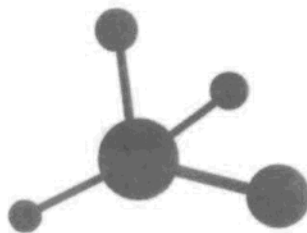
## PERSONALIZED SERVICE DELIVERY (MYGOV)

Whether it is obtaining a driver's licence, applying for post-secondary school, booking a campsite or applying for a fishing licence, there are significant opportunities to streamline the way British Columbians access the government programs and services they use in their everyday life.

Developed by the Digital Experience Division, the MyGov concept is GCPE's blueprint for a personalized service delivery model that would allow British Columbians to access a range of government services through an individual online account.

## CONTINUOUS SERVICE IMPROVEMENT LAB

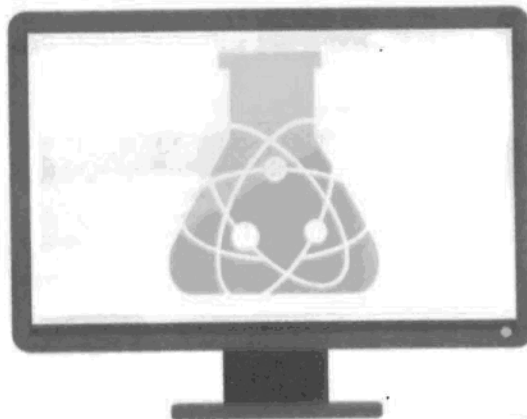
The Continuous Service Improvement (CSI) Lab initiative is an iterative approach to improving the way government delivers services to British Columbians. The CSI Lab brings in cross-functional teams from the Office of the Chief Information Officer, GCPE's Government Digital Experience Division, and ministries throughout government to work together in a common space to learn more about leading edge methodologies.



The CSI Lab has already made a significant impact on key government initiatives, including:

- Digitalizing MSP application process, increasing efficiency of the application process by 30%.
- Digitizing the Childcare Subsidy application process so parents can apply and track the status of their application online, with the goal of allowing families to receive benefits faster
- Digitalizing the Food Safe process, moving a heavy administrative burden from call centre staff and creating more efficiency and better service for citizens

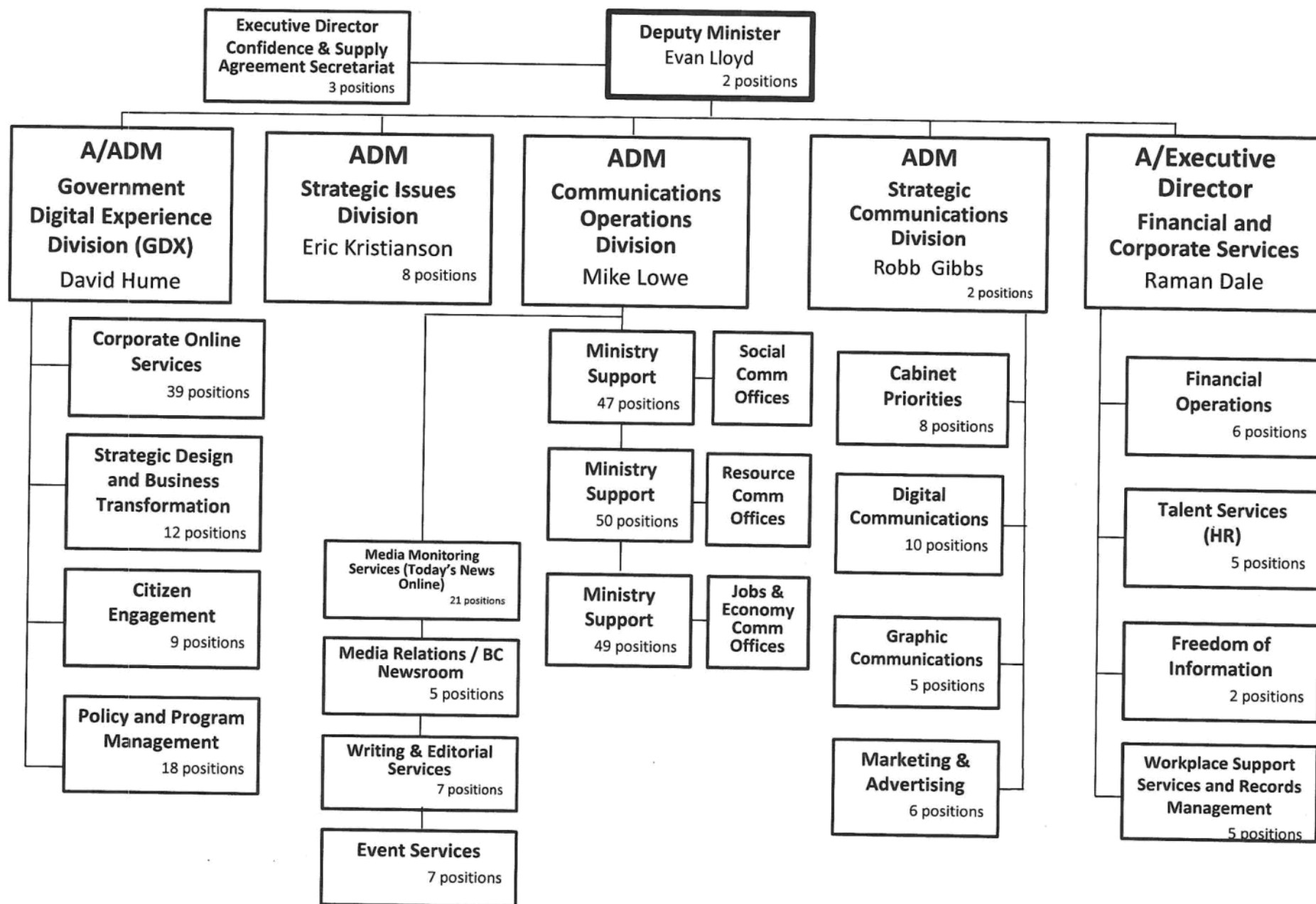
Moving forward, the Lab will present opportunities to recruit top technology and service design talent into government, drive innovation in the way different program areas work, and continue developing solutions from the perspective of the user – British Columbians.



# APPENDIX

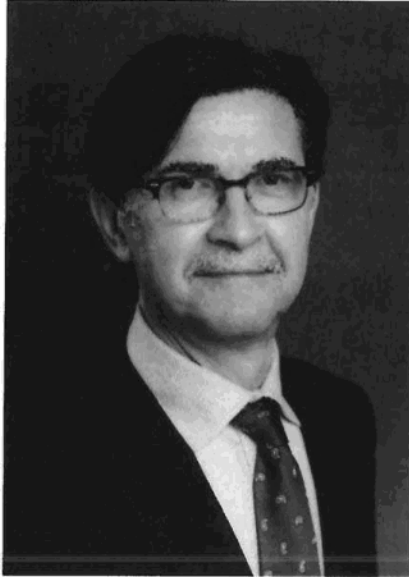
## *The evolution of GCPE, 2011 - 2017*

<b>April 2011</b>	BC Public Affairs Bureau officially re-branded to Government Communications and Public Engagement
<b>August 2011</b>	Government of B.C. Facebook page launched
<b>September 2011</b>	BC Jobs Plan launched
<b>September 2012</b>	govTogetherBC engagement launched
<b>June 2013</b>	Government Digital Experience (then known as the Strategic Initiatives Division) brought into GCPE
<b>April 2014</b>	Skills for Jobs Blueprint strategy launched
<b>October 2015</b>	Reducing Red Tape engagement campaign launched
<b>March 2015</b>	Refreshed Corporate Calendar was released enable better event management
<b>April 2015</b>	Media/b-roll system created enabled news/event content to be downloaded direction from BC Newsroom
<b>June 2015</b>	Re-launch of gov.bc.ca: including mobile-friendly access and multi-language support
<b>July 2015</b>	Launch of Hub content management system to replace Movable Type's operation of the BC Government Newsroom
<b>August 2015</b>	Re-launch of the BC Government Newsroom to BC Gov News at news.gov.bc.ca
<b>December 2015</b>	Solution was launched that protected all visitor information from going to non-Canadian services when visiting BC Gov News and using embedded social media #BCTECH Strategy launched
<b>January 2016</b>	
<b>April 2016</b>	Corporate Calendar "Look Ahead" Report was overhauled, moving from a manually managed labour intensive process to an automated real-time report extraction
<b>June 2016</b>	Process for managing events documents through the Hub was launched. This enabled a simplified FOI process saving significant staff time
<b>November 2016</b>	BC Parks Futures Strategy launched
<b>November 2016</b>	Media Request Management solution was launched into the Hub: all media requests centralized and in real time, enabling accurate and timely response to the media
<b>January 2017</b>	BC Parks license plates launched in collaboration with ICBC
<b>April 2017</b>	Marketwired news distribution service was replaced with distribution via the Hub



## EXECUTIVE MEMBER BIOGRAPHY

EVAN LLOYD, DEPUTY MINISTER  
GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT



Evan Lloyd is Deputy Minister (DM) of the B.C. government's central communications organization – GCPE. In addition to corporate and ministry-wide communications operations to inform the public about government programs and policies GCPE is also responsible for online services and the B.C. government's web presence.

Prior to joining the B.C. government, Lloyd served as Executive Director of the North American Commission for Environmental Cooperation (CEC). With headquarters in Montreal the CEC is the tri-national environmental commission established in conjunction with the North American Free Trade Agreement. The CEC's cooperative work plan comprises a set of environmental projects common to Canada, Mexico and the United States on issues as varied as climate policy, conservation of biodiversity, the sound management of chemicals, enforcement of environmental law and the impact of trade and trade policy on the environment of North America.

For several years before that, beginning in the 1990's Lloyd was a senior public-sector manager in the government of British Columbia, serving multiple administrations as both an associate and Assistant Deputy Minister.

M. Sc., London School of Economics, 1981  
BA, University of British Columbia, 1976

## EXECUTIVE MEMBER BIOGRAPHY

MIKE LOWE, ASSISTANT DEPUTY MINISTER, COMMUNICATIONS OPERATIONS DIVISION  
GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT



Mike Lowe is a communications executive with 20 years of experience, specializing in media relations and political communications. He strives to get the most out of a team while working collaboratively with leaders, stakeholders and staff at all levels.

Mike has a Bachelor of Arts in Professional Communications from Royal Roads University, and a diploma in Applied Communications from Camosun College. He began his career in television and radio before moving into communications and media relations.

Mike's political communications and media relations experience includes work as a communications officer for B.C.'s Official Opposition. From there he quickly moved into leadership roles in the organization, becoming the Director of Communications and eventually the Executive Director of the Opposition Caucus. Currently, Mike is the Assistant Deputy Minister (ADM) of Communications Operations for the Government of B.C. where he is responsible for a division of nearly 200 people who provide direct communications support to all government ministries, plus central government media relations, media monitoring, event services and writing and editorial support.

## EXECUTIVE MEMBER BIOGRAPHY

ROBB GIBBS, ASSISTANT DEPUTY MINISTER, STRATEGIC COMMUNICATIONS DIVISION  
GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT



In his role as Assistant Deputy Minister (ADM) for Strategic Communications, Robb Gibbs oversees: the Cabinet Priorities unit; Advertising, Marketing and Graphics; and Digital/Social Media.

Robb has a Diploma in Broadcast Journalism from BCIT, a BA in History from the University of Victoria, and a Masters Degree in Information & Communication Technology from the University of Leeds.

Robb began his career in Communications with the Opposition Caucus in the late 1980s before serving as a Communications Counsel in the Government Communications Office of the early 1990s. He moved on to teaching advertising, broadcast writing, and contemporary affairs at the college level in Dubai, UAE, before settling back in the Lower Mainland. As a contractor, he headed up Y2K communications for government, served as Director of Communications for TechBC, developed digital communications for high-end real estate projects around North America, and designed online learning courses for the BC Forest Safety Council. Most recently, he was a part owner of the NOW Group in Vancouver for eight years.

## **EXECUTIVE MEMBER BIOGRAPHY**

### **ERIC KRISTIANSON, ASSISTANT DEPUTY MINISTER, STRATEGIC ISSUES DIVISION GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT**

Eric Kristianson is the Assistant Deputy Minister (ADM) responsible for strategic issues in government's central communications organization.

Kristianson has worked in the public sector in a variety of capacities including political aide in three cabinet portfolios; BC public service communications director in three provincial ministries and one Crown Corporation; and, Director of Operations in the Office of the Premier.

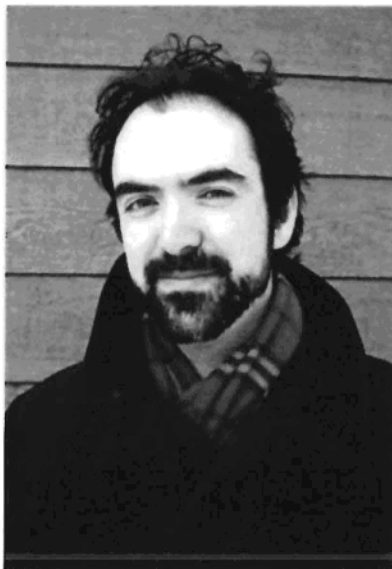
Kristianson has done extensive work in the private sector as Communications Director with the Sport Fishing Institute of BC and as a public policy and government relations consultant advising clients in the technology, natural resource development and automotive sectors.

Immediately before joining GCPE, Kristianson served as the Director of Priority Issues for the Official Opposition.

Kristianson has a BA from the University of Victoria.

## EXECUTIVE MEMBER BIOGRAPHY

DAVID HUME, A/ ASSISTANT DEPUTY MINISTER, GOVERNMENT DIGITAL EXPERIENCE DIVISION  
GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT



David has been Acting Assistant Deputy Minister (ADM) for the Government Digital Experience Division since July 2017. The division is responsible for leading government in defining the citizen service experience; supporting the BC Public Service in delivering a modern, consistent, high quality digital service experience; and supporting government in its ongoing dialogue with British Columbians.

Prior to his role as ADM, David previously served for 7 years as the Executive Director of Citizen Engagement, where he lead a team involved in helping ministries across government think through and launch better ways to bring British Columbians into the process of improving policy and services that affect them.

He has been full-time with the Province of B.C. since May 2009, and before that has worked in various consulting and project roles with the UN, OECD, the Province of New Brunswick, the federal government and the government of New Zealand.

## DM ADVISORY NOTE

SEPTEMBER 25, 2017

DRAFT

### ISSUE: SEVERANCE TOTALS FROM GOVERNMENT TRANSITION

#### ADVICE AND RECOMMENDED RESPONSE:

- ◆ As a result of the 2017 election, a total of 150 employees were issued with severance.
- ◆ The total estimated cost of severance paid due to transition to date: \$13,639,359. This amount is subject to change as not all severances have been finalized.
- ◆ Severance entitlements and restrictions for excluded staff, including senior executives (i.e. Deputy Ministers and Associate Deputy Ministers) are specifically set out on the *Employment Termination Standards* under the *Public Sector Employers Act*.
- ◆ As provided in the *Employment Termination Standards*, severances, including for Deputy Ministers, are determined based on common law factors, including age, salary and years of service.

#### SECONDARY MESSAGES:

- ◆ The *Employment Termination Standards Regulation* limits public sector severances and sets a maximum amount of 18 months.
- ◆ In addition to basic salary, total severance costs include benefit and pension contribution of approximately 25% and executive holdback amounts (when applicable).
- ◆ The value of leave balances, such as vacation, is not factored into severance amounts and is paid out separately when balances are owed.

#### CURRENT STATUS:

Currently, 150 employees have been issued with severance at an estimated total of \$13,639,359.

#### KEY FACTS REGARDING THE ISSUE:

The Public Service initially issued notice to 133 employees at an estimated cost of \$11,322,206. The initial costs were estimates as the final severance figures must be agreed to by the parties.

The list of 133 people all received severance notice, but ultimately the number of employees severed was only 127. There were three reasons for adjustments in the number:

- 2 employees had their notices rescinded as they were offered and accepted positions with the new administration
- 8 employees chose to resign instead and did not accept severance
- 4 employees were added to the list

The revised estimated cost for the 127 employees is \$12,091,335. Note that these costs are still subject to change as the final severance amounts for 10 individuals remain outstanding.

Apart from the above, we also have 23 voluntary severances to date that took place after the first round of severances at an estimated cost of \$1,548,024. Note that these costs are still subject to change as the final severance amounts for 6 individuals remain outstanding.

Contact: Lori Fischer

Name of person responsible for the information in the note.

Phone number

File Created: September 25, 2017

File Updated:

File Location:

SIGN OFF:

Program	ADM	DM

**ESTIMATES NOTE**  
**SEPTEMBER 29, 2017**

**ISSUE: GCPE SEVERANCE TOTALS FROM GOVERNMENT TRANSITION**

**ADVICE AND RECOMMENDED RESPONSE:**

- ◆ As a result of the 2017 election, a total of 61 GCPE employees were issued with notice, of these 23 were voluntary.
- ◆ For the 38 non-voluntary severances the estimated cost is \$3,388,802 and \$1,548,024 for the 23 voluntary departures
- ◆ Overall, 150 government employees have been issued with severance, with the estimated cost paid due to transition to date: \$13,639,359. This amount is subject to change as not all severances have been finalized.
- ◆ Severance entitlements and restrictions for excluded staff, including senior executives (i.e. Deputy Ministers and Associate Deputy Ministers) are specifically set out on the *Employment Termination Standards* under the *Public Sector Employers Act*.
- ◆ As provided in the *Employment Termination Standards*, severances, including for Deputy Ministers, are determined based on common law factors, including age, salary and years of service.

**SECONDARY MESSAGES:**

- ◆ The *Employment Termination Standards Regulation* limits public sector severances and sets a maximum amount of 18 months.
- ◆ In addition to basic salary, total severance costs include benefit and pension contribution of approximately 25% and executive holdback amounts (when applicable).
- ◆ The value of leave balances, such as vacation, is not factored into severance amounts and is paid out separately when balances are owed.

**CURRENT STATUS:**

Currently, 150 employees overall have been issued with severance at an estimated total of \$13,639,359.

**KEY FACTS REGARDING THE ISSUE:**

The Public Service initially issued notice to 133 employees at an estimated cost of \$11,322,206.

The initial costs were estimates as the final severance figures must be agreed to by the parties.

Contact: Raman Dale

Name of person responsible for the  
information in the note.

Phone  
number

File Created: September  
25, 2017

File Updated:

File Location:

SIGN OFF:

Program	ADM	DM

## **GCPE Hiring Process**

- GCPE embarked on a fair, merit-based process for hiring to fill the positions left vacant after the transition to the new government.
- An internal Expression of Interest process gave current employees the opportunity to advance within the organization as our first priority, and resulted in the promotion of 21 people into more senior roles. Several others made lateral moves to take on new opportunities.
- With the assistance of the Public Service Agency, GCPE then posted for external applicants to fill remaining positions, and screened the unsolicited resumes submitted to the transition office. Every effort has been made to adhere to hiring best practices including consistent and transparent screening, testing and interviewing, and conducting reference checks before being hired. To date, more than 25 people have been hired through this process.

## COMMUNICATIONS OPERATIONS DIVISION

ADM Responsible: Mike Lowe

### Core Business/ Program Area Description/Critical Business Processes:

The Communications Operations Division provides communications advice and support services to senior officials across government and, through assigned communications offices, directly supports each Ministry's communication needs.

Under the leadership of the Assistant Deputy Minister, the Division delivers a range of communications services and products, including strategic communications planning and advice, proactive public relations, event planning, ministerial communications support, writing and editorial services, media relations and issues management. The Division also provides provincial emergency communications and coordinates communications across government.

Communications Directors are the principal communications contact with their assigned minister's office and are accountable to the Deputy Minister of Government Communications and Public Engagement.

Communications Directors work closely with line deputy ministers and lead communications teams that are responsible for providing the following services to their assigned ministers:

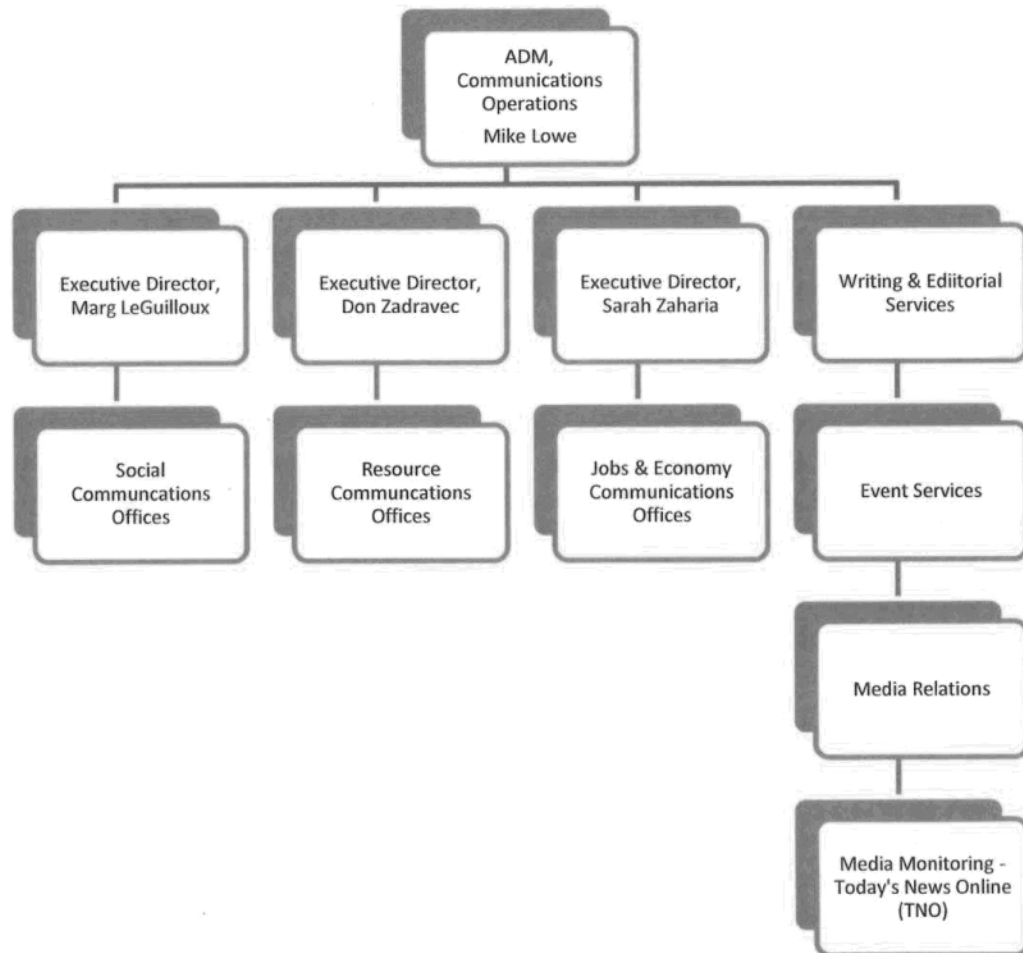
- communications planning
- issues management
- media relations
- media monitoring
- news releases and backgrounders development
- web content
- e-newsletters
- speech writing
- notes and strategies for legislative introductions
- publication content

A centralized media relations unit provides support to ministries on a 24/7 basis, to ensure provincial, regional and multicultural media receive the information they need in the most appropriate way possible. This unit also helps to lead and coordinate media relations for major media events and in day-to-day relations with the regional and multicultural media, working out of Victoria and Vancouver.

### Related Legislation:

N/A

Organizational Chart:



## GOVERNMENT DIGITAL EXPERIENCE DIVISION

ADM Responsible: David Hume

Core Business/ Program Area Description/Critical Business Processes:

The Government Digital Experience Division is comprised of two branches: Citizen Engagement/Strategic Design and Business Transformation, and Corporate Online Services. Each branch is led by an Executive Director.

**The Citizen Engagement/Strategic Design and Transformation Branch** works to involve British Columbians in improving the policies and programs of government. The branch has three core functions:

- Establishes the corporate vision, approaches, practices and tools that deliver large scale public consultation and engagements for ministries across government, ensuring a high quality experience for British Columbians when they share their ideas with government. The group works with policy and program areas to design productive public engagements that reliably shape policy outputs such as legislation, regulation and key government plans, such as the BC Jobs Plan. Engagement occurs online and face-to-face.
- Establishes the corporate vision, approaches, practices and tools that deliver citizen-centered service design for ministries across government. The group conducts face to face field research with British Columbians to understand their wants, needs and motivations when using a service, develops and tests prototypes of new services with end users, and provides analysis of opportunities for improvements.
- With partners, leads core components of the public service's *Where Ideas Work* corporate innovation agenda and the #BC Tech Strategy, including programs like:
  - the Continuous Service Improvement Lab—a dedicated space where public service teams can learn to work using proven innovation methods.
  - the B.C. Developers' Exchange—lead in partnership with the Office of the Chief Information Officer, the B.C. Developers' Exchange provides fast, effective methods for collaborating with B.C.'s talented tech sector to build digital services, beyond the large vendor community.
  - Personalized Digital Services—GCPE has the lead in the development of a strategy and toolset that will allow citizens to personalize a dashboard of services they use with government, be notified of the status of their applications or changes to programs, and have services they may be interested in suggested to them. GCPE is coordinating both the development of the dashboard technology as well as the overall program for personalized digital services.

The group also supports policy development and compliance activities to drive its core functions, with a focus on working with privacy, legal and procurement authorities.

**The Corporate Online Services Branch (COS)** develops, implements, and manages digital products and services focused on improving service delivery and access to information. These products and services are designed to meet citizen expectations through user research, usage analysis and

evidenced based design and include the following:

1. The enterprise content management framework (CMF) is a corporate tool used to support all ministries in the delivery of gov.bc.ca. It consists of:
  - o CMS Lite – the corporate content management system
  - o Enhanced Search solution leveraging Google search technology to support citizens' and employees' information finding
  - o Open sourced software solutions including WordPress for citizen engagement and public outreach
  - o Web Analytics – to gain insights into web traffic and performance
2. Personalized Services – supporting delivery of the personalized services experience through corporate technology development and alignment with corporate enablers.
3. Technology infrastructure and application management to support the digital products managed by GCPE (including the BC Government Newsroom and event management calendar).

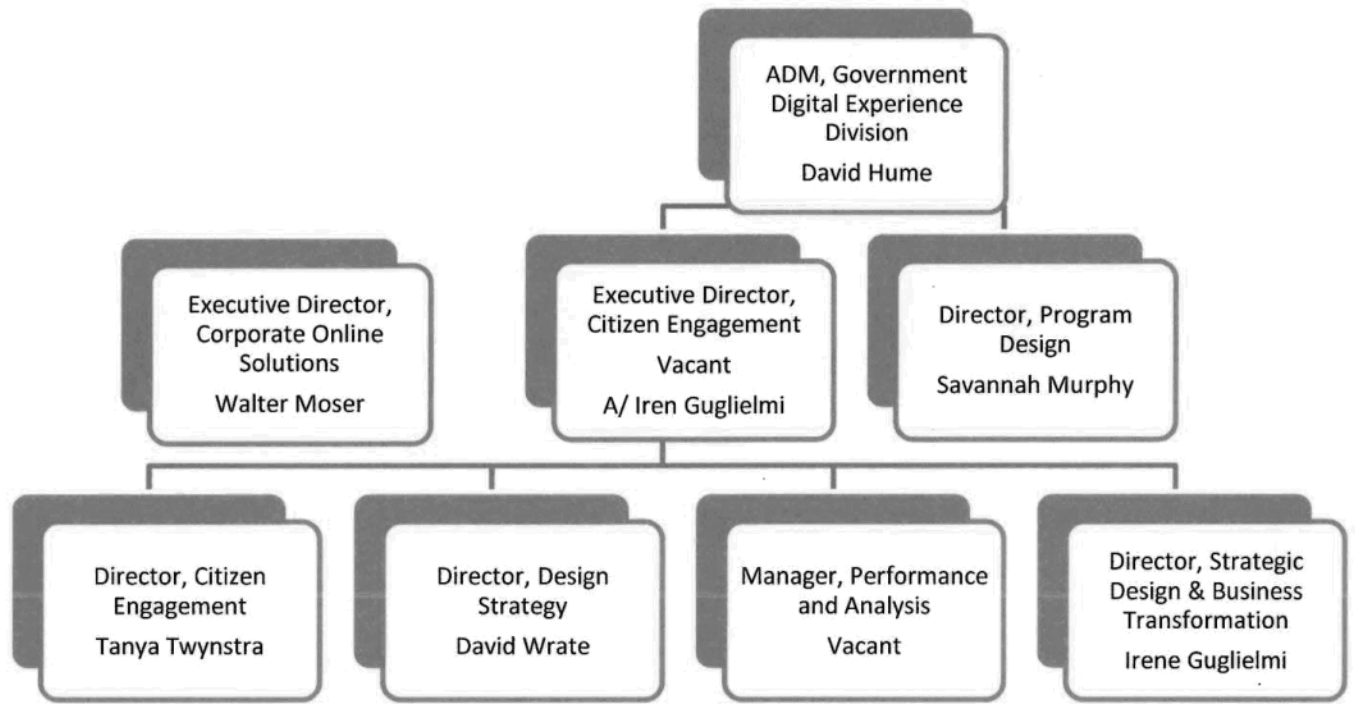
COS is responsible for the management of the joint working group and co-leadership of the cross-ministry Internet Advisory Council to support direction as outlined in Chapter 22 of CPPM; to maintain a consistent user experience, protecting corporate brand identity and equitable accessibility as part of digital product development. This governance model oversees the development and maintenance of B.C. government web properties, providing direction for online best practices, user interface design, web standards and writing style guides.

COS supports the GCPE Line of Business technical service desk management and support as well as MCIO functions for GCPE for technology planning, security and privacy.

Related Legislation:

N/A

Organizational Chart:



## STRATEGIC COMMUNICATIONS DIVISION

ADM Responsible: Robb Gibbs

### Core Business/ Program Area Description/Critical Business Processes:

Under the leadership of the Assistant Deputy Minister, the Strategic Communications Services Division provides a variety of services including Cabinet Priority communications, advertising, marketing, graphic communications, management of government's corporate calendar and digital communications.

Advertising and marketing services are provided using a variety of marketing disciplines and methodology including strategic planning, brand management, campaign development, 'marketing research, copywriting; marketing/advertising design, and media buying on behalf of the Province.

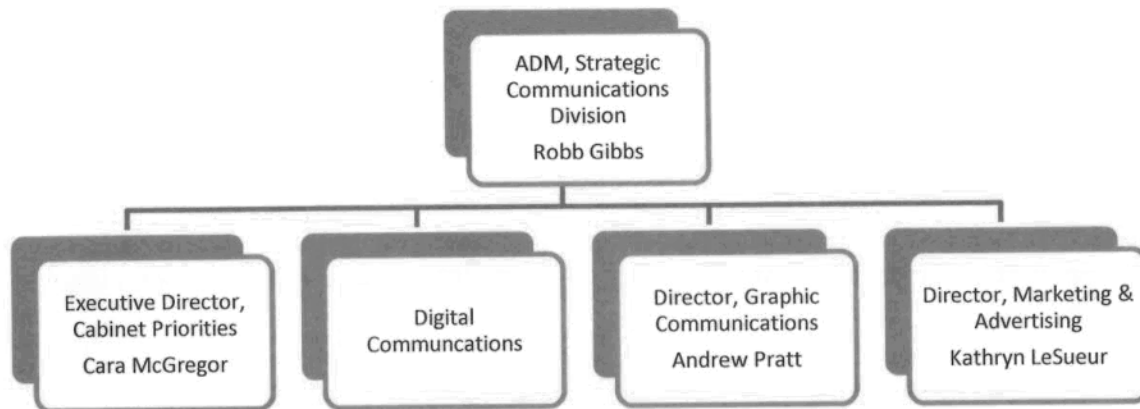
GCPE Graphic Communications provides in-house graphic design and production services for the executive offices, GCPE headquarters divisions, GCPE Ministry Communications shops and ministry program areas. The Division also manages and administers the BC ID graphic standards, corporate visual branding and new logo development, while approving all third-party uses of logos and trade-marks. The Division works closely with the Office of Protocol in approving uses of BC or British Columbia in a business name and support their administration of the Provincial Symbols including the BC Coat of Arms.

The Division also leads and provides daily oversight of one of government's most important planning tool -the corporate calendar. This involves liaising with communication offices to ensure accurate and up-to-date information is reflected in the tool to support informed decision making. The corporate calendar is utilized to inform decision-making with GCPE HQ, government ministries, Minister's Offices and the Premier's Office and in doing so, enables short, medium and longer term corporate planning objectives.

The Cabinet Priorities unit makes strategic decisions about announcement and event timing, locations, and sequencing of events and announcements in the context of emerging priority or anticipated issues. This involves assessing government initiatives and priorities from a corporate lens and adjusting as appropriate.

The Digital Communications unit develops digital content to connect British Columbians with government services, solicit feedback on government programs and inform people about new government programs and initiatives. It also produces reports on social media metrics related to government digital channels and provides guidance and support for a cross-government approach to digital communications. The unit is also responsible for video production and coordinating photography services.

Organizational Chart:



## STRATEGIC ISSUES DIVISION

ADM Responsible: Eric Kristianson

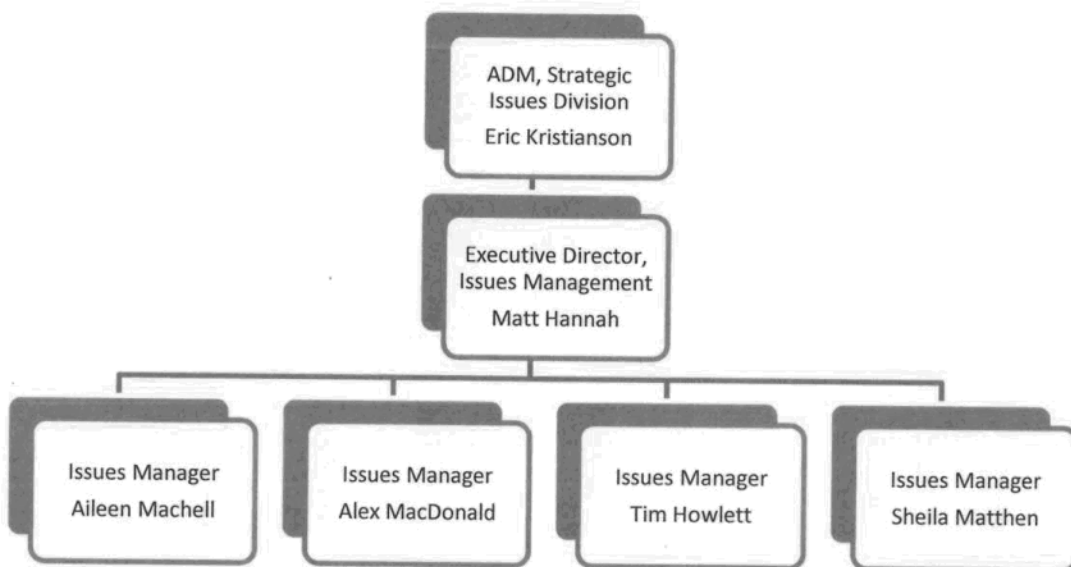
Core Business/ Program Area Description/Critical Business Processes:

Under the leadership of the Assistant Deputy Minister, the Strategic Issues Division is responsible for strategic issues coordination and issues management across government.

The division tracks and coordinates high-priority issues that impact government across multiple ministries and agencies to ensure they are addressed in a manner consistent with government's overall policy direction.

The division also provides issues management support to communications departments across government.

Organizational Chart:



## CONFIDENCE AND SUPPLY AGREEMENT (CASA) SECRETARIAT

Executive Director Responsible: Donna Sanford

### Core Business/ Program Area Description/Critical Business Processes:

Led by the Executive Director, Confidence and Supply Agreement Secretariat, the Secretariat organizes and facilitates government's consultations with the Green Party Caucus contemplated by the 2017 Confidence and Supply Agreement. A core role is providing secretariat support to the Confidence and Supply Agreement Consultation Committee, and coordinating subsequent meetings between the Green Party Caucus and Ministers or senior Ministry Officials, based on the Committee's consultations.

The Secretariat also serves as the primary point of contact for government employees seeking assistance with Green Party Caucus consultations on ministry policy initiatives that are covered by the Confidence and Supply Agreement.

The Secretariat ensures that individuals involved in consultations understand government regulations, policies, and protocols regarding Cabinet confidentiality, solicitor-client privilege, budget consultation, Freedom of Information and Protection of Privacy, and other regulations and policies that may apply.



# GDX Overview: Who we are and what we do



GDX keeps British Columbians on the frontline of innovation, research and technology by engaging with citizens and creating digital tools and services to benefit people throughout our province.

We create solutions to complex challenges that make a difference to people in B.C. – such as improving how people find information on government programs, policies and services. We have three main focuses – public engagement, strategic design and digital delivery.

## Vision

Exceptional service experiences for British Columbians.

## Mission

Lead government to deliver better outcomes driven by collaboration.

## Goals/Objectives

1. Improve the quality of citizens' experience with government
2. Drive innovation and economic opportunity through information and service delivery
3. Increase trust and understanding of how government's decisions are made
4. Drive innovation and public-service capacity to provide valuable citizen experiences

## What we're guided by

Government's [Core Policy and Procedure Manual](#) mandates GDX to provide leadership and standards to ensure:

- Citizens are engaged in public-policy decisions supporting government priorities; and
- Citizens can access the information and services they need from government in a way that is efficient and effective

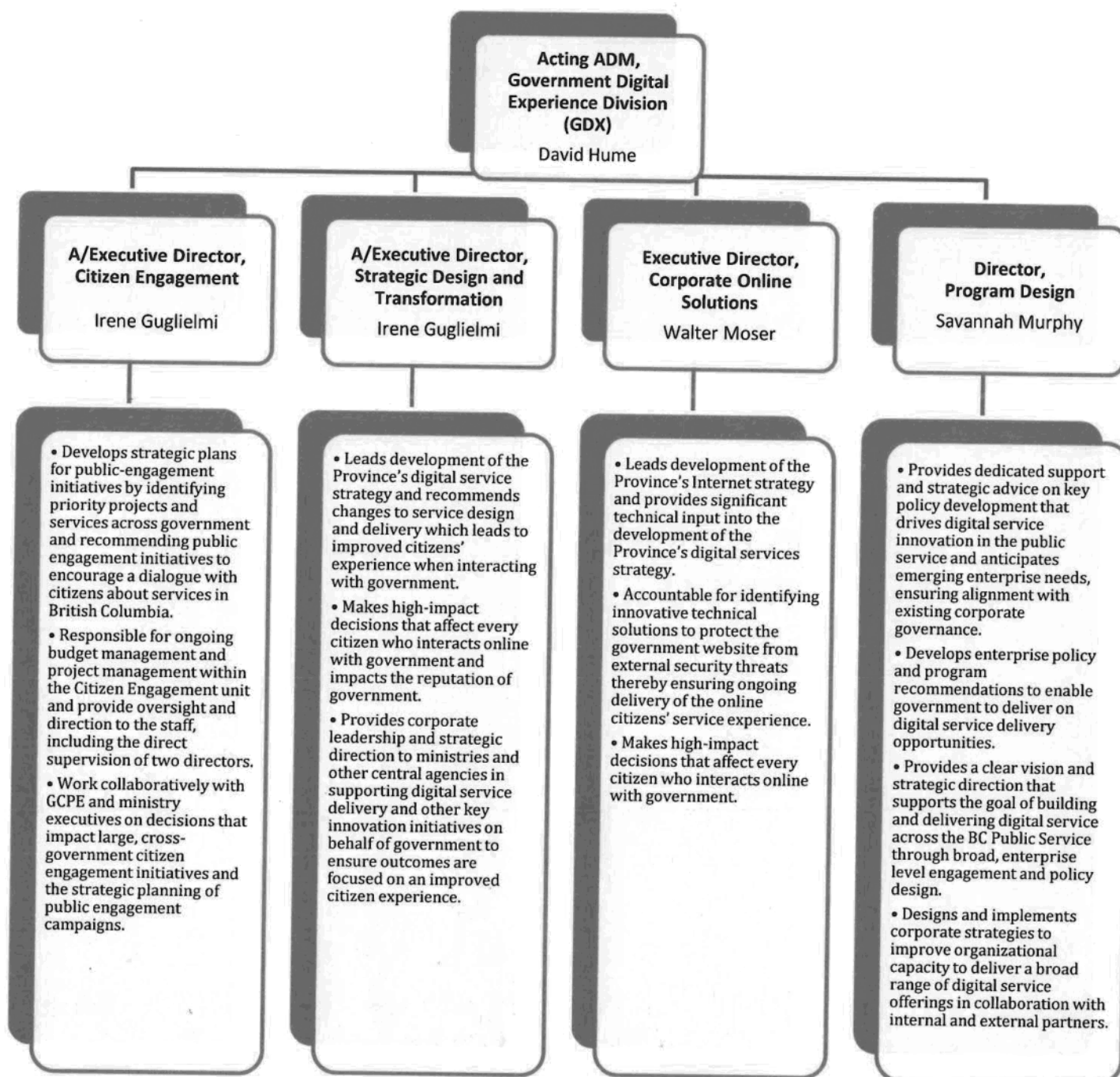
## Governance

The nature of GDX business converges with a vast network within the BC Public Service. To reflect the significance of these linkages the following cross-ministry bodies inform lines of business and ongoing program and practice development:

- Service Delivery Board
- Service Design Community of Practice
- Internet Advisory Council
- Information Architecture Council



Government Communications and Public Engagement  
**GDX Functional Org Chart – October 2017**





## Executive Biographies



### David Hume

David has been Acting Assistant Deputy Minister (ADM) for the Government Digital Experience Division since July 2017. The division is responsible for leading government in defining the citizen service experience; supporting the BC Public

Service in delivering a modern, consistent, high quality digital service experience; and supporting government in its ongoing dialogue with British Columbians.

Prior to his role as ADM, David previously served for 7 years as the Executive Director of Citizen Engagement, where he lead a team involved in helping ministries across government think through and launch better ways to bring British Columbians into the process of improving policy and services that affect them.

David has been full-time with the Province of B.C. since May 2009, and before that has worked in various consulting and project roles with the UN, OECD, the Province of New Brunswick, the federal government and the government of New Zealand.



### Walter Moser

A history of frontline service work in the private sector, progressive leadership roles in both the private sector and within government, underscore Walter's passion for building strong teams, driving innovation, taking thoughtful

risks, partnering within government and with the private sector with a singular purpose – to drive better outcomes for citizens, clients and employees.

Capitalizing on the relationship between citizen-driven service delivery, service design, technology and information management is at the heart of his vision for the team – providing the right information and high-quality digital services to citizens and employees, at the right time, to support them in achieving their goals.

He leads the team that delivers the corporate enabler technologies for content management, search and analytics and public engagements that are now foundational to connecting British Columbians with the services they need.

With approximately a decade in each of the food service industry, airline industry, and public sector, as well as a tech start-up experience providing services to a consortium of global airlines (150) representing 1.5 million employees, Walter leads a similarly diverse team (12 different languages spoken on a team of 50) of subject matter experts in web design, content design, information architecture, critical systems application development - frequently partnering with BC technology companies to augment internal capacity and drive innovation.



### Irene Guglielmi

Irene is the Acting Executive Director of Citizen Engagement and Strategic Design and Business Transformation branches of the Government's Digital Service Division. In her base position, she leads the corporate Service Design Team

which supports Government and Ministry business by applying leading practices in user experience and human-centred design to understand the needs of citizens and redesign and implement services based on those needs.

Irene has worked for the BC Public Service since 2006 in a variety of roles focused on strategic



communication, stakeholder engagement and transforming governments approach to service delivery. She has an extensive background in partnership development and corporate operations, including technology development and implementation and cross sector engagement and issues management.



### **Savannah Murphy**

Savannah is the Director of Planning and Program Management. Her team works with executive to set the vision and strategic direction to implement the goal of building and delivering digital service in the BC Public Service through

broad, enterprise-level engagement and policy design. Her team also provides vendor management and contract resourcing necessary to enable digital services within GDX.

Savannah has a strong track record as a change leader, building new programs and capabilities in response to emerging business priorities, including the design of our corporate Service Design practice, the first of its kind in North America.

She has been full-time with the BC Public Service since September 2003 and has worked in a range of business and corporate organizations. For the past nine years her focus has been leading corporate technology, design and workforce innovation.



### GDX Resources

	Restated 2016/17	Estimated 2017/18	Variance
<b>Operating</b>	\$7.221M	\$7.518M*	↑ 0.297M
<b>Capital</b>	\$2.705M	\$1.105M	↓ 1.6M
<b>FTE Utilization</b>	71	78	

\*Does not include approved contingency draw of \$0.8M for planning and development of the Personalized Digital Services Strategy.



## PERSONALIZED DIGITAL SERVICES STRATEGY

We recognize that there is still a great deal to be done to improve the delivery of government digital services.

For the past few years, we've been working to put the foundational pieces in place that will allow us to transform how we design, build and deliver digital services to British Columbians.

Our goal? High-quality, consistent, modern, service experiences for British Columbians. Services that are easy to find, easy to use and more importantly, are designed in a way that ensures online transactions are completed successfully the first time!

Attributes of the new approach we envision: evidence-based, citizen-centric service design; agile methodology improving time to value – frequently releasing updated viable product increments and continuously improving the service until we've saturated the needs of citizens and service providers; use of open-source software and working with software developers in the tech sector to help us write code and share it (safely) with others on open Internet.



Some examples of this new approach:

### **The Mental Health and Substance Use Digital Hub**

One of the things we heard loud and clear during our public engagement process was that there were lots of mental-health and substance-use support services available but it was hard to find what you're looking for, where you need it, when you need it. We listened to that.

The hub brought together all relevant ministries, more than 450 service providers and over 6,000 services. The hub is not just another website – instead it aggregates information to provide users with a comprehensive search result and allows citizens to search for the services they need where they need them – in their communities or nearby.

[Home](#) /

## Mental Health and Substance Use Supports in B.C.

HealthLink BC can help you find mental health or substance use information and support

**Call 8-1-1 any time of the day or night**



Search for information and services in B.C.

Enter a keyword or phrase to search



Search by Audience, Topic or Location

Children and Youth



Students



Adults



### Emergency contacts



If you or someone you know needs help, call one of these numbers:

- Medical Emergencies: [9-1-1](#)
- Crisis: 1 800 SUICIDE (1-800-784-2433)
- Mental Health Support: [310-6789](#)
- Missing Persons: [9-1-1](#)

Find more [important contacts](#).

### Services in your area



[Home](#) / [Mental Health and Substance Use Supports in BC](#) /

## Mental Health & Substance Use Supports in BC – Search

Enter your search terms in the box below.

### Refine by

#### Locations

Richmond (2)

#### Types

Alcohol Addictions and Other  
Substances (2)

Body Image and Eating (2)

Education and Awareness (2)

Mood and Anxiety (2)

Psychosis and Thought Disorders (2)

Suicide and Self Harm (2)

Trauma and Abuse (2)

#### Audience

Adults (2)

Children and Youth (2)

Students (2)

alcohol rehab

Richmond

Education and Awareness

Students

All

Programs

Map

Search Tools

### Adult Mental Health Program

Provides support services and counselling for people with mental health and or substance use issues. Services may include psychiatric assessment, treatment planning, crisis response, short-term counselling, employment and education support, referrals to [... Show more]

**Organization:** Vancouver Coastal Health

**City:** Richmond

**Phone:** 604-675-3975

**Website:** <http://www.vch.ca/your-health/health-topics/mental-health/>

### Older Adult Mental Health Program

Offers specialized services for older adults including mental health outreach, assessment and consultation, treatment, case management, and education. Also provides a rehabilitation program offering individual occupational therapy assessments, [... Show more]

**Organization:** Vancouver Coastal Health

**City:** Richmond

**Phone:** 604-244-5486

**Website:** [http://www.vch.ca/locations-and-services/find-health-services/?program\\_id=3](http://www.vch.ca/locations-and-services/find-health-services/?program_id=3)



## **MSP Enrolment**

Using citizen centric service design practices and working collaboratively with the Ministry of Health and their service provider, Maximus, we've digitized the MSP enrolment form.

Error rates have fallen from 37% of all new applications to fewer than 9% - and we're looking to see how we can reduce that even further.

https://my.gov.bc.ca/msp/application/prepare Home Page | @Work Adults - Province of British Col... How to Apply - Province of Brit... MSP

File Edit View Favorites Tools Help

BRITISH COLUMBIA Apply for MSP

1 Check Eligibility 2 Personal Info 3 Contact Info 4 Review & Submit

See if you qualify for public health care in B.C.

Do you currently live in British Columbia (i.e. Do you have an address here)?

☐ Yes ☐ No

Will you or anyone in your immediate family (included on this application) be away from B.C. for more than 30 days in total over the next six months?

☐ Yes ☐ No

Is anyone you're applying for

- A student returning to your home province at the end of a course or program; or
- A minor (under the age of 16) who needs to have their own individual account; or
- Seeking refugee status and is not approved yet

☐ Yes ☐ No

Disclaimer Privacy Accessibility Copyright Contact Us



BRITISH COLUMBIA

## Apply for MSP

1 Check Eligibility

2 Personal Info

3 Contact Info

4 Review & Submit

### Tell us about who is applying and upload official documents

#### Main Applicant (Account Holder)

##### Your Status in Canada

- ☒ Canadian citizen
  - ☐ Moved to B.C. from another province
  - ☐ Moved to B.C. from another country
- ☒ Not new to B.C. but need to apply for MSP
- ☐ Permanent resident
- ☐ Temporary permit holder or diplomat

##### Your ID requirements

You need to include **one** of the following with your application:

- Canadian birth certificate [Open sample](#)
- Canadian citizenship card or certificate [Open sample](#)
- Canadian passport [Open sample](#)

Has your name changed since your ID was issued due to marriage or a legal name change? If so, include **one or more** of the following:

- Marriage Certificate [Open sample](#)
- Legal Name Change Certificate [Open sample](#)

##### Upload your documents

Scan the document, or take a photo of it. Make sure that it's:

- The entire document, from corner to corner
- At least 1000 pixels wide x 1500 pixels tall
- Rotated correctly (not upside down or sideways)
- In focus and easy to read
- A JPG, PNG, GIF or BMP file (not a PDF)

Select a file



Please upload required ID documents

+ Add Spouse/Common-Law Partner

+ Add Child (0-18)

+ Add Child (19-24) who is a full-time student

Continue

Cancel

# New Citizen Experience



BRITISH  
COLUMBIA

## Apply for MSP

✓ Your application has been submitted.

REFERENCE #

### What happens next

- [Print your application](#) for your records
- Allow 21 business days for your application to be processed
- Once your application is processed, you will receive a letter in the mail indicating your eligibility for MSP and the date your basic health coverage will begin (if applicable). You may have a [wait period](#).
- Once you receive your first bill, you can get your [BC Services Card](#) – visit [ICBC](#) or [Service BC](#) to get one
- Low income families who have lived in Canada for at least a year may also be eligible for financial help with paying the monthly premium – [find out about premium assistance](#) 
- Depending on your income, you may be eligible for [FairPharmacare](#)  , to help with the cost of eligible prescription drugs and designated medical supplies
- If you have questions, contact [Health Insurance BC](#)

**“I really like this page...These questions actually are the ones we get from clients after completing the form, but now here they already get all the information. That’s great – I love it. And then we workers can expand on the information [with the links included].”– settlement worker**

## MyGovBC

We're designing a "digital dashboard" that will allow citizens to manage their connections to government while protecting their personal privacy/data. The future vision is that citizens can manage their access to government services; change their address; and receive notifications regarding applications, testing, etc. We imagine citizens will log into their virtual account using their BC Services Card to authenticate their identity – giving us assurance that the person on the other end of the transaction is who they say they are – and complete an end-to-end service transaction (apply, pay and confirm).

Eventually, we will use the power of the web to make citizens more aware of services that may be relevant to them. And, we'll be adding a live chat feature to give citizens access to help while they are completing a transaction, and exploring opportunities to incorporate artificial intelligence into our digital service delivery model.

MyGov /

MyGov

Message Centre (4)

Billing and Payments

Transaction History

Contact Us

## Manage my Government Services

s.22

**Message:** You have a Driver Licensing (ICBC) notification.

MyGov government services as of March 1, 2016.

### My Government Services

Services / Ministry or Organization

Manage

1. [Personal Information \(BC Services Card\)](#)



2. [Driver Licensing \(ICBC\)](#)



[Add more BC Government Services](#)



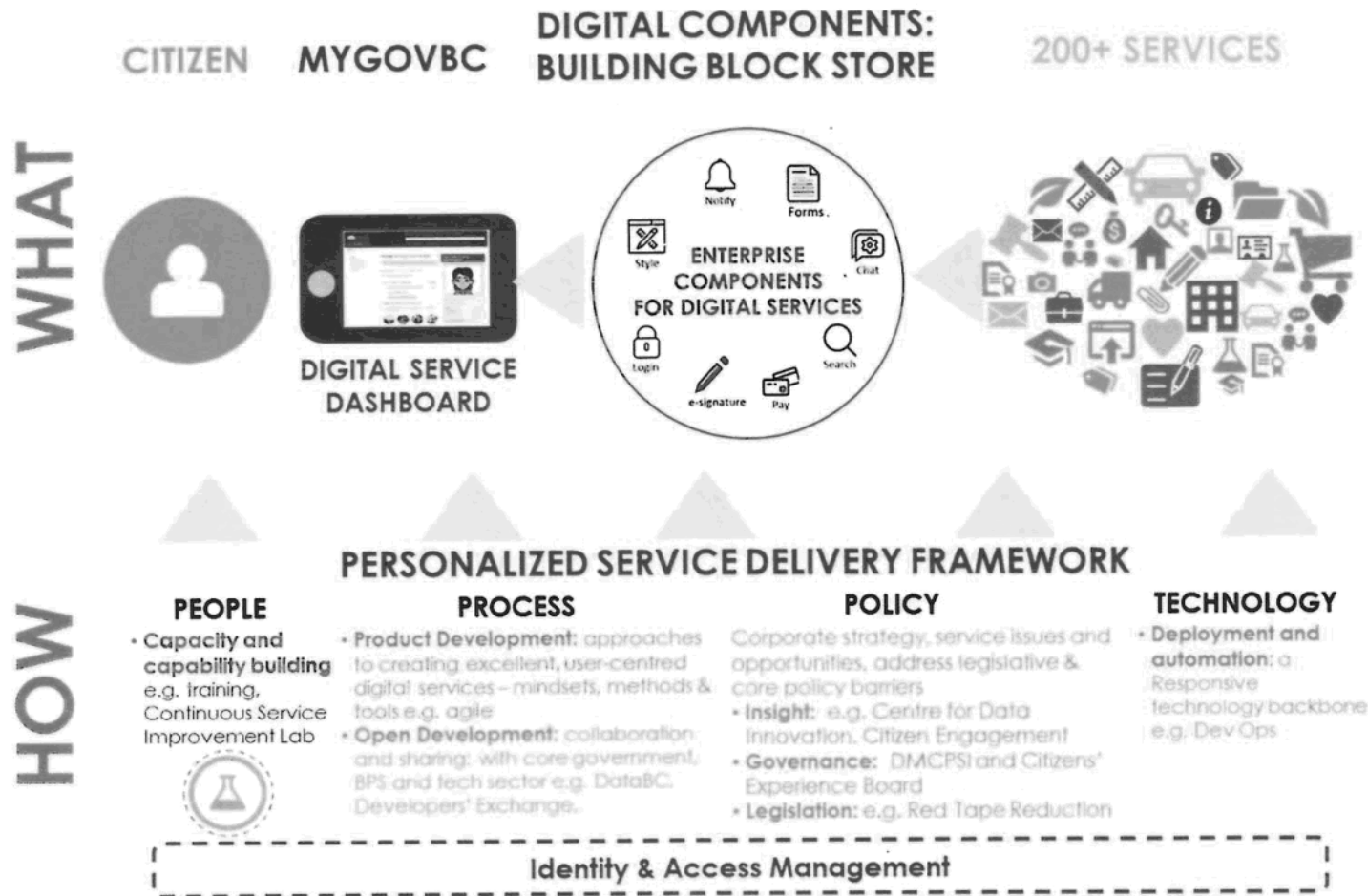
### Suggested Government Services

Here are some common and relevant government services based upon MyGov profile.



Individually these would be significant improvements but they're not enough to allow us to achieve our goal of a high-quality, consistent, modern, service experience. Putting all the pieces in place to achieve our goal is complicated. There are multiple enterprise components, each complex by itself, but more so when you're trying to get everything to work together. As well, there is the ensuing policy work, attention to be paid to building internal capacity, reviewing business processes and determining the technology solutions to support the modernization of digital service delivery.

# DELIVERING A MODERN SERVICE EXPERIENCE



## Personalized Digital Services

For about the past 18 months, we've been working with our partners at the OCIO and Service BC on the foundational components that will allow us to eventually scale a new approach to digital service delivery across the public service.

Work has included:

- alpha (FoodSafe) and beta (MSP enrollment and premium assistance) launches of the digital dashboard;
- conditional support from the Office of the Information and Privacy Commissioner;
- new capacity in security and identity management;
- development of a notification service;
- introduction of a secure file transfer (SFT) solution;
- co-creation (with OCIO) of the BC Developers' Exchange – a web-based tool that allows us to procure development services through direct interaction with the tech sector;
- introduction of DevOps, open source software and creation of a GitHub code library (allows developers to copy and paste code into new applications and share refinements with the community);
- launch of a Service Design Playbook;
- co-sponsor (with the OCIO) of the Continuous Service Improvement (CSI) Lab; ministries were invited to bring nine early adopter projects into the lab to test the new methodology and tools for designing digital services;
- workshops and training opportunities – some funded by the BC Public Service Agency - (service design, agile methodology, continuous service improvement, etc.)

## What's Next

The corporate plan, "Where Ideas Work", was released in 2016/17. One of the priorities included in the plan is the implementation of a Personalized Digital Services Strategy (in two years) to modernize and simplify citizen access to online services. Treasury Board has approved a draw on the Contingency Vote for GDX for \$800K in 2017/18 to support the planning and development of a Personalized Digital Services Strategy (working in partnership with the OCIO). The PDSS is an integral component of government's over-arching Digital Strategy

GDX has recently retained Ernst & Young to assist us with the development of a service inventory. This information will allow us to develop and model options for the PDSS adoption strategy – what would adoption look like if we started with most popular services vs. state of readiness vs. user cohorts, or perhaps a blend of all of these?

Through the start-up in residence program (STIR) we will be developing a web-based tool that will provide a vehicle for ministries to electronically provide updated information regarding services, providing us with information at our fingertips about the services government provides.

We're also conducting an accessibility audit of the MSP digital service to inform the development of enterprise accessibility standards.

Other priorities for the planning phase include confirmation of the business model and development of a resource and implementation plan to support a new approach to digital service delivery across the public service.

Our biggest challenge to-date has been governance and fragmentation of the business areas that "own" pieces of the PDSS pie – GDX, OCIO, Service BC, the Ministry of Finance, and the Ministry of Small Business and Red Tape Reduction. This is largely attributable to the evolution of what started as a "digital dashboard" to a much broader and more strategic approach to a new way of designing and delivering personalized digital services, but as we move beyond the digital dashboard it becomes apparent that alignment of these business areas would benefit the delivery of PDSS, ensuring that priorities are aligned to the adoption strategy.

Currently there are five advisory bodies informing the development of the PDSS:

- ADMs Steering Committee on Personalized Digital Services (GDX, OCIO, Service BC, RTR)
- Deputy Ministers' Project Board (GCPE, MTICS, SBRTR)
- Service Delivery Board (ADM representation from all ministries with front counter service delivery)
- ADMs Committee on Corporate Services
- Citizen Experience Board

The Deputy Ministers' Committee on Public Service Innovation is currently the primary decision-making body.

s.12,s.13

## WEB RATIONALIZATION 2013-2017

In the fall of 2010, the Deputy Ministers Council on Transformation and Technology (DMCTT) directed the Public Service to move forward with a new design for government's web presence that was evidence-based, citizen-centric and service oriented. This resulted in the adoption of a set of design principles that would inform the development of the government web, develop a conceptual design for the new site and take steps to enhance the search function. The overall vision: "One domain, one design, one high-quality citizen experience" that will:

1. Be accessible and available to all citizens
2. Be recognized as a trusted and reliable source of information
3. Provide a consistent, citizen-centric user experience
4. Eliminate redundancies and increase efficiencies for government.

The Core Policy and Procedures Manual was augmented with Chapter 22, 22.3, giving GCPE the authority to oversee online development. The policy states:

"Government Communications & Public Engagement (GCPE) may set standards to mandate the use of specific communications and public engagement services or practices (i.e. advertising, research, online development, etc.). Ministries must follow these standards in the execution of all activities listed on GCPE's website, unless an exemption has been approved by GCPE."



[MENU](#)
[Careers & MyHR](#)
[Services A-Z](#)
[Organizations A-Z](#)
[Forms A-Z](#)
[News](#)
[Contact Us](#)

## Expanding overdose supports


Over \$16 million helps increase addictions treatment services as part of the battle against the epidemic of illicit drug overdoses.

[Learn about overdose response here](#)

### Featured Programs & Services

Learn more | [普通话](#) | [電話](#) | [Les services](#) | [한국어](#) | [ਪੰਜਾਬੀ](#)

### How may we help you?



**British Columbians & Our Governments**  
The ministries, about our government, open government, DataBC, govTogetherBC, news, celebrating B.C., BC Stats, First Nation treaties, Aboriginal peoples, Services for Government, government identification, freedom of information, local governments



**Health**  
MSP Pharmacare, accessing health care, public health, health forms, practitioner & professional resources, Office of the Provincial Health Officer, mental health and substance use supports in B.C.



**Birth, Adoption, Death, Marriage & Divorce**  
Births, marriages, deaths, legal changes of name, adoptions, order certificates & copies and extracts, online birth registration, separation & divorce, will notices



**Education & Training**  
Early learning, K-12, post secondary, adult learning, ways to learn, K to 12 administration, skills training, StudentsAidBC, Aboriginal Education, BC For High School, Enhanced District Reporting



**Driving & Transportation**  
Licensing & insurance, DriveBC, RoadSafetyBC, passenger air rail & water, highway construction & maintenance, BC Ferries



**Public Safety & Emergency Services**  
Criminal record checks, domestic violence, emergency management, fire safety, Helpline for Children, metal theft, PreparedBC, protecting children, Protection Order Registry, security industry licensing

### BC at a Glance

#### BC Gov News

[April illicit drug-death numbers](#)

The number of illicit drug deaths in B.C. continues to be a major cause of concern, with April 2017 showing the second-highest recorded numbers in a single month in the province, according to the latest statistics from the BC Coroners Service.

Wednesday, May 31, 2017

[VIEW MORE NEWS](#)

### Facebook



**LANDSLIDE INDICATORS**



## Goals and Objectives

### 1. Be accessible and available to all citizens

The Accessibility 2024 10-year action plan set out the goal to provide accessible Internet and communications options for British Columbians. GCPE completed this work in December 2016 for gov.bc.ca.

Since the GDX migration to newer technology and redundant infrastructure in Kamloops and Calgary, GDX has experienced almost no outages that had previously been attributed to old software versions and/or infrastructure capacity limitations.

Faster response time for the gov.bc.ca home page has improved from average page loads of over one second to approximately one half of a second.

### 2. Be recognized as a trusted and reliable source of information

There has been a 270% increase in 'Total Visits' and a 483% increase in 'Total Page Views' in gov.bc.ca since 2013 – an indication of confidence in gov.bc.ca as the official website of the Province of British Columbia.

There has been a 45% increase in four years for both 'Average Time Spent per Visit' and 'Average Visits per Visitor'.

There has been an 80% increase in four years for mobile visits, justifying the investment in mobile responsive design.

The amount of government web content indexed by our Google Search Appliances has decreased by 60% since 2013.

[Home](#) / [Health](#) /

## Managing Your Health

There are a lot of choices that you can make to maintain or improve the physical and mental health of you and your family. Learn about the Columbia provides to assist you in staying healthy and making healthy choices.

### Immunizations

Vaccines have saved more lives in Canada than any other medical intervention in the past 50 years. B.C. has one of the most comprehensive immunization programs in Canada. Use the following resources to find general information and advice on immunizations.

### Healthy Eating

Healthy eating is a pattern of eating that contributes to best possible health through positive relationships with food and diverse, balanced food choices that meet a person's needs for nutrients and energy.

[Explore Within](#)

### Mental Health & Substance Use

One in five British Columbians will be affected by a mental health and/or substance use problem this year. This could be our neighbours, our co-workers, our dearest friends, our parents, our children, and ourselves.

[Explore Within](#)

### Incapacity Planning

Representation agreements and enduring powers of attorney are two types of legal documents which allow individuals to plan for the possibility of future incapability.

### Physical Activity

Physical activity is defined by the World Health Organization as any bodily movement produced by skeletal muscles that requires energy expenditure; this includes movements like crawling, walking, running, or lifting.

### Injury Prevention

Injuries occur in British Columbia every day and a child has a sports injury. Some injuries are predictable and preventable.

[Explore Within](#)

### Healthy Women & Children

Women and children have unique health choices before and during pregnancy, and development are the foundation of lifelong families.

[Explore Within](#)

### Sexually Transmitted and Blood Borne Infections

People come into contact with bacteria and viruses at all stages of life. Preventing infections and reducing harm is of primary importance.

[Explore Within](#)

[Home](#) / [Health](#) /

## Managing Your Health

There are a lot of choices that you can make to maintain or improve the physical and mental health of you and your family. Learn about the programs and services that the Province of British Columbia provides to assist you in staying healthy and making healthy choices.

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### Physical Activity

Physical activity is defined by the World Health Organization as any bodily movement produced by skeletal muscles that requires energy expenditure; this includes movements like crawling, walking, running, or lifting.

### 3. Provide a consistent, citizen-centric user experience

Supporting documentation on government's web presence can be found on the gov.bc.ca website. The documentation is reviewed on a regular basis to ensure content currency.

Documentation includes:

[Writing for the Web](#)

[Web Accessibility Guide](#)

[CMS Lite Frequently Asked Questions](#)

[CMS Lite Manual](#)

[CMS Enhancement Release Notes \(ongoing\)](#)

[Search Enhancement Release Notes \(ongoing\)](#)

[Developer's Guide](#)

[Forms Management and Design](#)

[Enhanced Search Manual](#)

[Search Engine Optimization Guide](#)

[Web Property Approval Process](#)

Search Enhancement – using design patterns that citizens are familiar with from their personal use of the web, like faceted search options.

Faceted search is a technique for accessing information organized according to a faceted classification system, allowing users to explore a collection of information by applying multiple filters. This is similar to how citizens navigate on amazon.com - allowing users to explore information through filters.

Faceted Search Examples:

[Ministry of Children and Family Development](#)

[Mental Wellness](#)

[Open Information](#)

Gov.bc.ca Usability Testing 2016 report shows noticeable improvement in how people are finding their content.

For example:

'Information found with ease' has increased by 22% in comparison to the previous year's numbers

'Information not found (task failed)' has declined by 27%

Content Migration – All Ministries

99% of ministry content is resident in CMS Lite effective March 31, 2017


100% of ministry content will be in CMS Lite effective October 2017



#### **4. Eliminate redundancies and increase efficiencies for government**

Gov.bc.ca is recognized as the trusted source for citizens of British Columbia

The government overall web presence is managed by the GCPE Joint Working Group (JWG). The cross-government committee enforces established government Internet standards to ensure compliance with the mandate of "One domain, one design, one high-quality citizen experience".

Representatives from all ministries participate in the Internet Advisory Committee (IAC). The purpose of the IAC is to advise and collaborate with GCPE Government Digital Experience (GCPE-GDX) on decisions related to the development, practices and objectives of the Internet and Digital Services Strategies. Several subject-matter expert sub-groups support the IAC. The IAC is endorsed by the Ministry Chief Information Officers Council.



Home /

# Health

## Popular Topics

### MSP for B.C. Residents

Enrolment with the Medical Services Plan (MSP) is mandatory for all eligible residents and their dependents.

### PharmaCare for B.C. Residents

BC PharmaCare helps B.C. residents with the cost of eligible prescription drugs, and certain medical supplies and pharmacy services.

### Health Forms

Find the entire collection of health-related forms here.

## Services and Information Topics

### About B.C.'s Health Care System

Understanding how the system works is the first step in receiving the information and services that you need.

[Explore Within](#)

### Accessing Health Care

A world-class health care system is only something to brag about if residents can access services in a timely and cost-effective manner. Learn how you can find a healthcare service provider near you and how you can apply for financial aid when you need to travel for medical purposes.

[Explore Within](#)

### Health & Drug Coverage

B.C.'s publicly-funded health care system ensures that all eligible B.C. residents have access to medically necessary health care services through the Medical Services Plan and to eligible prescription medications, medical supplies, and pharmacy services through the PharmaCare program.

[Explore Within](#)

### Managing Your Health

There are a lot of choices that you can make to maintain or improve the physical and mental health of you and your family. Learn about the programs and services that the Province of British Columbia provides to assist you in staying healthy and making healthy choices.

[Explore Within](#)


### Keeping B.C. Healthy & Safe

The provincial government is committed to promoting healthful

### Conducting Health Research & Evaluation

Whether conducted by individuals or by larger organizations,

## Photostream



[VIEW MORE PHOTOS](#)

## News

### In Focus

#### [April illicit drug-death numbers](#)

The number of illicit drug deaths in B.C. continues to be a major cause of concern, with April 2017 showing the second-highest recorded numbers in a single month in the province, according to the latest statistics from the BC Coroners Service.

Wednesday, May 31, 2017

[VIEW MORE NEWS](#)

## Mental Health and Substance Use Supports

## General Priorities for 2017/2018

Service discovery and accessibility will be our primary focuses for 2017/2018. This will include tight alignment with Personalized Digital Services, while maintaining our existing product priority workflows and quality metrics.

The end result will provide:

### Proactive Content Discovery

- [gov.bc.ca](http://gov.bc.ca) will 'think' for citizens, proactively pushing content to them based on combining their browsing details (e.g. search query, pages visited, profile login) with broader web analytics statistics. This is a similar approach to [Amazon.com](http://Amazon.com) with its suggestion engine. This approach will dynamically offer up relevant services to site visitors, relieving a traditionally difficult web browsing experience.

### Content Quality and Standards

- Regardless of the horsepower of the web systems in place, good, succinct and quality content is paramount to the success of those systems. We will continue to develop and promote our content standards and networks, and provide web utilities that capitalize on such changes, thereby providing our web authors and program areas with tangible benefit for adoption. The end result will be a simplified and convenient service and content discovery experience for citizens and improvements to program uptake.

### Implement DevOps Development Model

- We will continue to expand and improve upon our Agile development model and improve workflow integrations with cross GCPE-GDX teams. This stands to establish tighter alignment between GCPE branches and maximize cross-team skillsets to deliver high-quality solutions on time.

### Accessible Web

- We will continue to develop an accessible web that caters to all British Columbians, in alignment with government's Accessibility 2024 mandates. This will include websites that can be accessed through assistive devices for those with disabilities, as well as sites that can be seamlessly accessed from any device.



### **Moving to Open Source**

- Begin to architect and design a move to an open development model within the general community. This could expand our scalability potential by accepting open source contributions. There will be security considerations such as a Security Threat and Risk Assessment as well as a Privacy Impact Assessment. This will need to be complemented by a strong quality assessment and testing process. The end result could provide improvements to our velocity of delivery.

### **Improving Internal Processes**

- We will continue to streamline and maximize internal processes, both with peer branches in GCPE-GDX as well as around reporting to executive. While we have made good strides working with Marketing and Communications, we will look for ways to work more closely in an effort to minimize quick-turnaround work.



## **CITIZEN ENGAGEMENT**

### **Key Accountabilities:**

Develop strategic plans for public-engagement initiatives by identifying priority projects and services across government and recommending public-engagement initiatives to encourage a dialogue with citizens about services in B.C.

Support ministries in the development of strategies to effectively consult with citizens on major government initiatives, projects and services.

Identify priority projects and services across government and recommend public-engagement initiatives to encourage a dialogue with citizens about services in B.C.

Collaboratively work with GCPE and ministry executives on decisions that impact large, cross-government citizen engagement initiatives and the strategic planning of public-engagement campaigns.



## CITIZEN ENGAGEMENT

### Key Deliverables, Fiscal 2017/18

#### 1. Create exceptional service experiences

- a. Deliver design research that supports measurably improved services
- b. Establish accessibility as a core part of the service design practice
- c. Drive collaborations with BC's technology sector through the BC Developers' Exchange
- d. Extend our digital tools that improve the experience of engaging with government
- e. Improve the face-to-face experience of engaging with government
- f. Establish benchmarks for satisfaction with government's public engagements
- g. Lead the division in delivering privacy and security for trusted services
- h. Lead government in establishing a Personalized Digital Services Strategy
- i. Drive policy changes that support new ways of working such as the CSI Lab, agile and new procurement models

#### 2. Support government in engaging citizens and building understanding of decisions

- a. Deliver 10 or more signature public engagements
- b. Align with and support government to use design research to make evidence-based decisions
- c. Ensure services GCPE provides are trusted through strong privacy and security practices

#### 3. Drive the corporate innovation agenda, including steps that support economic opportunity in the province

- a. Enable service innovation within the Public Service by building awareness and internal capacity of design methods, standards and tools as outlined in the Service Design Playbook. Lead cross-government training, network building and communication outreach to raise awareness of design principles and practices consistent in the development and delivery of public services

- b. Collaborate with ministry program areas and emerging practices such agile development, behavioural insights and data analytics to shape public policy, service and program development
- c. Lead the development of the Continuous Service Improvement Lab to support programs across government in creating innovative teams
- d. Establish new procurement vehicles through the BC Developers Exchange that enable more innovative ways to co-create digital services using continuous service improvement teams

#### 4. Build our capacity

- a. Build internal capacity with the corporate Service Design team through training, practice through experience working on projects, and collaborating with emerging innovative practices
- b. Collaborate with ministry program areas and emerging practices such agile development, behavioural insights, and data analytics to shape public policy, service and program development.
- c. Establish the staffing necessary to drive public engagement projects, service design, the CSI Lab, and the Personalized Digital Service strategy
- d. Improve our capacity for outreach to ensure citizens understand what engagement opportunities are available to them
- e. Ease service delivery with increased understanding and improved processes to meet security and privacy needs
- f. Work with Public Service Agency and the Office of the Chief Information Officer on models to share key Information Security and Privacy talent across government



## Year in Review, Fiscal 2016/17

Citizen engagement is the process whereby citizens provide feedback on the programs, policies and services that affect their lives. This can include online processes like discussion forums and feedback forms, as well as face-to-face processes like open houses and regional meetings. Every engagement is unique and designed on the purpose, audience and timeline.

Since 2012, the Government of British Columbia has asked for feedback on more than 230 topics, and received approximately 500,000 pieces of input. The following is a breakdown of the engagement activity that took place in the 2016/17 fiscal year (April 1, 2016 – March 31, 2017).

### A Record Year of Growth

The 2016/17 fiscal year saw a record number of new citizen engagement activities undertaken by the Government of British Columbia. During this period, a total of **39** new engagement projects were launched, **seven** projects were carried over from the previous fiscal year and closed, and **12** ongoing or annual projects were carried over throughout the fiscal for a total of **60** open projects.

The aggregate site of all government public engagements, govTogetherBC, experienced a major rebranding and strong growth in 2016/17. Total site visits climbed **18.4%** from the previous fiscal year with **16,583** visits and homepage visits went up **52.2%** over the previous fiscal year. Average length of visit increased this fiscal to **three minutes 56** seconds, up from three minutes 40 seconds the previous fiscal. This year saw an increased focus on being able to show the public the results of citizen engagements and saw over 100 new results pages posted. The most popular page on govTogetherBC was the BC Liquor Policy Review results page with **3,554** visits.

On social media, mentions of @govTogetherBC on Twitter were up **18.3%** over 2015/16.

Six signature citizen engagement projects, which GCPE deems as a priority for government by dedicating time and resources, in the 2016/17 fiscal year included *Budget 2017*, *Canada Pension Plan*, *Climate Leadership Plan*, *Species at Risk*, *Stops of Interest* and *Your Kid's Progress*. Your Kid's Progress was unique in that it represented the first time the Ministry of Education spoke directly with B.C. parents about potential policy changes. This project also was the first opportunity for the team to present and analyze an engagement in two languages, French and English.

### Role of the Team

The Citizen Engagement team provides strategic leadership and cross-government co-ordination of public engagement initiatives that contribute to legislative, regulatory, policy and service improvements across government. As part of the GDX division at GCPE, the team designs and implements large-scale, complex public-engagement initiatives for government.

Working with ministers and minister's offices, ministry executive, the Premier's Office, and communications directors and staff in every ministry, the Citizen Engagement team develops and executes plans for large provincial engagements. The team provides leadership by developing online services, products and tools to gather input, as well as leading/or supporting the design of in-person engagement opportunities.

The team prepares ongoing activity reports to update government officials on engagement progress and issues, and prepares engagement summary documents when projects close to report out on the volume of citizen feedback for ministries to consider as they make legislative, regulatory, policy and service improvements. One of the unique aspects in British Columbia is that ministries must work with the Citizen Engagement team if they wish to engage with the public.

**Engagement by the Numbers for this Fiscal**

- 60 open engagements (includes opened in previous fiscal, ongoing and new)
- Total 85,077 inputs into citizen engagement processes
  - 10,372 blog comments
  - 28,205 surveys, feedback forms, emails and letters submitted
  - 41,195 telephone town hall participants
  - 5,305 participants in face-to-face events

**Comparison to Previous Fiscal Years**

The 2016/17 fiscal year represented a period of record growth for new engagement projects launched by the Government of British Columbia.

Fiscal Year	New Projects Launched
2016/17	39
2015/16	38
2014/15	26
2013/14	15
2012/13	23

**Projects by Citizen Engagement Team Investment**

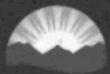
**High involvement:** These 18 projects are the type of projects that had a high level of involvement from the Citizen Engagement team. That means they saw a significant commitment of time and resources and often included a partnership agreement that would cost recover for the Citizen Engagement team's time and expertise.

1. Budget 2017 (signature project)
2. Canada Pension Plan (signature project)
3. Climate Leadership Plan (signature project)
4. Species at Risk (signature project)
5. Stops of Interest (signature project)
6. Your Kid's Progress (signature project)
7. McKenzie Interchange

8. George Massey Tunnel
9. Help Cut Red Tape
10. Rural Education Strategy
11. Spill Response
12. Emergency Program Act
13. Commission on Tax Competitiveness
14. Hwy 1 and 216 Street Interchange
15. Brunette Interchange
16. Okanagan Lake Second Crossing
17. Information Schedules
18. Libraries Strategic Plan and Consultation (stakeholder only, not public)

**Medium Involvement:** These 39 projects had a medium level of involvement from the Citizen Engagement Team. That means most of the projects listed below were small in scope, were regional, were one time only, or used the Standing Offer process to deliver the project. In some cases, it was determined that the engagement required a govTogetherBC page only.

1. Stickle Road & Hwy 97 Intersection Improvement Project
2. Trans-Canada Highway Improvements – Chase, BC
3. Mile 28 Level Crossing
4. BC Hwy 1 – Bruhn Bridge Replacement Project
5. BC Hwy 1 – Illecillewaet
6. Peachland Transportation Study
7. Balfour Ferry Terminal
8. Sunshine Coast Fixed Link
9. Highway 95 Golden Town Bridges Replacement Project
10. South of Fraser Transportation Priorities
11. Quesnel Transportation Plan
12. Lower Lynn Improvements
13. Salmon Arm West
14. First Nations Emergency Management Services Agreement
15. Reconciliation Agreement with Tsilhqot'in Nation
16. Cumulative Effects Framework Engagement
17. Mount Polley Environmental Impact Report
18. Organic Matter Recycling Regulations
19. Kalum Land Use Order



20. B.C.'s Boreal Caribou Implementation Plan
21. Great Bear Rainforest
22. Mines Act – Administrative Monetary Penalties
23. Mount Polley Long-Term Water Plan
24. Japanese Canadian Historic Places in BC
25. South Asian Historical Places
26. Family Law Act
27. BC Parks Volunteer Community
28. DataBC Blog
29. Columbia River Treaty Blog
30. Small Business Roundtable consultations
31. Angling, Hunting and Trapping regulations
32. Angling and Hunting Photo Contest 2016
33. Shared Services BC Vendor and Ministry Outreach
34. Study in BC Contest 2016
35. Clinical Practice Reviewer Reports
36. Patient Voices Network
37. Patients as Partners
38. Healthy Families BC
39. Tell TranBC

**Low Involvement:** In addition to corporately managed public engagements, there are also public-engagement processes that are unique in that they are managed at arm's length without corporate support or tools from the Citizen Engagement team. These engagements are listed on govTogetherBC as an umbrella engagement with many sub-engagement projects.

1. BC PharmaCare: Your Voice 2016/17
2. BC Parks Land Management
3. Environmental Assessments

The Citizen Engagement team also plays a limited role in formal First Nations consultations.

### Partnership Agreements and Financial Outlook

The Citizen Engagement team maintains several partnership agreements with ministries that outline responsibilities and commitments. Some partnership agreements each fiscal are new, while others carry over with a change request to continue into the next fiscal or were written to span a multi-year project. \$112,769.82 was recovered in fiscal year 2016/17.

Fiscal Year	Number of Partnership Agreements	Recovery Total
2016/17	13 new, six carry over from previous fiscal with recoveries	\$112,769.82
2015/16	10 new, one carry over from previous fiscal with recoveries	\$79,000
2014/15	11 new, 0 carry over from previous fiscal with recoveries	\$96,760

### Standing Offers

From time to time, given the scope, resources and priorities of the CE Team at the time, a decision will be made to hire a contractor to support a public-engagement process. There is a Corporate Supply Agreement for public-engagement services, to make things quick and easy for regions and ministries to access expertise. Ministries can access this list of contractors through the Citizen Engagement team.



There were 18 standing offer corporate supply agreements in fiscal year 2016/17:

Ministry	Standing Offers
Ministry of Transportation and Infrastructure	11
Ministry of Education	3
Ministry of Aboriginal Relations and Reconciliation	1
Ministry of Finance	1
Ministry of Environment	1
Ministry of Technology, Innovation and Citizen Services	1

Total amount recovered from ministries for contracted services for public engagement last fiscal is: **\$511,511.69**

In some cases, the Citizen Engagement team and the contractor both have a role in delivering a public engagement initiative. For example, with Budget 2017, a contractor had a role in delivering telephone town halls while the ministries developed the website and online discussion forum.

The Citizen Engagement team uses some contracted services to plan, conduct and report out on engagement projects. For fiscal year 2016/17, these **10** contractors were used:

- Elevate Consulting
- Kirk & Co
- Context Research Ltd.
- Urban Systems
- Primecontact Inc.
- Ipsos Reid
- Lucent Quay
- Pace Group
- Jack Stumple
- Rushbrook

### Use of Clarabridge

The text analysis software, Clarabridge, is used by the Citizen Engagement team to sort and organize large volumes of citizen input. Clarabridge was used on several engagement projects in the 2016/17 fiscal year, including:

- Your Kid's Progress
- The Climate Leadership Plan
- McKenzie Interchange Project

The cost for Clarabridge is approximately \$109,335 annually.

### Staff Resources: Citizen Engagement Team

Leadership and direction of the Citizen Engagement team remained steady in fiscal year 2016/17. There are three full-time FTEs dedicated to the team and approximately 1.5 additional shared FTEs. One contracted writer is on staff.

FTEs:

- Tanya Twynstra
- Lisa Guiney
- Dominic Seiterle<sup>s.22</sup>
- Jesikah Post<sup>s.22</sup>
- Katrina Summers

The Citizen Engagement team costs were \$287,272 last fiscal, not including the Executive Director salary.

### Policy Changes as a Result of Engagement

Engagement with the citizens of British Columbia allows government to make use of public ideas and expertise when making policy decisions. Impacts of the citizen-engagement process often take time, particularly when multiple ministries are involved or legislative changes are involved. Examples of direct impacts in the 2016/17 fiscal year as a result of recent or previous citizen engagement activities included:

#### New liquor laws

In January 2017, an updated Liquor Control and Licencing Act came into force, creating new



opportunities for businesses, increasing convenience for consumers and enhancing government's commitment to social responsibility.

#### **Streamlined liquor licensing**

In January 2017, liquor license applications moved to a more efficient processing system. As part of government's ongoing work to cut red tape, the Liquor Control and Licensing Branch now allows processes to happen concurrently. This change could save time for businesses, local governments, First Nations and the provincial government, allowing businesses to open faster.

#### **McKenzie interchange**

Based on technical analysis and feedback from the public and stakeholders between November 2016 and March 2016, this high-profile interchange is being built as a partial cloverleaf with a design that includes noise mitigation, environmental mitigation, and cyclist and pedestrian connections.

#### **New online hunter registry**

The Ministry of Forests, Lands and Natural Resource Operations launched an online system for hunter registration in April 2016, enabling hunters to complete the registry process without needing to visit a physical office.

#### **Simplified disability benefits application**

The Minister of Social Development and Social Innovation introduced Bill 3 which proposed amendments to the Employment and Assistance for Persons With Disabilities Act to allow government to prescribe groups of people that can be designated as Persons With Disabilities without them having to submit the full 28-page application or additional assessments by medical practitioners. In May 2016, Bill 3 received Royal Assent. The simplified application process is expected to reduce red tape for at least 1,000 applicants annually and eliminate the need for their doctors and other health professionals to submit duplicate health information and functional assessments.

#### **Less government red tape**

This long-term engagement project, which ran from October 2015 to March 2017, is having impacts across government. 510 ideas were received from citizens and 225 of those have been acted upon. An additional 84 ideas are being considered, and 137 have been identified as ideas with limitations. Some of the ideas submitted were universal, like improving customer service standards, while some of them were specific to more rural locations, like the difficulty of using online services without Internet access or having to drive to the next town to get to a Service BC location.

#### **Improved spills response**

The Ministry of Environment is developing a world-leading spill preparedness and response regime by seeking to make legislative, regulatory and policy changes to the Environmental Management Act. A five-phase engagement process helped the ministry discuss the proposed changes with industry, communities, First Nations, first responders and the public. The Land-Base Spill Preparedness and Response Regime is due to be introduced in 2017.

#### **Ferry terminal preservation**

The Balfour Ferry terminal, located near the junction of Highway 3A and Highway 31, requires work to address navigation issues. Ferry and highway traffic have increased in recent years, and the aging vessel is scheduled for retirement. As a result of citizen engagement, the Ministry of Transportation and Infrastructure committed to doing further work on the community's preferred option, which is to retain the terminal at Balfour.

#### **New Stops of Interest signs**

The Ministry of Transportation and Infrastructure is repairing 164 Stop of Interest signs and installing up to 75 new ones throughout B.C. An engagement project between September 2016 and January 2017 attracted 503 submissions for new sign locations to share the interesting stories that could be told to people traveling B.C.'s highways. The ministry will install most of the new signs in summer 2017.



## Signature Projects

### Budget 2017 – Ministry of Finance

Starting in December 2016, Finance Minister Mike de Jong asked citizens to participate in the Budget 2017 citizen engagement process. British Columbians shared their ideas for the management of government finances, and provided input to help shape the province's economic direction and spending priorities within a balanced budget.

**5,060** site visits

**1,322** online comments

**121** comments emailed to the minister from the site

**56** questions emailed to the minister from the site

**59** citizens signed up to receive updates

**41,195** citizens participated in telephone town halls

### Canada Pension Plan – Ministry of Finance

The Ministry of Finance invited British Columbians to provide input on proposed changes to the Canada Pension Plan between July 5 and Oct. 16, 2016. **2,486** emails were received, which helped shape the Minister of Finance's position on moving forward with gradual increases to CPP contributions. Many of the concerns presented about the impact on employers and employees were addressed in the design of the implementation of the CPP enhancement, with a gradual seven-year phase-in. The impact on low-income earners was addressed by incorporating an enhancement to the federal Working Income Tax Benefit, and changes to the tax treatment of the additional CPP contributions, which will be available to all CPP contributors.

**5,783** site visits

**2,486** emails received

### Climate Leadership Plan – Ministry of Environment

The feedback received during British Columbia's climate action consultation assisted in the development of the Climate Leadership Plan. Phase 1

of consultation took place in the previous fiscal year and focused on understanding the public's ideas, values, and priorities for climate mitigation and adaptation. Phase 2, which ended April 8, 2016, saw a new Consultation Guide with the status of government's climate actions, a summary of public feedback from the first engagement, as well as a snapshot of the Climate Leadership Team's recommendations. On Aug. 19, 2016, the Province unveiled the Climate Action Leadership Plan, which will lead to the creation of up to 66,000 jobs in British Columbia over the next 10 years, and will reduce net annual greenhouse gas emissions by up to 25 million tonnes below current forecast by 2050.

#### Phase 2 (2016/17 fiscal year portion):

**12,887** site visits

**7,917** emails received

**1,631** feedback forms received

Over **130** written submissions

### Species at Risk – Ministry of Environment

Government heard from British Columbians about innovative ways to better protect species at risk between Oct. 19 and Nov. 30, 2016. Participants were offered four conversation topics on the engagement website to share their thoughts on how to increase protection of species at risk on private lands. Ideas were also shared about innovative funding options to support activities such as monitoring, research and stewardship programs for species at risk. The Species at Risk team is using the feedback to shape policy options as part of the *Five Year Plan for B.C.'s Species at Risk*.

**4,394** site visits

**461** online comments

Over **1,000** comment votes

**Stops of Interest – Ministry of Transportation and Infrastructure**

Travellers in B.C. or those that live near a historic site are likely to have seen one of the province's 164 Stop of Interest signs, which tell the story of a person, place or event significant to provincial history. As part of a plan to replace and restore some of these dated, lost or worn signs, the Ministry of Transportation and Infrastructure asked citizens to submit ideas for up to 75 new Stop of Interest signs around the province. Submissions were received through the engagement website between Sept. 26, 2016 and Jan. 31, 2017. After careful review for historical accuracy, 75 new Stops of Interest signs were announced, with more forthcoming.

**3,693** site visits

**503** suggestion forms received

**Your Kid's Progress – Ministry of Education**

As part of modernizing our education system, the Ministry of Education invited input from parents to help shape what information they receive about student progress and how they receive it, including report cards. This engagement gathered feedback to help guide the development of a new reporting approach for students in kindergarten through grade nine, following the introduction of the new curriculum in B.C. schools. This project represented the largest ever engagement the Ministry of Education has taken on directly with B.C. parents.

**28,557** site visits

**5,435** feedback forms completed in English & French

**379** attendees at community open houses

**Suggested Improvements from Ministries**

To continuously improve the services it offers, the Citizen Engagement team interviews client ministries and keeps a record of lessons learned following engagement projects. Examples of some suggestions for improvement include:

- Ensure that roles of the different teams are clarified and communicated up front and regularly so that teams can start up quickly and understand their roles throughout the engagement. Role clarification makes an engagement go smoothly and efficiently.
- Experiment with new ways of delivering open houses and consider new ways of enticing citizens to face-to-face events to ensure we reach new audiences and get more attendees than the 40 participants on average that attended open houses last fiscal.
- Continue to explore new ways for getting the word out about engagements and ensure that under-represented groups like youth, single parents, people with disabilities, First Nations and people in rural and remote communities have the opportunity to participate. To do this, build specific outreach efforts into the CE team's roles so that there is a concerted and documented effort to get the word out for each project.
- Build a technological solution for tracking ideas so that projects like Red Tape that collect individual ideas from citizens, can more easily track the idea through to action. Currently much of the tracking and reporting done on projects like this is manual and laborious.
- Build more consistent project management reporting so that ministries understand what is happening with their project on a week-by-week basis.

**Priority Improvements for 2017/2018**

The May 9 provincial election presented an opportunity to rethink the way government does public engagement. Should the new government wish to continue with public engagement at the same or expanded level, some suggestions for changes are:

- **Improve Outreach** – Based on the experience of some of our large projects like Red Tape and Climate Leadership, we will continue to explore new ways of getting the word out. Recently, we have included as part of the planning process a



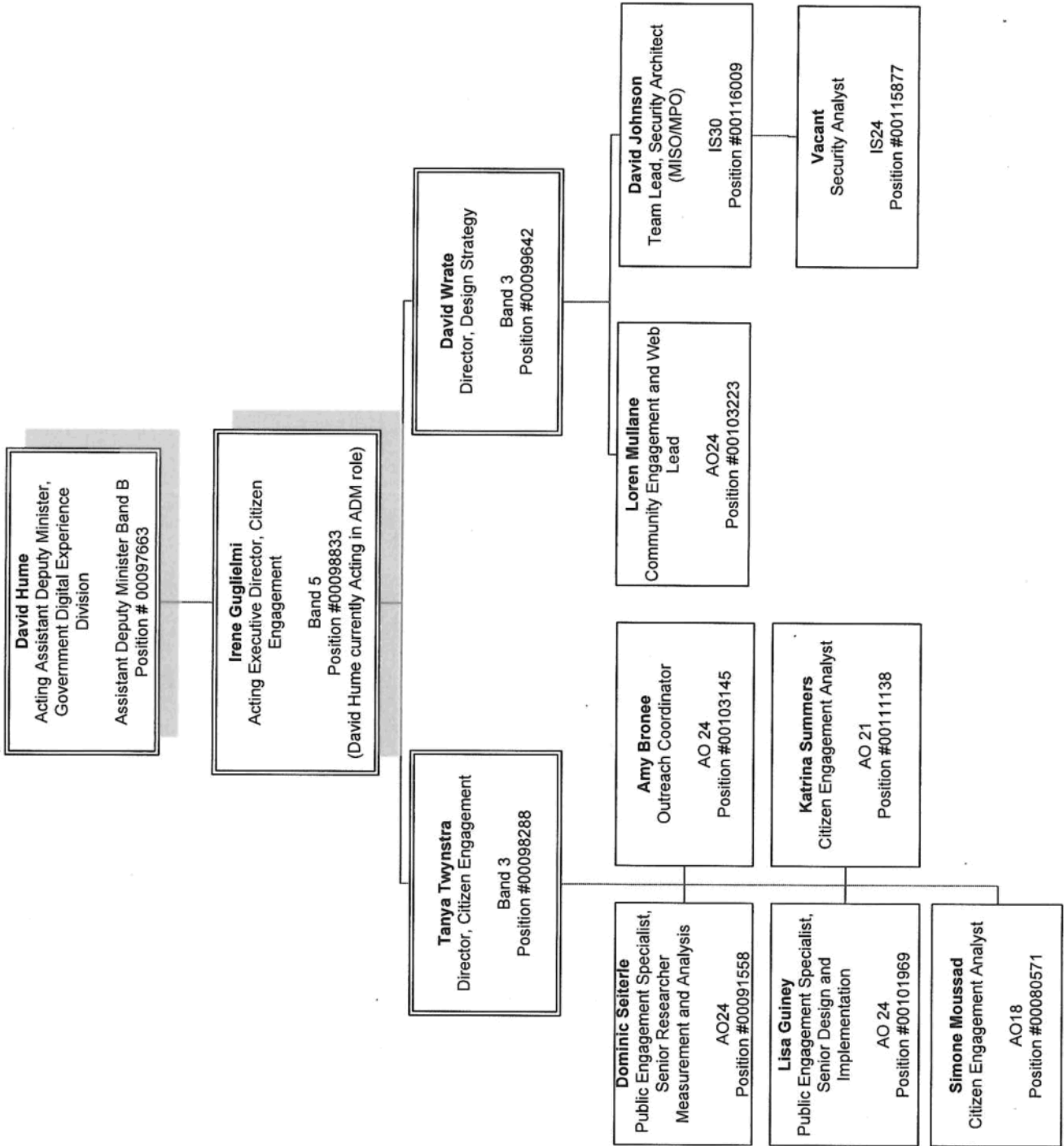
dedicated person to deliver an outreach session that will get ministries to think about increased efforts to use our stakeholders, champions and grassroots organizations to get the word out. We need to continue to find ways to get the word out and get more feedback from under-represented groups like youth, single parents, people with disabilities, First Nations and people in rural and remote communities. There is the possibility to create a position for Outreach Coordinator on the team with one of the unfunded N24 positions.

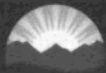
- **Staffing in place to be responsive** – 2017 saw high expectations for both launching and doing analysis and announcing recommendations as a result of engagement. Tight turn-around times, and a large volume of projects, require a very skilled and dedicated team to support this. For example, the Budget 2017 engagement ended at 4 p.m. on Feb. 8, 2017, and the analysis was completed and the final report approved and posted publicly on Feb. 20, prior to the budget announcement. To this end, we have set up some professional development sessions for staff with BC Stats this summer to help us build the team's analysis skills. A top priority will be to classify and hire for the Measurement and Analysis position. The division has set the goal to deliver 10 signature engagement projects in 2017/2018 (as per OKRs).
- **Build/procure input tools** – As with any online or web-based tools, we continue to explore the possibilities to purchase and or develop new tools for public engagement. This may include implementing new tools to survey citizens, improving the current online discussion forum capability, using some new more interactive tools and simulations and improving our GovTogetherBC platform. There is also work planned to pilot PlaceSpeak, a location-based tool, into engagement processes to understand the perspectives of citizens specifically based on where they live. We have dedicated the Implementation Specialist position to improve

upon current engagement platform and technologies like WordPress, surveys and apps.

- **Better Support for Open Houses:** Based on feedback from ministries and the analysis we have done on open houses, we have considered whether there are times where it makes more sense to support face-to-face events like open houses internally. There is also a need to find ways to improve the open house model to make them less passive and better attended.
- **Better Connections across Government:** There is more work to be done to understand the connections between the Behavioural Insights Group, Service Design, the Innovation Hub, the Centre for Data Driven Innovation and the Continuous Service Improvement Lab.
- **Improving Internal Processes:** Since moving to GCPE, there are a number of connections that could be strengthened to make delivering engagement more efficient and streamlined. For example, we need to carve out roles to support privacy and ensure security issues are resolved more efficiently. We need to find ways to streamline internal processes around reporting to executive. We need to find ways to work more closely with the marketing and advertising teams. We need to find ways to improve ministry staff understanding of the process for accessing contracted services. We want to continue to focus and report out on the results of engagements. We also want to better understand client expectations and satisfaction ratings gathered through lessons learned interviews (as part of 2017 Q1 OKRs) and would like to ask end users about their engagement experiences.

# Citizen Engagement





## **STRATEGIC DESIGN AND BUSINESS TRANSFORMATION**

### **Key Accountabilities:**

Lead the development of the Province's digital service strategy, driving an evidence-based approach to the design of digital experiences with real users and leading the development of new service design tools to ensure government stays current with new technology.

Provide strategic leadership to ministry executive in the business transformation change process and ensure outcomes are focused on an improved citizen experience.

Lead the development of corporate service design methodologies and delivery models, aligned with existing user-experience design capabilities and recommend changes to design and delivery to improve citizens' experience when interacting with government.



## STRATEGIC DESIGN AND BUSINESS TRANSFORMATION

### Key Deliverables, Fiscal 2017/18

#### 1. Create exceptional service experiences

- a. Deliver design research that supports measurably improved services
- b. Establish accessibility as a core part of the service design practice
- c. Drive collaborations with B.C.'s technology sector through the BC Developers' Exchange
- d. Extend our digital tools that improve the experience of engaging with government
- e. Improve the face-to-face experience of engaging with government
- f. Establish benchmarks for satisfaction with government's public engagements
- g. Lead the division in delivering privacy and security for trusted services
- h. Lead government in establishing a Personalized Digital Services Strategy
- i. Drive policy changes that support new ways of working such as the CSI Lab, agile and new procurement models

#### 2. Support government in engaging citizens and building understanding of decisions

- a. Deliver 10 or more signature public engagements
- b. Align with and support government to use design research to make evidence based decisions
- c. Ensure services GCPE provides are trusted through strong privacy and security practices

#### 3. Drive the corporate innovation agenda, including steps that support economic opportunity in the province

- a. Enable service innovation within the Public Service by building awareness and internal capacity of design methods, standards and tools as outlined in the Service Design Playbook.  
Lead cross-government training, network building

and communication outreach to raise awareness of design principles and practices consistent in the development and delivery of public services

- b. Collaborate with ministry program areas and emerging practices such agile development, behavioural insights, and data analytics to shape public policy, service and program development
- c. Lead the development of the Continuous Service Improvement Lab to support programs across government in creating innovative teams
- d. Establish new procurement vehicles through the BC Developers Exchange that enable more innovative ways to co-create digital services using continuous service improvement teams

#### 4. Build our capacity

- a. Build internal capacity with the corporate Service Design team through training, practice through experience working on projects, and collaborating with emerging innovative practices
- b. Collaborate with ministry program areas and emerging practices such agile development, behavioural insights, and data analytics to shape public policy, service and program development.
- c. Establish the staffing necessary to drive public engagement projects, service design, the CSI Lab, and the Personalized Digital Service strategy
- d. Improve our capacity for outreach to ensure citizens understand what engagement opportunities are available to them
- e. Ease service delivery with increased understanding and improved processes to meet security and privacy needs
- f. Work with Public Service Agency and the Office of the Chief Information Officer on models to share key Information Security and Privacy talent across government



## Year in Review, Fiscal 2016/17

In 2016, the Strategic Design and Transformation Branch (SDTB) successfully completed 10 cross-ministry service design projects, and played a leadership role working on 12 corporate project including; Mental Health Digital Hub, MSP and MyGov. In addition, the team has been building the practice by designing and facilitating service design training and updating the Playbook. Some key accomplishments for 2016 include the following:

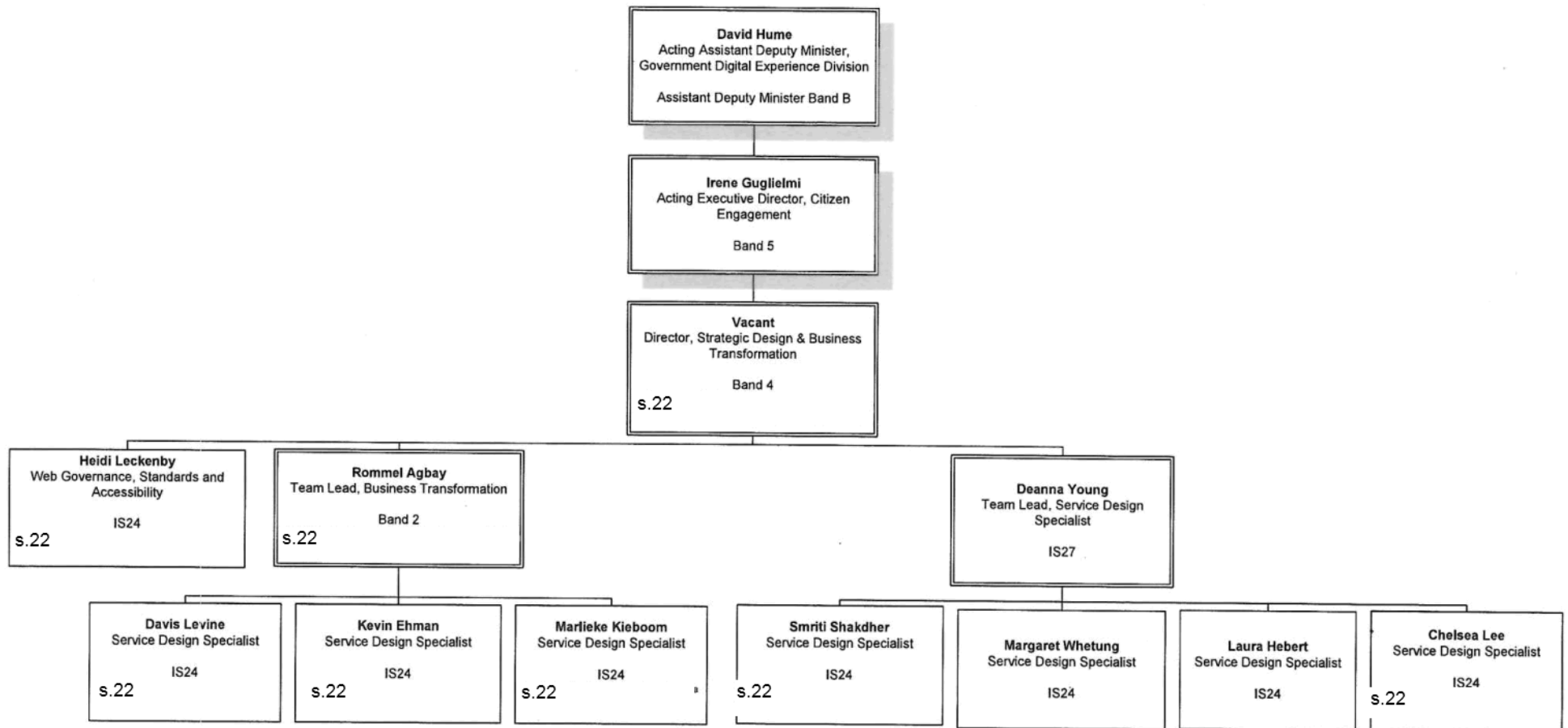
Accomplishments	How Accomplishments have shifted business and/or values approach
<b>Mental Wellness Digital Hub</b>  <a href="http://www2.gov.bc.ca/gov/content/mental-health-support-in-bc">http://www2.gov.bc.ca/gov/content/mental-health-support-in-bc</a>	<ul style="list-style-type: none"> <li>The Mental Health Digital Hub consolidates searchable high-quality, authoritative information sources from government funded mental-health programs.</li> <li>Targeted at parents, caregivers, young people and adults, the hub makes finding relevant information easier, and helps people looking to find the right entry point into the system.</li> <li>The 2016 Mental Health Strategy builds on previous work and successes – it is part of an ongoing effort to ensure a) better navigation of the system, b) greater focus on early intervention, and c) greater co-ordination of services.</li> </ul>
<b>Medical Services Plan</b>  <a href="http://www2.gov.bc.ca/gov/content/health/health-drug-coverage/msp/bc-">http://www2.gov.bc.ca/gov/content/health/health-drug-coverage/msp/bc-</a>	<ul style="list-style-type: none"> <li>The purpose of this project was to improve services to the citizens of BC by:</li> <li>Reducing red tape, streamlining and simplifying processes related to MSP enrollment.</li> </ul>

<a href="#">residents/eligibility-and-enrolment/how-to-enrol</a>	<ul style="list-style-type: none"> <li>Increasing self-service options that will enable citizens to access frequently used Health Insurance BC (HIBC) functions in an easy-to-use, cohesive manner, where, when and how they want it.</li> <li>Provide a consistent experience for citizens, improve how people access and fill out forms and create a digital experience that makes sense for people.</li> </ul>
<b>BC Society's Project, MTICS</b>  <a href="https://www.bcregistry.ca/societies/">https://www.bcregistry.ca/societies/</a>	<ul style="list-style-type: none"> <li>Service design project helped inform the design of the new digital service for the recently launched "Societies Online."</li> <li>Moving transactions to online services reduced paperwork, streamlined operations and created efficiencies for both staff and societies' members.</li> </ul>
<b>Provincial Sales Tax, Ministry of Finance</b>	<ul style="list-style-type: none"> <li>Project to understand why businesses were not paying their monthly PST on time. Focus shifted to new registrants to PST.</li> <li>Service design process working with internal staff and citizens helped build empathy with Ministry of Finance, create understanding of business problem and generate solutions to prototype.</li> <li>Email and phone prototypes resulted in the majority of new registrants paying PST on time, increase in understanding of PST process, and reduction of work/cost for ministry staff.</li> <li>Working with the Nudge and behavioural insights group to iterate and improve the email and phone prototypes.</li> </ul>



<b>PayBC, Ministry of Finance</b>	<ul style="list-style-type: none"><li>• The goals of creating a corporate payment solution are to streamline operations, costs and in some cases modernize how the public service conducts business.</li><li>• With this project, service designers worked with PayBC to understand payment options for citizens, conducted usability testing on prototypes to redesign a corporate solution to payment.</li></ul>
<b>BC Services Card, MTICS</b>	<ul style="list-style-type: none"><li>• Usability testing to learn how citizens could use the BC Services Card to access services, and as a corporate solution to authentication.</li><li>• Recommendations from testing have been incorporated into roll out and are being used to improve roll out with pilot projects.</li></ul>
<b>Launch redesigned service design web presence</b>  <a href="http://www2.gov.bc.ca/gov/content/about-gov-bc-ca/service-design">http://www2.gov.bc.ca/gov/content/about-gov-bc-ca/service-design</a>	<ul style="list-style-type: none"><li>• Digitalize the PDF version of the Playbook to make information more accessible for users.</li><li>• Update tool for public servants to provide more awareness of the service design practice and to ensure they have the necessary tools for doing good work in improving the public service that can save time and money while improving the citizen's service experience.</li><li>• Provide prospective ministry clients with a greater understanding of the work we do, services we provide and case studies.</li></ul>

## Strategic Design and Business Transformation





## **CORPORATE ONLINE SERVICES**

### **Key Accountabilities:**

Leads the development of the Province's internet strategy, which includes identifying innovative technical solutions and corporate tools (for example, the enterprise content management tool – CMS lite) to ensure a high-quality online citizen experience. Provides significant technical input into the development of the Province's digital services strategy

Responsible for the Province's web presence, ensuring the critical infrastructure is in place to support secure, continuous access to digital services that British Columbians rely on; protects the government website from service interruptions caused by external threats to security; and has oversight of the information architecture to ensure information on government programs and services is easy to find and is accessible.

Provides strategic advice to senior members of government with respect to the effective development, implementation and overall management of corporate online resources, including recommendations on current and future infrastructure investments to improve citizens' experience when interacting with government.

**BUSINESS & COMMUNICATIONS SOLUTIONS****Key Accountabilities**

- Provides strategic and operational support for GCPE's Communications technologies - news.gov.bc.ca, News On Demand, Media Response Management, Media Advisories, News Release Management, Corporate Calendar, Media Relations Contacts, eNewsletters, News Archives. These technologies are relied upon by all ministry communications teams to distribute messaging to the media and the public.
- Provides Service Desk services for all of GCPE's internal staff, as well as all ministries using GCPE's corporate enabler technologies (gov.bc.ca, intranet, enterprise search, web casting, news.gov, etc.). Also provides technical services for all in-house government initiatives (workstation refreshes, VOIP, MPS, etc.)
- Provides client relationship management, liaising between the Government Digital Experience Division and the enterprise clients using our services.

**Key Deliverables, Fiscal 2017/18**

1. **Improving communication with citizens around important issues:** Support the organization's effectiveness by analyzing the media's reporting of government stories, including sentiment, importance, and relevance.
  - Leverage GCPE's existing media and communications information, and aggregate into an operational dashboard. This would provide staff with an "at a glance" view of current and near-term future information from the Corporate Calendar, News Release Management Hub, Media Request Management, social media feeds, etc.
  - Integrate GCPE's media monitoring services to build out a robust data set for capturing the media's usage trends and effectiveness
2. **Increase agility and government's ability to respond:** Provide a technical foundation to support the division's cultural shift to DevOps and collaborative agile teams.
  - Establish a framework to provide quick, automated regression testing of all Communications Line of Business software. This will significantly decrease the time to test software, thereby increasing the frequency of delivery.
  - Build automated software, continuous software delivery processes and frameworks to rapidly deploy code with minimal user input and lower chance for mistakes. Together with test automation, these frameworks will provide better outcomes for citizens by allowing for rapid feedback and design changes, quick fault recovery and smaller, more manageable changes.
3. **Develop the Service Desk as a Gateway:** Create an environment that welcomes great technical people into the division, and facilitates their progression to more senior roles to maximize their abilities while retaining corporate knowledge and investment.
  - Build capacity in the Service Desk that will allow for entry level staff to gain exposure to a variety of opportunities within the division. By doing so, new staff learn the breadth of work in the division and can work toward subject matter expertise within the division or across government.
  - Develop a career strategy for Service Desk staff to encourage retention through exciting opportunities and growth paths.



## Year in Review, Fiscal 2016/17

**Media Response Management:** GCPE executive can collect, monitor, and report out on media's interaction with the ministry communications shops in real time. Through this agile initiative we were able achieve the following outcomes:

- Influence organizational change and create consistency among ministries through standardizing the process and results;
- Collaborate with our clients to give immediate feedback and show responsiveness to design and build;
- Provide direct value to comm shops by making the solution very simple to use;
- Enable executive to see a real-time stream of requests at a mandated five-minute response threshold to ensure consistency and responsiveness for the public and media.

**Hub: Media Distribution Services.** An unforeseen change in a third-party service provider for news release and media advisory distribution necessitated an immediate need for the organization to internalize and manage these functions. The media distribution processes were built into GCPE's Communications Hub and achieved the following outcomes:

- Achieved cost reductions of approximately \$30,000 annually
- Cost avoidance of up to \$50,000 per month
- Streamlined processes and increased usability for GCPE staff

**Report Automation:** Automated and streamlined the creation of a critical but time-intensive manual report in the Corporate Calendar, freeing one FTE of staff time to curate content for executive and communications staff.

**Carousel management tool in GCPE's**

**Communications Hub:** The Social Media and Digital Services staff can self-manage "slider" content (banners and text) for the carousel that appears on news.gov.bc.ca, streamlining business process and

enabling business areas to manage content directly in response to news/business cycles. This removed extraneous staff involvement and greatly increased response time to the public.

**2016/17, 17 software releases completed:** Significant outcomes of releases were

- Corporate Calendar app moved into the Hub, consolidating data, creating consistent user experience reducing costs of support.
- Created one place to update ministry names across all our line of business apps - including BC Gov News.
- Decreased delivery time of emails from News on Demand to less than one minute.
- Created service notifications to support Advertising and Marketing – for example, MSP Updates.
- Bounce handler manages bounce-back emails, automating a time-intensive manual process.
- .NET Core enhancement - modernized the platform for two of our apps, resulting in streamlined releases, and improvement of the teams' ability to work on these apps in the future.
- (in progress) moved media assets to the cloud – improved performance, reduced data storage to 1/3 of former size. Cost savings. This is a proof of concept for the use of Canadian Cloud storage for future projects.

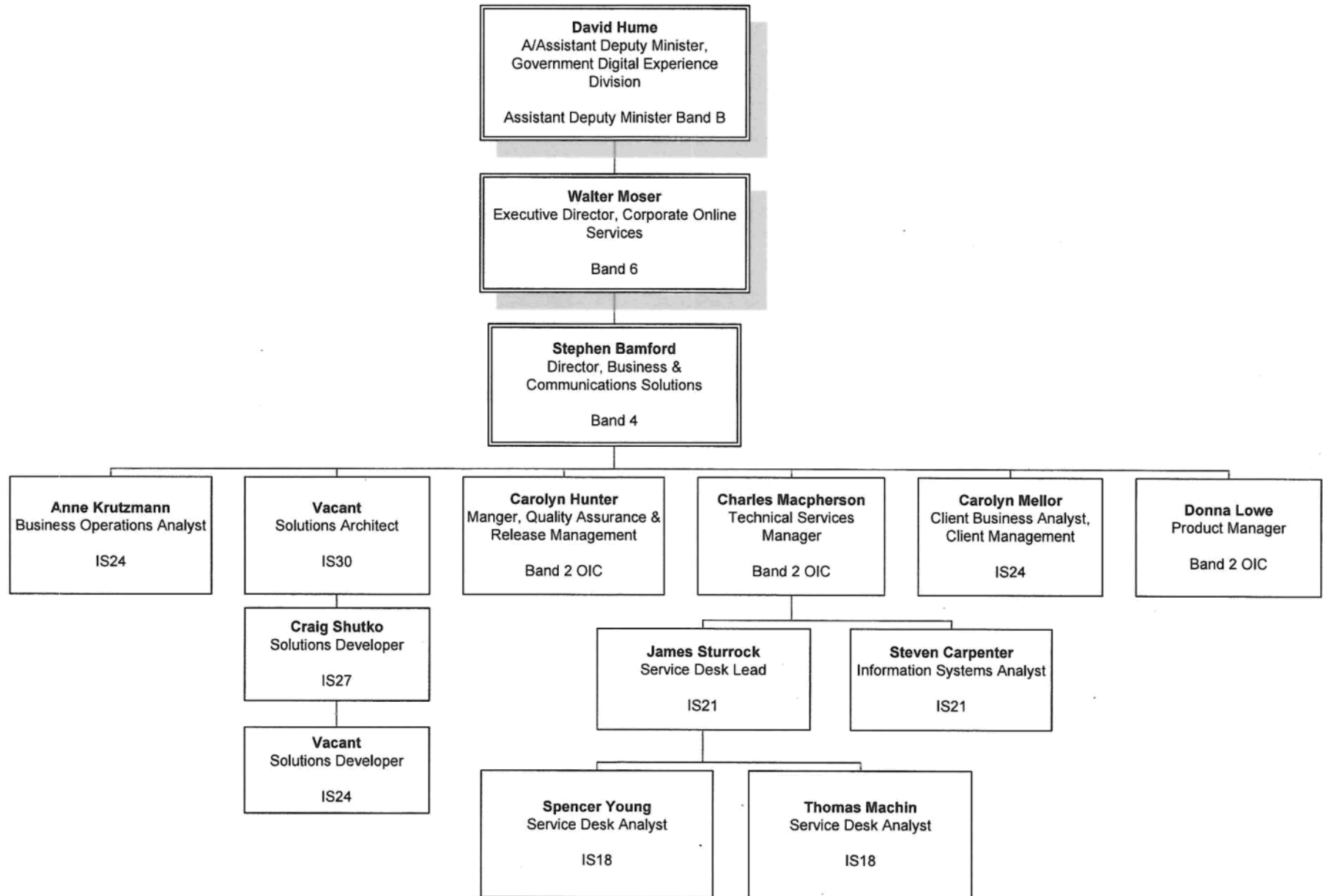
### Internal and Government Priority Projects:

Implementation of JIRA Service Desk for internal IT services, replacing the legacy ticketing system; Mobile Device Management Service (MDMS) implemented in GCPE in co-ordination with OCIO; Unified Communications (VoIP phones) deployment (on-going, 50% complete); Leading Workplace Strategies (LWS) technology implementation at 617 Government Street, 4<sup>th</sup> floor.

### Implementation of the "Share Drive Access

**Auditing" process:** This process enables thorough quarterly review of the security and access across all of GCPE's shared drives, ensuring compliance and protecting information. The process and tool were developed in-house and shared with other ministries.

## COS - Business and Communications Solutions



**SERVICE INFRASTRUCTURE, PLANNING & STANDARDS****Key Accountabilities**

- Provides strategic and operational IT infrastructure, security and incident management of corporate enabler platforms – gov.bc.ca, ministry intranets, corporate public and internal engagement platform, enterprise search, enterprise web analytics, corporate content management framework, web casting services, newsroom, corporate calendar – these are enablers used by GCPE to deliver direct services, as well as by ministries, ABCs to deliver their services.
- Leads, plans and develops the adoption of technology infrastructure solutions in support of government priorities such as critical systems standards, DevOps, Cloud based services.
- Information security and incident management for GCPE and the GCPE staff in all ministries

**Key Deliverables, Fiscal 2017/18**

The listed deliverables target and support both Personalized Digital Service and Service Infrastructure objectives. In each, the Service Infrastructure, Planning and Standards team will lead and/or play a primary role and assumes cross-divisional resourcing and collaboration.

**1. Evolve our Capabilities**

Continuously improve capacity, efficiency and security by extending our Agile development methodology to include DevOps

- (D1) Develop infrastructure / **Technical Services Automation**. Target areas are automated testing, deployment and self-service that will support DevOps, frequent/continuous integration and deployment, improved efficiency and security
- (D2) Leverage Open-Shift (and other platform technologies) to support **improved resilience, scaling and efficiency**:

- (D2a) **Develop** / extend in-house **Open-Shift expertise** to support MyGovBC services
- (D2b) Research / trial Open-Shift on candidate services, **assess and report** on its viability for broad adoption
- Engage with the OCIO and other ministry partners to align new technology and features with our digital service objectives
- (D3) Evolution of the Content Management Framework (CMF) platform
- Continued Development of CMF platform. Target areas are core application upgrade (WildFly), open source database, and cloud services, supporting new feature development, cost reduction and alignment of technology with business needs

**2. Google Search Appliance Replacement**

Google has discontinued its product line of search appliances, which will result Google search appliances reaching end of life March 28, 2019, and requires the design, development and implementation of a new search solution for government

- (D4) Phase 1 (FY 17/18) – Market research, product selection and **Search Proof of Concept** implementation of search solution
- Phase 2 (FY 18/19) – Design, development and deployment to scale of new search solution

**3. Service Metrics and Reporting**

- (D5) Enable transparent and timely access of GDX service metrics for our clients, internal and external stakeholders with the design, development and implementation of a sustainable framework
- (D5a) Design, develop and implement WordPress sub-Intranet, aligned with GCPE Intranet and ministry templates for service reporting
- (D5b) Integrate and automate service reporting



## Year in Review, Fiscal 2016/17

### Critical Systems Standards Compliance / Infrastructure Enhancements

GCIO has directed program areas to identify critical systems. [Emergency Information BC](#) and [www.gov.bc.ca](#) have been identified as critical systems / services. Numerous failures planned and unplanned in government infrastructure have caused repeated outages for [www.gov.bc.ca](#). By expanding and upgrading our systems to use both Calgary and Kamloops data centres we reduce potential impacts from single-point failures.

**Outcome** – [www.gov.bc.ca](#) is now served out of both Calgary & Kamloops data centres, providing increased load capacity, improved performance and resilience against localized infrastructure failures.

Total Visits	11.6M, 10.5M (excluding employees)	Average Response Time (Old)	1.7s, plus variable multi-second peaks
Total Page Views	52.2M, 44.1M (excluding employees)	Average Response Time (New)	0.6s, with consistent sub-second performance

**Note:** Redesign and deployment required the upgrade and conversion of 30 servers across development, test and production environments.

**Outcome** – Word Press platform for [Emergency Information BC](#) and [Public Engagement](#) services is now served out of both Calgary & Kamloops data centres, and has been redesigned to enable high availability of both hosting and content management services, as well as providing increased load capacity, improved performance and resilience against localized infrastructure failures.

Total Sites (March 31, 2017)	44 (incl. custom, forms & events)	Total Public Engagements	17
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**Note:** Performance & reliability are driven by Emergency Information BC requirements for a sustained 175 hits/sec or over 15M hits / day and redundancy in the event of a disaster. A single server (of three available) load tested at 345 hits/sec with sub-second response time.

### Infrastructure Replacement / Refresh

Google has announced End of Life for their current service offering. Google requires a final renewal for two years prior to replacement.

**Outcome** – Hardware replacement and licence renewal of Google Search Appliances completed without service interruption to [www.gov.bc.ca](#) or ministry program areas.

**In-Progress** – OCIO directed STMS hardware refresh 75% complete

### Support Services Upgrade / Consolidation

The division relies on several lines of business tools to support ongoing (Agile) product development, service monitoring, and knowledge and client management. This infrastructure has been updated to support growing needs of the division.

**Outcome** – JIRA / Confluence upgrade and implementation of JIRA Service Desk, improving performance, improved features and enabling consolidation of multiple Service Desk applications to provide a common experience for staff and clients.

**Outcome** – Consolidation of multiple service monitoring applications, reducing administrative overhead and infrastructure cost.

**ONLINE SERVICE SOLUTIONS****Key Accountabilities**

- Provides strategic and operational IT management of corporate enabler platforms – gov.bc.ca, ministry intranets, corporate public and internal engagement platform, enterprise search, enterprise web analytics, corporate content management framework, web casting services – these are enablers used by GCPE to deliver direct services, as well as by ministries, ABCs to deliver their services
- Leads, plans and develops technology solution in support of government priorities such as personalized services, Accessibility 2024, and new wayfinding tools for British Columbians.
- Provides strategic and operational governance management of cross ministry participation and adoption of the above listed corporate enablers

**Key Deliverables, Fiscal 2017/18**

The Online Service Solutions group is responsible for various product lines within Corporate Online Services that provide corporate solutions for Content Management, Search, Web (gov.bc.ca), Analytics, Engagement, and Content Standards. Our team of product managers, architects, developers and testers continues to work on evidence-based, statistic-driven solutions that allow for personalized discovery of government content and services.

The following outlines, at a high level, each product's key deliverable for fiscal year 2017/2018:

**1. Content Management – CMS Lite**

Implement a digital forms solution that will serve both gov.bc.ca while facilitating ministry integration into Personalized Digital Services.

This tool will allow ministries to create online forms of simple to medium complexity, with a consistent, accessible and user friendly experience. It will also adapt the personalized services data model to achieve simple, predictable forms discovery.

**2. Corporate Search – Enhanced Search**

Allow for tailored search results to provide a better, more informed and personalized experience while facilitating proactive discovery of relevant services and information on gov.bc.ca (service packs, service suggestions).

The custom thematic search result layouts work will be implemented through Enhanced Search module in CMS Lite.

**3. Corporate Web - gov.bc.ca**

UX-informed redesign of gov.bc.ca

Evidence from the UX research project provides the basis of improving the site for a better citizen/user experience, including integration with Personalized Digital Service. Gov.bc.ca will adopt personalized service-data models, which will allow for consistent, predictable and simple navigation of government services and information.

**4. Corporate Web Analytics**

Provide more robust, integrated, real-time reporting on usage trends for government initiatives such as Personalized Services, and GDX line-of-business applications while anonymously and responsibly tracking the citizen journey across multiple domains, apps, and government services. This deliverable will be achieved by replacing the legacy analytics product with a new feature-rich solution.

**5. Corporate Engagement – WordPress**

Launch GovTogether 2.0

This next iteration of GovTogether will implement new theme, plug-ins and commenting capabilities (informed by UX research) as well as integration with the latest Clarabridge platform.

**6. Content Design and Standards**

Deliver second-generation content-design standards.

The new standards will focus on content quality and consistency within the context of personalized digital services.



## Year in Review, Fiscal 2016/17

Online Service Solutions (OSS) develops and maintains enterprise technology products and services that maximize and optimize citizens' online interactions with the B.C. government, from the technical solutions to content quality to standards, and the logical models that drive them.

Our Agile team specializes in online corporate service provisioning and is comprised of a mix of both technical and business resources including product managers, architects, analysts, developers, and support staff. Our product portfolio includes:

- Application development
- Content management
- Forms
- Analytics
- Search
- Corporate online governance
- Multi-media streaming/webcasting
- Engagement platform/blogging

More than ever, citizens are demanding relevant, convenient, simple and accessible online services and information from the Government of British Columbia. Through our foundation of technology, standards, modeling and methodology, we have received accolades from citizens, industry and other governments, and are well poised to continue to deliver and evolve our online service offering.

### Role of the Team

OSS works with clients from GCPE, ministries and broader public sector to identify web-based opportunities and priorities. OSS serves to help rationalize those needs and harmonize priorities into a maintainable delivery model while also staying attune with market trends and other jurisdictions.

### Strategic Leadership

- Make B.C. government's web one of the best in the world
- Work with GDX directors on status & collaboration

- Drive & execute web strategy for the Province
- Work with GDX leads including Citizen Engagement, Marketing, Graphics Design, Client Relationship Management, and COS Infrastructure to define and prioritize work deliverables
- Lead and participate in cross-government networks, committees, councils, and working groups to understand overall requirements
- Champions Open Source software within the BC Public Service, working with the BCDevExchange
- Co-ordinate & represent OSS team priorities
- Facilitate funding and resourcing needs
- Corporate expertise in thought leadership, community leadership and mentorship

As a team, OSS vets these requirements, discusses development strategies/approach, coordinates design/architecture, and then delivers within an Agile sprint development cycle.

The following summarizes OSS' product growth and development activities that took place in the 2016/17 fiscal year (April 1, 2016 – March 31, 2017).

### CMS Lite & gov.bc.ca

Launched in April 2012, **CMS Lite** is a custom, in-house developed content management system used to manage online content found on CMS Lite-based websites, first and foremost including gov.bc.ca.

**gov.bc.ca** serves as the B.C. government's primary website and online delivery vehicle for its products and services to citizens. It must provide simple and uninhibited access to services and information, while striking the right balance between the two.

This means understanding the needs of a broad swath of users from general public, to specific use cases, to internal communications clients, and those clients across government and the broader public sector. We must rationalize and prioritize these needs while remaining attune to market trends and the work of other leading jurisdictions, all the while maintaining a site that is consistent, usable on any device, and accessible to those with disabilities.



All gov.bc.ca features are delivered through CMS Lite and Enhanced Search.

### Funding

During the fiscal year, deliverables for CMS Lite and Enhanced Search (see below) were done through Project 17-001. This project added three additional resources – two senior developers and a test lead – to the team, which allowed more development tickets to be completed. A total of **\$483,000.00** was budgeted and spent on contracted resources.

In addition, **\$569,301.92** of government resources (staff) was utilized. The total spend on Project 17-001 was **\$1,052,301.92**.

### Product Upgrades

Prior to this fiscal year, 30 upgrades had been released. Between April 1, 2016 and March 31, 2017 a total of 14 additional upgrades were developed – this surpassed our target of releasing 12 upgrades (one per month) for FY16/17.

The following chart outlines the various upgrades for FY16/17, release dates and duration of the build:

Build	Version	Release Date	Build duration (days)*
31	<a href="#">2.3.10</a>	12-Apr-16	42
32	<a href="#">2.4.0</a>	10-May-16	28
33	<a href="#">2.4.1</a>	28-Jun-16	49
34	<a href="#">2.4.2</a>	26-Jul-16	28
35	<a href="#">2.4.3</a>	23-Aug-16	28
36	<a href="#">2.4.4</a>	27-Sep-16	35
37	<a href="#">2.5.0</a>	01-Nov-16	35
38	<a href="#">2.5.1</a>		
39	<a href="#">2.5.2</a>	15-Nov-16	14
40	<a href="#">2.5.3</a>	13-Dec-16	28
41	<a href="#">2.5.4</a>	10-Jan-17	28
42	<a href="#">2.5.5</a>	31-Jan-17	21
43	<a href="#">2.5.6</a>	16-Feb-17	16
44	<a href="#">2.5.7</a>	28-Mar-17	40
<b>14 upgrades</b>	Average # of days per build:		<b>30 days</b>

\* The **build duration** value is calculated from the date of a previous release to the date of the subsequent release

### Features

Many key features were developed, to support GDX priorities and ministry's lines-of-business requirements, a few of which include:

- Support the display of multilingual content (French, Chinese (Simplified), Chinese (Traditional), Japanese and Korean).
- Productivity enhancements including the ability to reuse and repurpose existing content and content sections
- Ability to revert content
- The ability for ministries to manage their own security groups
- Ability to mass produce up to 20 pages at once
- The addition of a notification system for changes to relevant content pages
- Ability to create accessible buttons
- Ability to visually see the content and data of a previously published page (e.g. to compare versions)
- Each page type now includes a running log (history) of actions performed on each page
- Ability to run a Link Checker (to confirm live/dead links) on a per page basis
- Ability to embed customized Search into pages
- Ability to embed visualizations and maps into pages
- The addition of a message utility for CMS Lite users
- Ability to include in-page alert messages
- Provided the ability for GCPE HQ and marketing to create 'feature' sub-sites within gov.bc.ca.
- Achieved no known accessibility issues (per web accessibility standards WCAG 2.0 AA)

## Content Growth

Content growth on websites managed through CMS Lite saw over **30,000** net-new assets, and over **6,000** net-new pages of content published to production over the past year.

Month	Assets in QA	Assets in PROD	Pages in QA	Pages in PROD
01-Apr-16	61,793	55,003	15,862	11,967
02-May-16	64,723	60,014	16,716	13,539
01-Jun-16	68,709	61,538	17,059	13,942
04-Jul-16	73,198	65,741	17,573	14,584
08-Aug-16	74,719	67,301	17,801	14,973
01-Sep-16	75,703	68,190	18,142	15,152
30-Sep-16	81,460	69,195	18,204	15,313
31-Oct-16	82,502	73,568	18,642	15,624
30-Nov-16	84,489	75,977	19,180	15,803
03-Jan-17	86,154	78,139	19,836	16,199
31-Jan-17	89,677	79,732	20,737	16,442
28-Feb-17	92,742	81,187	21,056	16,739
01-Apr-17	96,225	85,420	21,374	18,135
<b>Growth</b>	+34,432 (↑ 36%)	+30,417 (↑ 36%)	+5,512 (↑ 26%)	+6,168 (↑ 34%)

As of April 1, 2017, CMS Lite had 684 licensed users.

For more information about CMS Lite, please visit [gov.bc.ca/cms](http://gov.bc.ca/cms).

## Search

GDX-COS' Search service is delivered using Google Search Appliances (GSA), which power the search for gov.bc.ca and other government partner sites (e.g. HealthLink BC).

The Enhanced Search application, launched in 2015, is a self-serve tool used by our web clients to manage and create new search instances in conjunction with

CMS Lite. Over 80 search instances are in production including:

- The Province of British Columbia Intranet
- MCFD Intranet (iConnect)
- Agriculture Land Commission (ALC)
- Ministry of Family Development Adoption portal
- The Mental Health Hub initiative

## 2016/17 Enhanced Search Releases

The Enhance Search team met its target of 10 successful releases in the fiscal year. The following chart outlines the various upgrades for FY16/17, the version and release dates:

Version	Release Date
2.11.0	April 05, 2016
3.0.0	May 24, 2016
3.1.0	June 14, 2016
3.2.0	June 28, 2016
3.3.0	July 26, 2016
3.4.0	October 18, 2016
3.5.0	November 22, 2016
3.6.0	January 10, 2017
3.6.1	January 31, 2017
3.7.0	February 16, 2017

## New Search Features

Some new Enhanced Search features include:

- A new Open Information Enhanced Search details page
- Streamlined search results look and feel
- Self-serve, configurable features
- Back-end usability enhancements
- Improved usability of Ministry of Children and Families adoption detail pages. This portal has resulted in the successful adoption of children.
- Improved search results filtering
- Enhancements to results page pagination and query suggestion drop-down list box to improve user experience.



- New Open Information Directly Awarded Contracts and Calendars details pages.
- Enhanced Search user has the ability to configure individual Tabs (Web, News, Services...) in order to display specific attributes for each Tab's search results.

### Google Search Appliance Search Query Statistics

Private search results served:

Month	Total Results Pages	Total Searches	Distinct Searches	ASR Entries
April, 2017	88,519	88,519	86,296	51,278
May, 2017	83,182	83,182	80,197	66,465

Public search results served:

Month	Total Results Pages	Total Searches	Distinct Searches	ASR Entries
April, 2017	2,308,416	2,308,269	2,238,433	652,865
May, 2017	2,181,524	2,181,311	2,099,242	734,490

On April 1, 2017, Enhanced Search Lite had 82 search instances:

- Province of BC – [www.gov.bc.ca](http://www.gov.bc.ca)
- Provincial Agricultural Land Commission – [www.alc.gov.bc.ca](http://www.alc.gov.bc.ca)
- Ministry Intranets – MCFD, MTICS, Justice, (others\*)
- Various\*\*

For more information about Enhanced Search, please visit the [Enhanced Search Manual](#).

### Priorities Improvements for 2017/2018

- Theme Search – Create Enhanced Search Theme Search in order to provide users a simple method

to select pre-configured search results that tie directly into personalized digital services.

- Replacement of Google Search Appliances.
- Continue on-boarding ministries, central agencies, Crown corporations, boards, commissions and tribunals into Enhanced Search.
- Continue to build a community within government that will share knowledge and collaborate around Enhanced Search in order to continuously optimize citizen experiences.

### Web Engagement Tools

The Web Engagement development team is committed to the technical aspects of delivering government's engagement sites in an Agile and time-sensitive way, while maintaining tight controls on quality processes.

The engagement platform leverages WordPress to design responsive, user-friendly, accessible websites and forms

### Priorities Improvements for 2017/2018

Working closely with stakeholders, the OSS team will be:

- Piloting a new online survey tool
- Connecting WordPress and Clarabridge to create real time sentimental data analysis for business intelligence, decision making, and sharing with citizens
- Creating Geo Spatial Commenting, working with DataBC to map sentimental analysis from Clarabridge into the geo spatial realm
- Implementing a true DevOps model between the OSS WordPress development and infrastructure teams
- Upgrading Citizen Engagement's govTogether site
- Finalizing new marketing WordPress themes developed for a self-service model of the Marketing team to use for the promotion of provincial services in a cost-effective manner



## Corporate Online Governance, Support & Training

OSS prides itself as thought and community leaders in the BC Public Service. As part of the Internet Strategy, OSS has created and adopted multiple governing bodies that drive a federated model of all of the Province's online presence. This has resulted in a collection of governing bodies and deliverables referenced not only by the Province, but by other jurisdictional governing bodies including Crown corporations, provinces and the Canadian federal government.

### Governance & Stakeholder Engagement

- Accountable to GDX executive, and corporate partners for the governance of gov.bc.ca and related web properties
- Facilitate corporate relationships as they relate to gov.bc.ca and related web properties
- Drive collaboration and communication between all corporate partners
- Procurers of corporate web governance standards, knowledge management & documentation
- Send technical/governance communications to corporate user base
- Become Accessibility 2024 champions for gov.bc.ca and its related web properties
- Members of the GCPE Joint Working Group, who govern all of government's online web properties
- Develop justification & supporting collateral of gov.bc.ca, and its related web properties
- Champion evidence-based design, leveraging User Experience Design and analytics to drive business decisions
- Community leadership and expertise in accessibility, web best practices, governance, and software development
- Tightly integrated to Citizen Engagement deliverables as it relates to WordPress (blogs).
- SCRUM Master & Product Owner

### Deliverables & Governance Bodies

- Government Web Standards
- Cross Jurisdictional Governance Strategy & Corporate Outreach

- Internet Advisory Council
- Cross Jurisdictional Strategic Membership for the Internet Strategy
  - Internet Architecture Advisory Group
- Metadata / Search Advisory Group
- Federated metadata and search for enterprise
- Federated information architecture of gov.bc.ca
  - Content Design & Advisory Group
- Writing Guides
- Plain Language Guides
- Developer's Guides
- Accessibility Guide

### Support & Training

- Subject Matter Experts and support for gov.bc.ca
- Weekly Onsite/Remote Classes
- The Content Management System online manual
- Content Management System online video tutorials

### Process/Project Management

- Expertise in Agile methodology, including SCRUM Master and Product owner roles
- Adopting LEAN to streamline better integration with Service Desk, and internal processes relating to cross functional collaboration, and simplifying business process
- DevOps model currently under strategic alignment and implementation with infrastructure team for WordPress development

### Web Analytics

Web analytics provide web traffic insights and trend statistics that can help with strategic and business-level priority setting. GDX has offered WebTrends as the corporate web analytics service to ministry clients since 2002. Our corporate offering is now at end of life, so we are in the process of choosing a replacement.

Because of the nature of the market-available products sufficient to replace our web analytics service introduce new security aspects (e.g. cloud-based products), FY 16/17 focused primarily on laying security groundwork and investigation to mitigate risk.

**Work included:**

- Research and active testing of various options for new Web Analytics tool upgrade.
  - Testing and research into WebTrends Infinity, Adobe Analytics and Google Analytics
  - Outreach to ministries who have adopted other analytics tools, such as Piwik
  - Research and testing of various data-pipeline and enterprise visualization tools such as Snowplow, Segment.io and Looker.
- Client billing consolidation into a master list and updating of client information.
- Removal and clean-up of unused profiles, saving storage and backup costs.

**Web Analytics system usage statistics**

- 224 active analytics profiles (internal/external); 54 ministry organizations served.
- Total estimated recovery for service: \$51,882
- Analytics service is tracking on average 904,028 interactions from citizens per day across various government web properties.

**Priorities Improvements for 2017/2018**

- Technological
  - Replacement of legacy analytics platform
  - Use data-pipeline to anonymously and responsibly track a citizen's journey across multiple domains, apps, and government services in order to present the program areas with a coherent view of that interaction.
  - Begin work on integration between analytics service and other COS-GDX properties such as CMS Lite, Gov.bc.ca, Personalized Service, and Search.
- Community
  - Create a community within government that will share knowledge and collaborate around analytics and data science in order to continuously optimize citizen experiences.
  - On-boarding of ministries and outreach to ministries using Google Analytics/other tools.
  - Simplification of analytics pricing and billing structure.

- Creation of knowledge-base and training material; educate clients and COS-GDX on 'Analytics First' approach.

**Other Initiatives**

Developed FirstVoices 2.0 for the First People's Cultural Council, a web-based language authoring system focused on indigenous language revitalization.

**Development**

The development team within OSS works closely with the CMF product managers. Using Agile development methodology, paired with a strong quality process (Software Development Lifecycle (SDLC)), we will continue to develop new enterprise features, correct defects and perform maintenance to continuously improve our products.

All work is tracked in a software product called JIRA, which allows for reporting on the quality (number of defects) and velocity (amount of work completed over time).

The team follows a strict Quality Assurance (QA) process before items are moved to User Acceptance Testing (UAT). By following these strict QA guidelines and using the Agile process, the team is able to have a quicker time to release cycle. Catching issues early in the process requires less items being found in UAT and being returned to development for re-work.

- **Improving Internal Processes:** We will continue to streamline and maximize internal processes, both with peer branches in GCPE-GDX as well as around reporting to executive. While we have made good strides working with Marketing and Communications, we will look for ways to work more closely in an effort to minimize quick-turnaround work. We will tie our team priorities into OKR's that align with divisional priorities.



## Product-Specific Summary

### • Content Management – CMS Lite

- Implement a digital forms solution that will serve both gov.bc.ca while facilitating ministry integration into Personalized Digital Services
  - This tool will allow ministries to create online forms of simple to medium complexity, with a consistent, accessible and user friendly experience. It will also adapt the personalized services data model to achieve simple, predictable forms discovery

### • Corporate Search – Enhanced Search

- Allow for tailored search results to provide a better, more informed and personalized experience while facilitating proactive discovery of relevant services and information on gov.bc.ca (service packs, service suggestions)
  - The custom thematic search result layouts work will be implemented through Enhanced Search module in CMS Lite.

### • Corporate Web - gov.bc.ca

- UX-informed redesign of gov.bc.ca
  - Evidence from the UX research project will provide the basis of improving the site for a better citizen/user experience, including integration with Personalized Digital Service. Gov.bc.ca will adopt personalized service data models, which will allow for consistent, predictable and simple navigation of government services and information

### • Corporate Web Analytics

- Provide more robust, integrated, real-time reporting on usage trends for government initiatives such as Personalized Services, and GDX line-of-business applications while anonymously and responsibly tracking the citizen journey across multiple domains, apps, and Government services

- This deliverable will be achieved by replacing the legacy analytics product with a new feature-rich solution

### • Corporate Engagement – WordPress

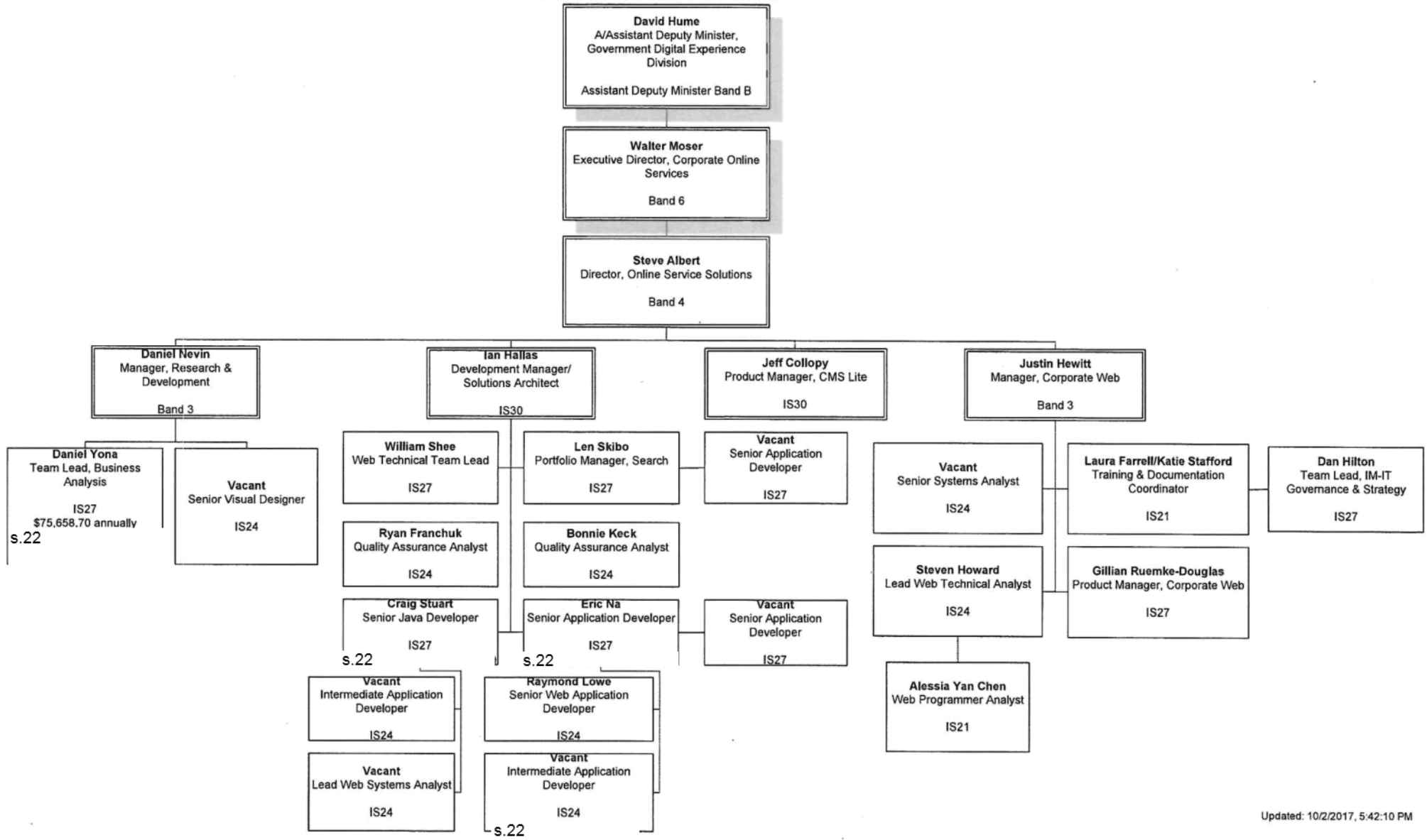
- Launch GovTogether 2.0
  - This next iteration of GovTogether will implement new theme, plug-ins and commenting capabilities (informed by UX research) as well as integration with the latest Clarabridge platform

### • Content Design and Standards

- Deliver second generation content design standards

The new standards will focus on content quality and consistency within the context of personalized digital services

## COS - Online Service Solutions



Updated: 10/2/2017, 5:42:10 PM



## **PLANNING AND PROGRAM DEVELOPMENT**

### **Key Accountabilities:**

Provide dedicated support and strategic advice on key policy development that drives digital service innovation in the public service and anticipates emerging enterprise needs, ensuring alignment with existing corporate governance.

Develop enterprise policy and program recommendations to enable government to deliver on digital service delivery opportunities.

Provide a clear vision and strategic direction that supports the goal of building and delivering digital service across the BC Public Service (BCPS) through broad, enterprise-level engagement and policy design.

Design and implement corporate strategies that improve organizational capacity to deliver a broad range of digital service offerings in collaboration with internal and external partners.

Lead cross-government stakeholders, building a coalition of support to develop strategies that address corporate policy and practice barriers inhibiting digital service delivery.

Direct the development of business mandates, overall business direction, strategic plans, governance structure, and business operations for the Project Management Office.

Implement core processes and delivery components (e.g. project governance, contract, performance, risk/issues, communications, stakeholder management) in accordance with core policy and project management standards and best practices.



## PLANNING AND PROGRAM DEVELOPMENT

### Key Deliverables, Fiscal 2017/18

#### 1. Drive innovation through information and service delivery.

Work collaboratively with emerging methodologies and practices, the Innovation Hub and the Continuous Service Improvement Lab, to shift the operations and management of the GDX division, redefining the business model in order to deliver government's Personalized Digital Service Strategy and modern digital solutions to the public.

#### 2. Drive innovation and increase capacity in the BC Public Service to provide valuable service experiences to citizens.

Collaborate, with ministries, through the Personalized Digital Service Strategy, to leverage emerging practices such as agile development, service design, behavioural insights etc. to shape corporate policy and program development; ensuring program design reflects user research and evidence, and emerging IT innovations.

#### 3. Improve the quality of citizens' experience with government.

Continue to develop the Personalized Digital Service Strategy and program within GDX – driving corporate alignment and governance, ensuring user-based evidence drives the design and execution of the program and the adoption within the BCPS.

## Year in Review, Fiscal 2016/17

In 2016, the Strategic Planning team defined the GDX organizational roadmap.

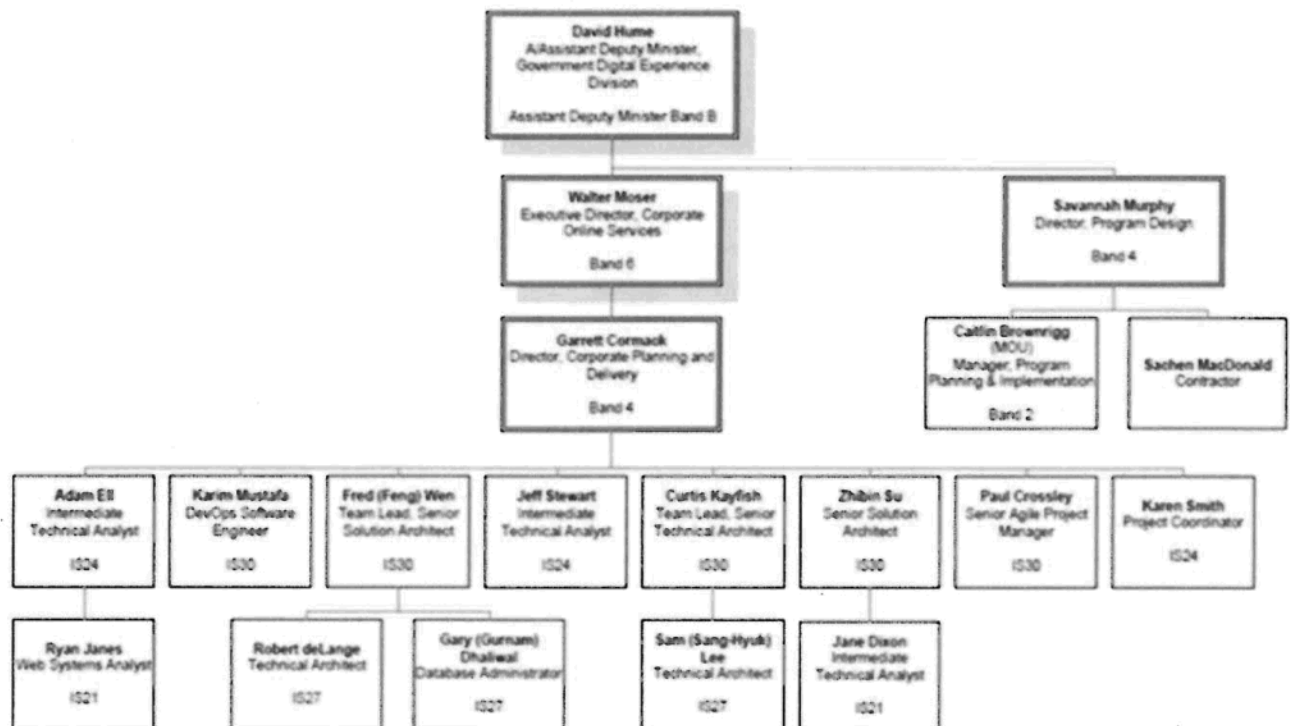
Key deliverables included:

- redefining the divisional vision, mission and goals with executive and staff;
- rebranding the division to Government Digital Experience Division;
- leading change management efforts, shifting GDX towards an Agile organizational model;
- implementing quarterly division wide objectives and key results goal-setting to drive execution, integration and organizational focus;
- leading corporate training and capacity building efforts;
- creating corporate governance to support a range of GDX initiatives;
- leading GCPE's web presence strategy and governance modernization project.

In 2016, the **GDX Project Management Office** supported the division to successfully deliver 46 projects.

Key highlights included:

- Provided project management leadership to 6 staff to improve delivery, including the introduction of Agile framework, including Product Management leadership;
- Supported client projects worth a total of \$1.23 million in charge backs to GDX;
- Closed out an eight-year Strategic Resourcing Initiative worth \$20.4 million;
- Provided corporate management of government's Digital Services RFQ List for Resources – current procurement value of \$2.6 million;
- Provided regular divisional reporting to GDX executive to support decision making.



## ADVICE TO MINISTER

**CONFIDENTIAL  
GCPE-FIN ISSUE NOTE**

Ministry of Finance  
RECORD OPR: GCPE Finance

Date: September 25, 2017

Minister Responsible: Carole James

**Confidence and Supply  
Agreement Secretariat  
(CASA)**

### RECOMMENDED RESPONSE:

- Government is committed to providing stability and delivering on our commitments to improve affordability, enhance services people count on and build a sustainable economy.
- Our agreement with the B.C. Greens lays the foundation for a new government.
- The Confidence and Supply Secretariat was established to ensure that agreement functions effectively.
- Through a small group of staff, the Secretariat ensures the Green caucus is made aware of developments in Government policy.

### IF ASKED ABOUT USE OF PUBLIC FUNDS FOR THE AGREEMENT

- We have appointed a small team to support the Agreement and have done our due diligence to ensure we are using taxpayer dollars appropriately.
- The Secretariat funding follows the allowances set out in the *Financial Administration Act*.
- And the staff at the Secretariat are expected to abide by the Standards of Conduct and Core Policy that apply to all government employees.
- Specific terms of reference for staff in this office are being developed by Public Service Agency and our Legal Services to ensure the Secretariat staff have clear direction on appropriate work as public servants.

### IF ASKED WHY THE SECRETARIAT IS ORGANIZED UNDER GCPE

- The Agreement operates based on the principle of good faith and no surprises.
- Part of that understanding means that all external communications will be coordinated according to those principles.
- As Government Communications is the main area responsible for external communications, we thought it was appropriate to coordinate this function through GCPE.

## KEY FACTS REGARDING THE ISSUE:

The Confidence and Supply Agreement Secretariat manages and coordinates consultation between the BC Green Party caucus and Government as outlined in the 2017 Confidence and Supply Agreement in the following key areas:

- The broad outline of Government's legislative agenda
- Legislation to be introduced in the House
- Major policy issues
- Broad budget parameters
- Events/policy changes with provincial or budgetary implications
- Senior OIC appointments

The Confidence and Supply Agreement Secretariat will be funded within the Government Communications and Public Engagement budget as presented in the Budget 2017 Update on p. 96 of the Estimates document

([http://bcbudget.gov.bc.ca/2017\\_Sept\\_Update/estimates/2017\\_Sept\\_Update\\_Estimates.pdf](http://bcbudget.gov.bc.ca/2017_Sept_Update/estimates/2017_Sept_Update_Estimates.pdf))

The budget for the remainder of fiscal 2017/18 is \$248,000.

The budget for the full 2017/18 fiscal is projected at \$372,000

### **FOI (GCP-2017-72755)**

On September 22, an FOI request was sent to the applicant for Copies of any documents such as e-mails, briefing notes, memos, backgrounders, etc., regarding the proposal, planning and setting up of the Confidence and Supply Agreement Secretariat and any projections of the cost involved in setting up and running the office.

It contained some emails between GCPE Executives approving the following annual salary/expenses:

- Executive Director: \$100,000
- Policy analyst: \$72,400 – \$82,900
- Admin officer: \$50,900 – \$57,800
- Travel budget: \$20,000

Communications Contact:

Angela Frattaroli

250-387-3514

Program Area Contact:

Raman Dale

[phone#]

File Created:

September 22, 2017

File Updated:

File Location:

Program Area	Comm. Director	Deputy	Minister's Office
RD	DC		

## ADVICE TO MINISTER

**CONFIDENTIAL  
GCPE-FIN ISSUE NOTE**

**Ministry of Finance  
RECORD OPR: GCPE Finance**

**Date: September 25, 2017**

**Minister Responsible: Carole James**

### **GCPE Direct Awards**

#### **RECOMMENDED RESPONSE:**

- **Our Government wants to make sure it is working for all British Columbians, and that means ensuring citizens can access the information and services they need.**
- **Direct awards by GCPE help government fulfil its obligations to communicate with the public in a timely, relevant and accessible manner.**
- **Government follows an open and transparent procurement policy that is freely available online when we contract for third party services.**
- **Work is assigned to agencies based on their availability, capacity, previous history with similar work and areas of expertise and when the contract falls within the annual GCPE budget.**

#### **IF ASKED ABOUT DIRECT AWARD POLICIES:**

- **The Province is committed to getting the best value for taxpayers when we contract for goods and services.**
- **Our procurement policy is based on the principles of fair and open competition, value for money, transparency, and accountability.**
- **Direct award contracts are granted in limited circumstances including:**
  - **unforeseen emergencies,**
  - **qualified contractor availability, particularly in the context of restricted timelines,**
  - **public safety concerns, or**
  - **when protection of confidential information is required.**
- **Regardless of circumstances, all direct awards must follow government procurement policy.**

## KEY FACTS REGARDING THE ISSUE:

All direct award contracts are posted monthly to Open Government

All contract awards over \$10K are posted quarterly to Open Government

As of September 20, 23 direct awards have been made for services by GCPE since July 18, 2017

Supplier	Service	Selection	Amount
Adlercast Films Inc	Videography/Photography	Direct Award - Under \$25K	\$20,000
Andrew Snucins Photography	Photography	Direct Award - Under \$25K	\$4,000
Catalyst Internet Inc	Review and Assess Current Operations of TNO	Direct Award - Sole Source - No NOI Required	\$24,000
Ermine Communications Ltd.	Communications Services (news releases, speeches, etc.)	Direct Award - Under \$25K	\$20,000
Gab Films Inc.	Videography	Direct Award - Under \$25K	\$20,000
Haregreaves, Stephen R.	Digital Communications	Direct Award - Under \$25K	\$4,100
Langford, Elisabeth E.	Media monitoring	Direct Award - Under \$25K	\$20,000
Malahat Solutions Consulting Group	Conduct a Govt-wide Review of Communication Equivalent Staffing and Resource Numbers	Direct Award - Confidentiality	\$20,000
*McNeney, Mike	Writing and editorial services- Mental Health and Addictions	Direct Award - Under \$25K	\$34,625
Media One Multimedia Inc.	Photography/videography	Direct Award - Under \$25K	\$10,000
Koyo Photograhay	Videography	Direct Award - Under \$25K	\$20,000
Neil Squire Society	Conduct medium accessibility auditing package	Direct Award - Under \$25K	\$7,960
Project X Productions	A/ V for the Inauguration Reception	Direct Award - Under \$25K	\$3,454.04
Richard Littlemore and Associates Ltd.	Writing - Softwood Lumber OP-ED	Direct Award - Under \$25K	\$2,070
Rogers, Janet	Media monitoring svcs	Direct Award - Under \$25K	\$20,000
Semaphore Solutions Inc.	Digital Hub enhancements	Direct Award - Under \$25K	\$23,200
Shawn Robins Comm. Inc.	Comms support- Educ & AG	Direct Award - Under \$25K	\$15,000
Nathan Skillen Productions (Skillen, Nathan James Robert)	Videography	Direct Award - Under \$25K	\$20,000
*Stewart, Janet R	Communication svcs- AVED & SD	Direct Award - Under \$25K	\$35,700

\*Shaded direct awards represent contracts that were subsequently amended as additional services were required due to staff shortages and work volumes.

### Direct Award Contract Policies

Procurement is governed by the *Procurement Services Act* and chapter six of the Core Policy and Procedures Manual [www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm](http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm).

The Core Policy and Procedure Manual sets out five possible conditions under which ministries are permitted to directly award procurement contracts without a competitive process. The conditions are:

- Where the contract is with another government organization
- When there is only one supplier qualified or available
- When there is an unforeseen emergency
- Where there are security and order concerns
- Or when "the acquisition is of a confidential or privileged nature and disclosure through an open bidding process could reasonably be expected to compromise government confidentiality, cause economic disruption or be contrary to the public interest."

## ADVICE TO MINISTER

<p><b>CONFIDENTIAL</b> <b>GCPE-FIN ISSUE NOTE</b></p> <p>Ministry of Finance RECORD OPR: GCPE Finance Date: September 27, 2017 Minister Responsible: Carole James</p>	<p><b>GCPE</b> <b>Staffing and Structure</b></p>
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### ADVICE AND RECOMMENDED RESPONSE:

- The government has a duty to make sure British Columbians know about the programs and services available to them.
- The Government Communications and Public Engagement (GCPE) unit are the public servants responsible for supporting those communications to British Columbians.
- GCPE will continue to employ communications professionals so that we can help inform British Columbians on matters that are important to them.

### IF ASKED ABOUT HIRING PRACTICES:

- Government communicators are professional communicators usually with years of communications experience.
- They help the province communicate with its citizens and fulfill our duty to help keep British Columbians informed on the programs and services available to them.
- Hiring is based on an assessment of competence that includes a written test and in-person interviews as well as a probationary period where a person is evaluated on the job.

### IF ASKED ABOUT BUDGET INCREASE FOR 2017/18 AND 2018/19:

- Government is making modest increases to the communications budget to better help get information out to British Columbians.
- This includes making our online platforms more user friendly throughout government and making sure that we respond in a timely way to ministry communication needs.

### KEY FACTS REGARDING THE ISSUE:

GCPE has undergone some internal reorganization after the addition of the Government Digital Experience Division (June 2013), Strategic Issues Division and the Confidence and Supply Agreement Secretariat.

**Staffing:**

Since July of 2017, two areas have been added to GCPE: Confidence and Supply Agreement Secretariat (addition of 3 staff) and the Strategic Issues Division (addition of 8 staff). All other staffing levels remained similar to those in previous years.

**Budget:**

- GCPE's estimated operating budget for 2017/18 is \$34.205M.
  - Communications \$26.687M
  - Government Digital Experience Division \$7.518M
- The increase of \$0.326M from the 2016/17 restated budget is due to the increase for the Economic Stability Mandate and Dividend, which is partially offset by the decrease in the benefits chargeback rate (the amount of money paid to cover employees' health benefits).
- At \$26.912M salaries & benefits represent 78.7% of the total estimated annual operating budget.
- At \$7.293M, operating costs (net of recoveries) represent 21.3% of the total estimated annual operating budget.

Communications Contact:

Angela Frattaroli

250-387-3514

Program Area Contact:

Raman Dale

[phone#]

File Created:

September 27, 2017

File Updated:

File Location:

Program Area	Comm. Director	Deputy	Minister's Office
RD	DC		

## ADVICE TO MINISTER

### CONFIDENTIAL ISSUES NOTE

Ministry: Finance

Date: Sept. 22, 2017

Updated: Oct. 23, 2017

Minister Responsible: Honourable Carole James

### GCPE: Advertising – Budget Update – Current and Proposed Campaigns 2017-18

#### RECOMMENDED RESPONSE:

- Government is committed to providing British Columbians with access to information on the policies, programs and services they need.
- The province is launching a crucial new public service information campaign to increase awareness on how people can prevent, identify and respond to the opioid overdose crisis.
- The opioid overdose campaign will focus on harm reduction, reducing the stigma of addiction and target the group most at risk to overdose – men aged 30 to 60.
- Recent information campaigns have informed British Columbians on how to prevent and report forest fires and have directed them to resources available in case their home was damaged by flooding.
- Information campaigns have also supported important public safety messages such as the evacuation orders directing those affected by wildfires to register with the Canadian Red Cross.
- In addition to paid advertising, government continues to raise awareness on health and safety matters through social media channels such as YouTube, Facebook and Twitter, as well as earned media.

#### If asked about this fiscal's campaigns:

- So far this fiscal, there have been three public health and safety information campaigns:
  - The opioid awareness information campaign centred on raising awareness with young British Columbians about the risks of using drugs alone. Work to increase awareness on how to

prevent, identify and respond to the overdose crisis continues. The campaign ran from April 10 to May 21 and then from June 26 to August 30.

- The information campaign related to flooding in the Okanagan focused on the dangers of flooding and what resources are available to help those affected. Phase 1 of the campaign ran from May 25 to June 3, 2017, while Phase 2 ran from June 20 to June 28, 2017.
- The annual wildfire prevention campaign informed British Columbians about how to report wildfires, safely dispose of cigarettes, and raised awareness when using recreational vehicles in the backcountry as well as promoted campfire bans. The campaign ran from the end of June to mid-September.

**If asked about advertising policy:**

- Government Communications and Public Engagement (GCPE) works closely with ministry program areas on advertising initiatives.
- GCPE is responsible for the advertising policy and procedures for the Province. As per Core Policy, advertising initiatives must meet the following criteria:
  - Be fact-based.
  - Point to, or provide information on, government programs, services or policies.
  - Engage the public, providing an opportunity to interact or comment.
- Government also has statutory obligations and informs the public via paid advertising on a range of public notices including the review of forest stewardship plans, renewals of park use permits and vacancies for the position of marriage commissioners.

**If asked how this administration will do things differently:**

It's important for government to inform British Columbians regarding programs, policies and services.

And government is reaching the public with a combination of traditional media such as TV, print and radio as well as digital media.

In addition to paid advertising, government continues to raise awareness on programs and services and health and safety matters by utilizing the Government of British Columbia's social media channels such as YouTube and Facebook as well as earned media.

## ADVICE TO MINISTER

Future information campaigns will be developed to effectively inform the public on programs and services as well health and safety matters.

Each campaign must:

- Be fact-based
- Point to, or provide information on, government programs, services or policies
- Engage the public, providing an opportunity to interact or comment.

### **GCPE Advertising Budget:**

Last fiscal, the initial budget for advertising was \$8.5 million and that almost amount doubled in December of 2016, to \$15 million, just four months prior to the 2017 provincial election.

The 2017-18 budget for government advertising, as per the September budget update, is estimated at \$11 million.

Of the \$11 million estimated budget for this current fiscal, \$2.4 million has been allocated to the Offices of the Legislature such as Elections BC, Office of the Ombudsperson, and the Representative for Children and Youth.

So far this fiscal, \$1.525 million has been spent on three public health and safety campaign - wildfire prevention, flood awareness and opioid awareness.

Its estimated government will spend approximately \$7 million on various information campaigns including;

- Updating the wildfire prevention campaign, as the creative is four years old;
- With the legalization of Cannabis in 2018, a general awareness campaign about the health and safety risks regarding consumption of cannabis and the risks and consequences of drug-impaired driving; and
- Updating and expanding a new public awareness campaign with a focus on reaching men and reducing the stigma of addiction. Establishing partnerships with WorkSafe BC, B.C. Restaurant & Food Services Association and the B.C. Building Trades Council will be a priority to building awareness.

### **Advertising Budget**

The total costs of individual information campaigns will be reported as part of Public Accounts once all expenditures are finalized.

### **Ad campaigns that have run so far this fiscal: (updated info in *italics*)**

Campaign	Run time	Budget	Media
Wildfires	June – September	\$1.37 million As of the end of September, \$1.025M committed	Facebook, TV, Radio, various digital channels
Opioid Crisis	April - August	\$125,000	Facebook
Flooding	Mid May-End of June	\$30,000	Facebook
<i>Multicultural Greeting (Diwali)</i>	<i>3 days – Oct 13-16</i>	<i>\$ 6,600</i>	<i>16 multicultural print publications</i>
<b>TOTAL SPEND</b>		<b>\$1.525 Million</b>	

**Proposed Ad Campaigns for current fiscal:**

<b>Campaign</b>	<b>Run time</b>	<b>Estimated Budget</b>	<b>Media</b>
<i>Cannabis Engagement</i>	<i>October 25 – Nov 1</i>	<i>\$ 15,000</i>	<i>Targeting British Columbians in rural communities via Facebook</i>
<i>Human Rights Commission Engagement</i>	<i>Nov 2 – Nov 17</i>	<i>\$ 10,000</i>	<i>Targeting British Columbians outside Vancouver &amp; Victoria via various digital channels</i>
Opioid Crisis – New public Awareness campaign	<i>Early December – March</i>	\$ 2 million	TV, Facebook, various digital channels, out-of-home
WorkBC	Early 2018	\$ 350,000	Various digital channels
Wildfire Prevention Campaign update	New creative required as ads are 4 years old	\$ 250,000	Various media
Cannabis Awareness – (drug-impaired driving)	2018	\$ 500,000	Various media
Emergency Planning (for example - flood preparation and develop a household plan)		\$ 30,000	Digital campaign

Communications Contact: Angela Frattaroli  
 Program Area Contact: Kathryn LeSueur  
 File Created: Sept. 22, 2017  
 File Updated: October 23, 2017

Program Area	ADM / Deputy Minister	Communications Director
	Robb Gibbs/Evan Lloyd	

## ADVICE TO MINISTER

### CONFIDENTIAL ISSUES NOTE

Ministry: Finance

Date: September 20, 2017

Updated: October 16, 2017

Minister Responsible: Hon. Carole James

### GCPE - Advertising and Advertising Research Services – RSO Procurement

#### ADVICE AND RECOMMENDED RESPONSE:

- The Request for Standing Offers (RSO) for advertising services and advertising research services will expire on December 31, 2017.
- A Request for Standing Offer will be posted on BC Bid on October 17 and close approximately four weeks later on November 14.
- The procurement process for establishing the current Standing Offers is being conducted in strict accordance with government policy through the Procurement Services Branch within the Ministry of Citizens' Services.
- The Standing Offers are an effective, efficient and timely method to secure communications services.
- The Standing Offer method of securing various communications vendors has been used for the past four years by GCPE.
- Other government ministries access these services through GCPE's Standing Offer lists.

#### BACKGROUND REGARDING THE ISSUE:

- The Standing Offer contracts for advertising services and advertising research services will expire on December 31, 2017. This was after a six-month extension was granted in July of 2017.
- The Standing Offer arrangement was identified in consultation with Procurement Services as the best way to secure advertising, marketing and research services.
- With a Standing Offer arrangement, GCPE can either choose the best-suited firm for a specific project or ask all firms to submit proposals and quotes (timelines permitting). The arrangement also allows GCPE to split large projects between firms in order to utilize various agency specialties.
- Agencies are assigned work based on their availability, capacity, previous history with similar work, areas of expertise and value.
- GCPE has Standing Offers in place with the following agencies for Advertising and Advertising Research Services, all which expire on December 31, 2017:

Advertising		Advertising Research Services
Cossette		Campaign Research
Dare Digital		Innovative Research

<b>Advertising</b>		<b>Advertising Research Services</b>
DDB Canada		Insights West
Hogan Millar Media		Ipsos Reid
McLaren McCann		Advertising Strategist
Red the Agency		Mustel Group
Response Advertising		
Spring Advertising		
St. Bernadine Mission		
Traction Creative		

Communications Contact: Angela Frattaroli  
 Program Area Contact: Kathryn LeSueur  
 File Created: Sept. 22, 2017  
 File Updated: Oct. 16, 2017

Program Area	ADM / Deputy Minister	Communications Director
	Robb Gibbs/Evan Lloyd	David Currie