



Ministry of
Citizens' Services

A background image showing a person's hands using a computer mouse and keyboard. Overlaid on the image is a network diagram with nodes and connecting lines, symbolizing digital connectivity and data. The image is partially obscured by a large teal geometric shape on the left and bottom.

Deputy Ministers' Committee on Digital and Data

2022/23

Digital Investment Annual Report

More than ever, people have come to rely on fast, secure, and high-quality online services in all aspects of their lives, including when interacting with the government. The Deputy Ministers' Committee on Digital and Data helps ministries respond to these changes in the way people access services.

- Shauna Brouwer
Chair DMCDD

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MESSAGE FROM THE CHAIR

On behalf of the Deputy Ministers' Committee on Digital and Data (the Committee), I'm pleased to present the Committee's 2022/23 annual report. We prepare and publish these reports each year to promote transparency and accountability regarding our investments and activities.

More than ever, people have come to rely on fast, secure, and high-quality online services in all aspects of their lives, including when interacting with the government. The Deputy Ministers' Committee on Digital and Data helps ministries respond to these changes in the way people access services in two important ways. First, the Committee sets cross-government direction for digital service delivery, technology, and data. Second, the Committee translates that direction into investment objectives, which it uses to guide investments in digital projects across government.

In this year's annual report, you'll learn about the Committee's accomplishments in these two areas of activities. The first section of the report highlights the results of the Committee's work setting direction for digital service delivery, technology, and data. This included guiding the development of a new cross-government Digital Plan and several data policies and standards. The second section of the report highlights the results of the Committee's investments in digital projects across government. This included investing in projects to modernize services and update outdated technology across government. This section also explores the evolving nature of how we fund, manage, and deliver technology and digital services.

I'd like to recognize digital teams across government for their dedication in providing modern services to people in British Columbia. These public servants are critical to the successes you will read about in this report.

On behalf of my fellow committee members, thank you. I'd also like to recognize my fellow committee members for their commitment to driving a coherent, results-oriented vision for digital products that help people and businesses. I'm proud to work alongside these leaders in improving the services that people count on.

A handwritten signature in black ink that reads "Shauna Brouwer".

Shauna Brouwer
Chair DMCCDD



MESSAGE FROM THE GOVERNMENT CHIEF INFORMATION OFFICER

As Government Chief Information Officer, I have the unique position of overseeing the strategies and policies that underpin and enable the achievements detailed in this report. My team in the Office of the Chief Information Officer (OCIO) has been working with our ministry partners to help make Government of British Columbia's services inclusive, reliable, easy to use, and responsive to people's expectations.

The modern tools and new ways of working our government has adopted have helped deliver value faster and more efficiently. Compared to 2018, it now takes government teams on average 48% less time and 59% less budget to deliver a digital project or service.

Our contributions as a digital community are making a difference for people in British Columbia. In the most difficult times, we have come through with digital services that supported 30,000 evacuees to access support and enabled millions of British Columbians to get vaccinated.

Alongside investment decisions, our strategies and policies ensure that we are using our resources effectively to improve service delivery to people in British Columbia. This year we introduced our Digital Plan, which provides a vision for our next phase of digital service modernization and clear actions to achieve this vision. We also conducted extensive engagement on our Digital Code of Practice, which provides guidance for public servants as they work to modernize government operations and deliver improved services.

I would like to recognize staff across the BC Public Service for their commitment and contributions to digital transformation. As you will read in this report, their work is making a difference for people in British Columbia.

A handwritten signature in black ink, appearing to read 'C.J. Ritchie'.

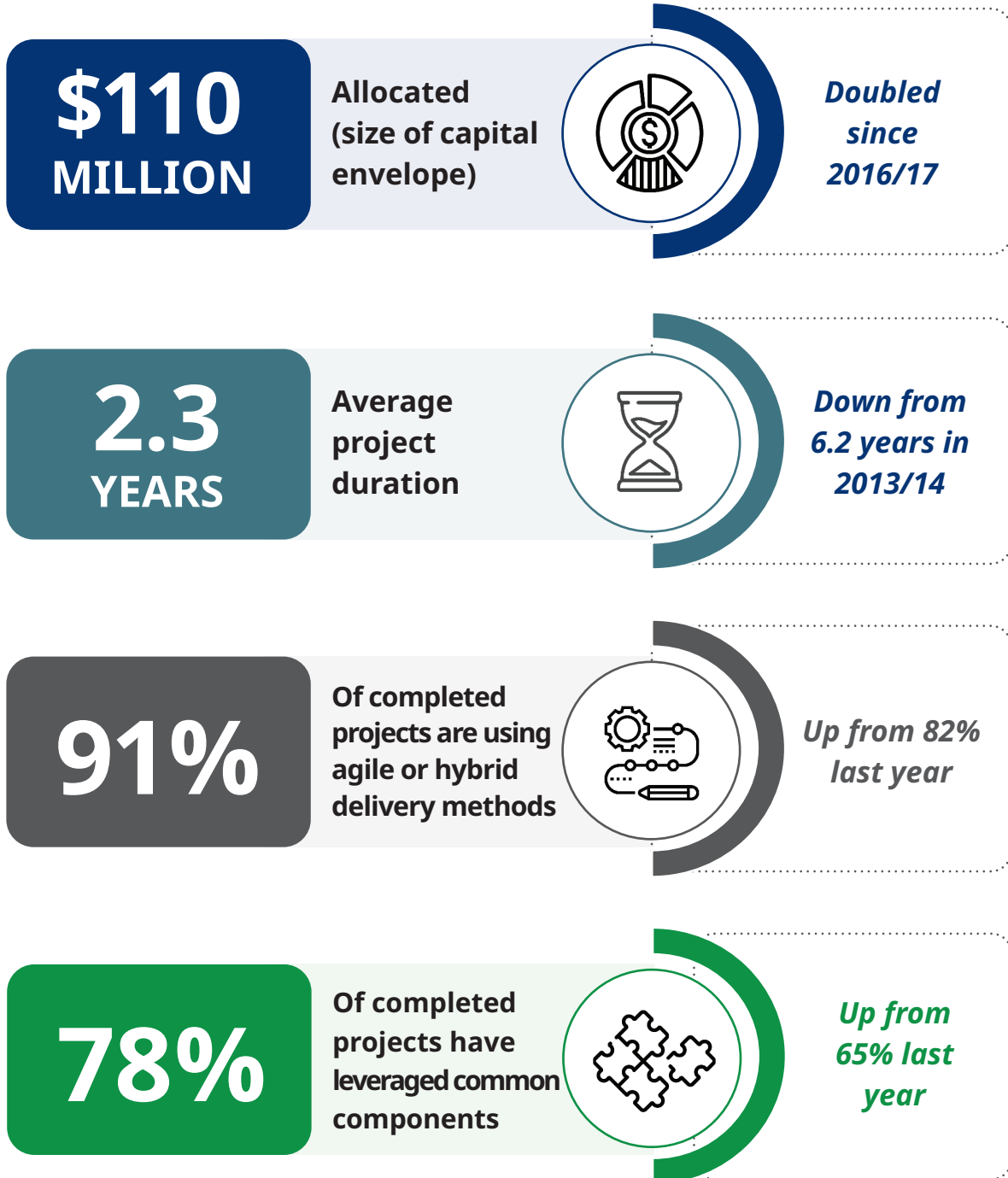
CJ Ritchie

Government Chief Information Officer

INVESTMENT HIGHLIGHTS 2022/23

KEY FIGURES

Below are some investment highlights for 2022/23. More information about these key figures can be found later in this report under Managing Digital Investments.



INVESTMENT HIGHLIGHTS 2022/23

**\$95.6
MILLION**

Spent
(represents
13% underspend)



*Improvement
from 17%
last year*

**\$4.0
MILLION**

Average
project size



*Down from
\$7.1M in
2013/14*

89%

Of projects met
all their intended
benefits



*Improvement
from 86.5%
last year*

INVESTMENT IMPACTS

Project teams for the 23 projects that completed in 2022/23 were asked to identify the impacts of their projects. Those impacts were across three categories: Improve Public Service, Informed Decision Making and Increased Efficiency. Below are some of the specific highlights across the categories of impacts.



IMPROVED PUBLIC SERVICE

- ✓ Improved information and data
- ✓ Removed barriers to access services
- ✓ Responsive to people's needs



INFORMED DECISION MAKING

- ◆ Enhanced data and analysis
- ◆ Informed policy and investments

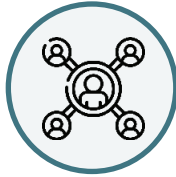


INCREASED EFFICIENCY

- ▼ Reduced response time
- ▼ Decreased cost
- ▲ Improved business processes

KEY TAKEAWAYS

As part of development of the ministry case studies, project teams were asked to reflect on what they learned during the course of the project. Below are some of the common themes as Key Takeaways.



Create Strong Governance: Project governance provides a framework to ensure that project and business goals are aligned while establishing team roles, setting standards for decision-making and enforcing accountability. Governance offers high-level oversight and increases project success.



Plan for a Phased Approach: Launching a project as a pilot allows teams to start small, build collaborative relationships, and have an example of successful implementation and measurable positive impact before they scale. Teams should allow for realistic timelines, and large gaps between project phases should be avoided to ensure the continuity of team members and knowledge transfer.



Take a User-Centric Approach: All projects should reflect on who is in the room, consider missed perspectives, and conduct robust testing to address user experience challenges. User-centered design is essential to ensure people's needs are heard and met.



Include Change Management: Change management supports project success from education to integration. Intentional and frequent communication is essential to bring people along to learn new technologies and processes.



Invest in Digital Knowledge: When taking on a digitization project, learning the language of developers and having a base understanding of digital transformation can help your team better communicate project requirements and expectations, leading to more successful outcomes. In a project where you don't have digital expertise on your team, you may become reliant on vendors and their best advice.

INTRODUCTION



The [Deputy Ministers' Committee on Digital and Data](#) (the Committee) is accountable for overseeing digital investments and setting direction for digital service delivery, technology and data management across government. The Committee is formed of several Deputy Ministers across BC Government ministries. The [Terms of Reference](#) outlines the Committee's objectives, accountabilities and activities in driving forward digital investments.

The Committee's Activities:

Setting direction for digital service delivery, technology and data across government:

- Providing strategic direction for the development and implementation of high-quality digital services for British Columbians.
- Overseeing the implementation of digital and data policies and standards to remove barriers and increase access to services.
- Setting priorities for cross-government digital and data initiatives.

Overseeing digital investments:

- Establishing priorities to be funded
- Approving projects
- Providing sound governance
- Reviewing and recommending projects

This Annual Report outlines the outcomes of the Committee's work in these two areas in 2022/23.

SETTING STRATEGIC DIRECTION

The Committee sets the direction for digital service delivery, technology and data across government. Their work ensures that digital initiatives are consistent with government priorities, support ministry commitments and drive the delivery of B.C.'s [Digital Plan](#) and the [Provincial Data Plan](#).

In 2022/23, the Committee guided and supported the development and implementation of key digital and data legislation, policies, strategies and plans including the [Digital Plan](#), [Anti-Racism Data Act](#), the [Provincial Data Plan](#), and the [Gender and Sex Data Standard](#). These initiatives are helping the B.C. Government deliver better and more equitable services. The Committee also aligned its investment decisions to support the implementation of these initiatives.

As an advisor on the implementation of digital and data policies and standards, the Committee is helping to improve public sector data management, facilitate the re-use of technology and adoption of common standards and increase public sector data sharing. This work also includes removing barriers to accessing and using data while increasing data literacy across the BC Public Service.

The Digital Plan

The Digital Plan accelerates human-centered digital transformation in British Columbia, providing a framework for the tools, skills and knowledge necessary to provide the best service possible to people and businesses across the province. The Digital Plan was developed using insights from representatives across government, offering a clear understanding of current obstacles and areas for improvement with new tools and technologies.

In 2022/23, the Committee guided the creation of British Columbia’s Digital Plan. The Committee is now supporting the implementation of the Digital Plan by aligning its investment objectives and decisions with the Plan’s missions and actions. **By prioritizing investments that align with the Digital Plan, the Committee enables more efficient development across government, strengthening relationships between ministries and accelerating the delivery of services that improve people’s quality of life.**

Digital tools streamline progress towards government priorities. Key concerns, such as managing the housing crisis, confronting climate change, improving access to healthcare and advancing reconciliation are addressed faster and more economically through people centered digital initiatives.

The Digital Plan outlines British Columbia’s digital transformation in four key missions:

1	<p>CONNECTED SERVICES</p> <p>Prioritizing and delivering accessible, inclusive and connected services that can solve an individual's complex problem as a whole, not in parts.</p>	2	<p>DIGITAL TRUST</p> <p>Delivering digital services that people trust and can access safely and securely.</p>
3	<p>RELIABLE AND SUSTAINABLE TECHNOLOGY</p> <p>Supporting reliable service delivery by improving the way we build and operate technology and digital services.</p>	4	<p>DIGITALLY EQUIPPED BC PUBLIC SERVICE</p> <p>Equipping the BC Public Service with the skills, culture, tools and ways of working needed to deliver programs and services in the Digital Age.</p>



Anti-Racism Data Act

Everybody should have equitable access to strong public programs and services, but some people are left out and left behind because government programs and services weren't designed with them in mind.

The [Anti-Racism Data Act](#) was co-developed with Indigenous Peoples consistent with the B.C. *Declaration on the Rights of Indigenous Peoples Act* and was informed by engagement with racialized communities and feedback from more than 13,000 British Columbians. **The Act will support government's collection and use of demographic data to address systemic racism in programs and services. At the same time, it aims to improve trust, transparency and accountability in government services while decreasing harms to Indigenous Peoples and racialized communities.**

Key components of the implementation of the Anti-Racism Data Act include the establishment of the provincial Anti-Racism Data Committee to provide advice and guidance to government on data initiatives under the Act; the release of research priorities every two years to focus government on issues that matter most to Indigenous Peoples and racialized communities; and the release of statistics or other information each year relating to systemic racism and racial equity each year.

Provincial Data Plan

As collection of data has expanded over the years, government’s data management practices have evolved. Continuously improving data practices helps the Government of B.C. to understand issues, provide equitable services, advance reconciliation and use data to its fullest to deliver better programs with measurable outcomes.

The Provincial Data Plan maps an all-of-government approach for data to support government in meeting its objectives to:



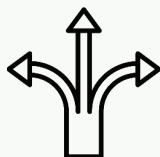
Advance equity

Developing clear guidance in data policies and standards for data collection that is culturally safe, minimizes harm and respects the people it is about.



Support reconciliation

Co-developing with Indigenous Peoples distinctions-based approaches to Indigenous data governance that recognize and support their rights, and updated data systems to include Indigenous languages so that First Nations, Métis, and Inuit Peoples’ identities are recognized in their own language and can be used when accessing government services.



Increase evidence-based decision making

Integrating program-level data across ministries and public agencies to enable opportunities for research while unlocking data to understand and solve complex cross-ministry problems such as homelessness, climate change and economic recovery. Advancing the research priorities identified under the Anti-Racism Data Act and producing statistical information relating to the demographic, social and economic conditions of B.C. and its population.



Deliver the modern services people need

Providing people with transparent, open and secure access to their data.



Strengthen data competency and governance

Streamlining problem solving and delivery of seamless service experiences through more consistent data management practices, clarifying roles and responsibilities, increasing opportunities to use common data technology and attracting and retaining data professionals with key skillsets.



The Committee is working alongside BC Data Service and the assistant deputy minister committees to support the delivery of the actions outlined in the Provincial Data Plan, communicating priorities, what is required from ministries and the supports provided for each action.

Gender and Sex Data Standard

Gender and sex are sometimes confused when government collects data. This can lead to errors and, in some cases, harmful interactions.

When people can self-identify their gender, they can be engaged with in an inclusive, safe and respectful way.

The [Gender and Sex Data Standard](#) was published in early 2023 to **improve how government collects and uses data to create policies and programs to serve B.C.'s diverse population**. It also clarifies the difference between gender and sex by providing definitions that recognize all genders.

This is important as the B.C. government needs accurate gender information about B.C.'s population to deliver more equitable programs. All digital projects invested in by the Committee are expected to align with the Gender and Sex Data Standard.

Collecting gender information correctly reduces possible harms of misgendering and recognizes the population's gender diversity.

The Gender and Sex Data Standard and Guidelines will be updated regularly based on feedback received, and as national and international standards evolve.

MANAGING DIGITAL INVESTMENTS



Annually, \$110 million in capital funding is allocated to support the development and delivery of data and digital projects across government. These projects produce tools and technology that streamline countless processes, creating benefits that include reduced wait times and lowered operating costs. Digital tools break down silos within government, revolutionizing how ministries collaborate. The Committee is authorized to review and approve projects valued at up to \$10 million per year or \$20 million overall.

- When projects exceed this limit, the Committee can provide recommendations to data and digital projects seeking supplementary funding from the Treasury Board. Projects must have the Committee's recommendation to proceed for Treasury Board approval.

Every year, the Committee recommends an appropriate capital funding allocation to Treasury Board. Once finalized, the Committee approves funding for digital projects from this allocation based on their alignment with the Committee's evaluation criteria:

- **Strategic Alignment** Projects should advance government priorities and support ministry-specific goals.
- **Value Proposition** Projects must clearly articulate proposed goals and objectives and demonstrate intended benefits to government.
- **Delivery Approach** Projects are required to outline their proposed delivery style, inclusive of team size and structure, timelines and key deliverables.
- **Architecture** Projects are prioritized based on their alignment with government's modern digital practices and the range of potential applications for the proposed technology.
- **Sustainability** Projects are required to outline strategies to avoid roadblocks and demonstrate their ministry's capacity to cover operating costs as project and product mature.

The Committee's [Terms of Reference](#) provides a detailed review of the project selection process and the authorities and commitments.

Investment Objectives

The Committee funds projects that help make Government of B.C. services simple, inclusive, reliable and responsive to people's current expectations. In 2022/23, the Committee identified three investment objectives in support of their overall objective:



Ministry Priorities

Invest in products and services that help ministries transform their services and delivery on mandate commitments, service plan and legislated requirements.



Priority Legacy Systems

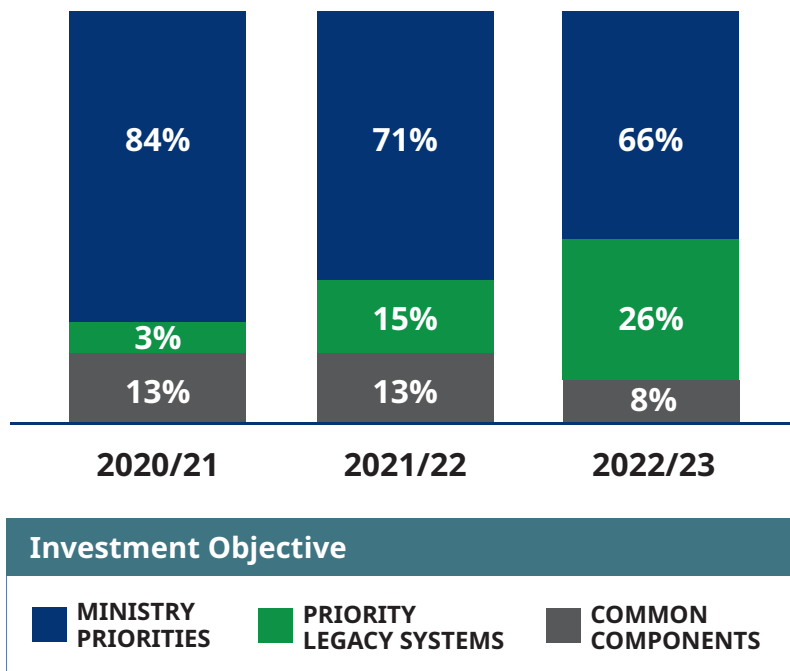
Replace or upgrade priority legacy systems* that are likely to impact service delivery.



Common Components

Invest in products and services that reduce duplication, accelerate technology delivery and promote a consistent experience for people in British Columbia.

Allocation of funding across the Committee's three investment objectives shifts from year to year depending on priorities and needs. Most of the funds are allocated to ministry priorities to support service delivery. In 2022/23, a larger proportion of funding was directed towards priority legacy system replacement initiatives, which meant relatively less funding was available for developing common components.



*Priority legacy systems refer to critical systems (under the critical systems standard) that were deemed legacy in the 2021 internal audit on legacy systems.

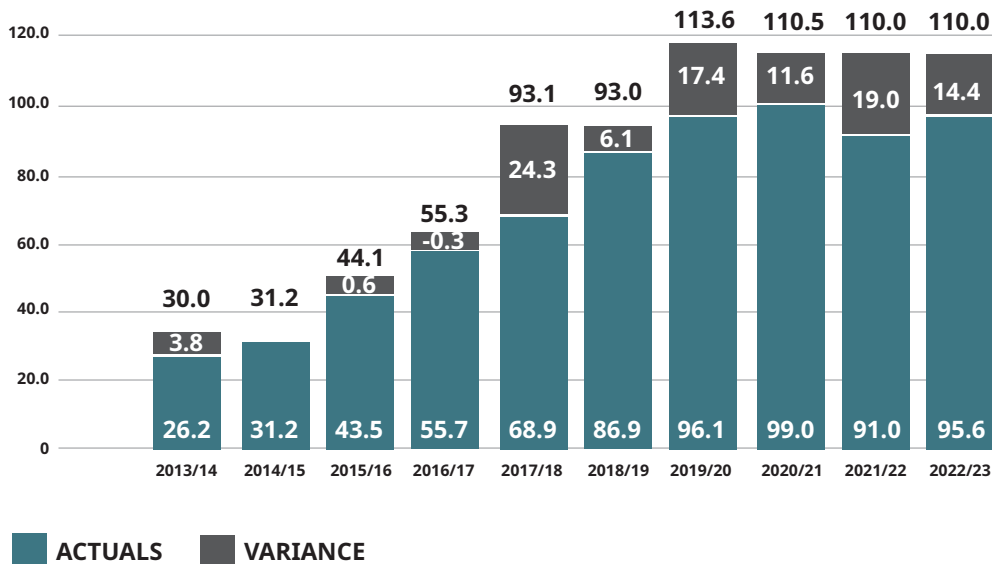
Trends in Digital Investment

Investment in digital and technology has doubled since 2016/17

People in British Columbia are increasingly relying on government to provide online services that are accessible, convenient and available 24/7. To meet this need, investments being made in digital tools are improving efficiencies and service delivery. The capital budget for digital and technology has doubled since 2016/17 but has stayed relatively constant over the past four years as total funding levels have reached an appropriate balance between demand and the ability of ministries to deliver their projects.

10 year history of capital spend vs allocation

Budget vs Actual Expenditures (in millions)

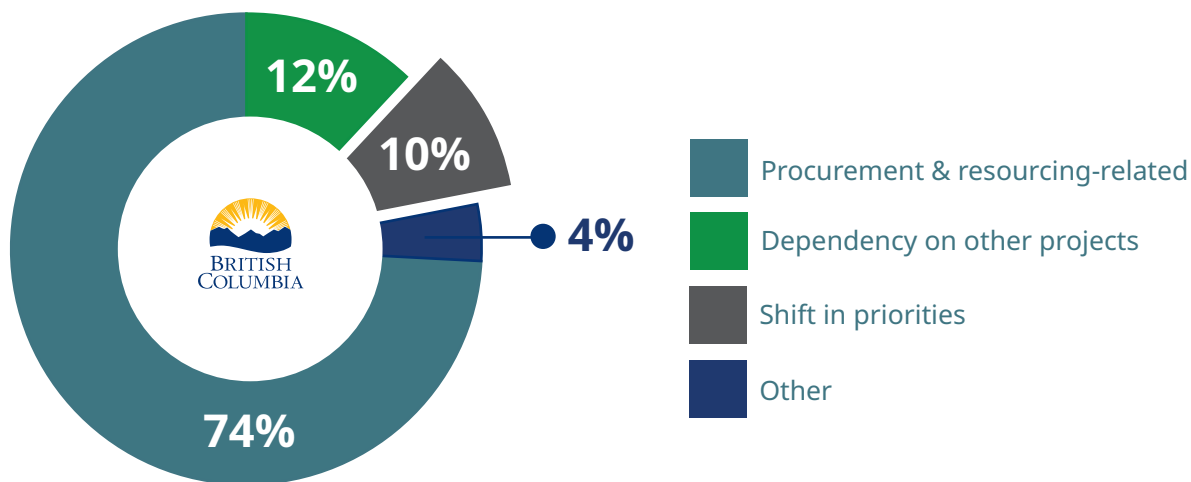


The capital envelope was underspent by 13% in 2022/23, with actuals of \$95.6M against a budget of \$110.0M. This was an improvement from last year where the envelope was underspent by 17%. Many projects faced delays, and 94% of projects have extended their timelines and reprofile spending into a subsequent fiscal year.

Procurement delays and resourcing constraints are driving underspending

Ministries directed 75% of their technology-related capital spending towards professional services costs (66%) and/or salary costs (9%) in 2022/23. This indicates that **digital investments are very sensitive to labour market pressures**. Over the past three years, ministries have struggled to procure or hire resources for in-demand roles to work on digital projects. This has delayed projects, resulting in ministries being unable to spend their full capital allocation. In fact, **74% of all project delays were due to procurement and resourcing-related issues**. The labour market started rebalancing partway through the fiscal year, which may have helped reduce underspending relative to the previous year.

Reasons for project delays



The Committee has taken action over the past year to address underspending by:

- Approving individual project budgets up to 115% of the envelope
- Working with ministries to improve forecasting accuracy
- Maintaining a list of new projects that could start early if funding frees up mid-year

In addition, new measures are being taken in 2022/23 to support ministries in minimizing underspend, including:

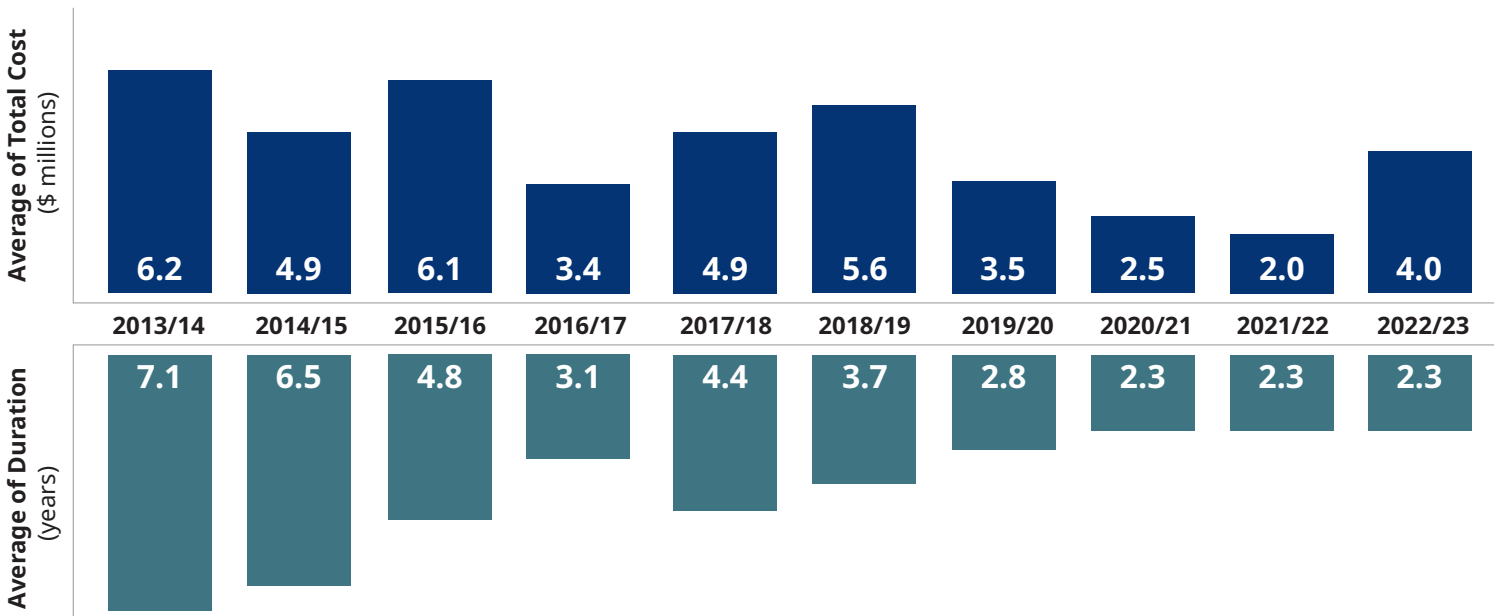
- Taking a new rolling approach to approving projects on an ongoing basis to encourage adaptive and responsive management of the capital envelope
- Supporting the expansion of the digital marketplace to help ministries procure digital teams faster
- Requesting forecast confirmations sooner to free up funding earlier in the fiscal year

These measures will help ensure capital investment is used efficiently to deliver valuable digital tools and services to the public.

Project size increased in 2022/23

Despite an overall trend towards lower project values, the **average project size (\$)** increased in **2022/23** due to a need to fund major legacy system replacement projects. **Projects are getting shorter, with duration decreasing by 68% since 2013/14** and leveling off at just over two years.

The Committee is encouraging the trend towards smaller capital projects with shorter timeframes. Global research shows that large government technology projects tend to struggle to deliver their intended benefits. **Smaller, shorter projects are better able to anticipate and adapt to changing policies, priorities and user needs and therefore have a higher likelihood of success.**

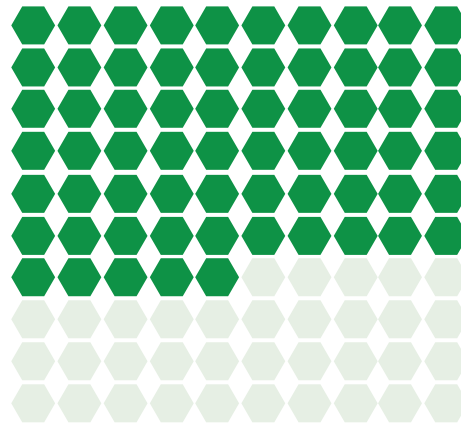


Common components save time and reduce duplication

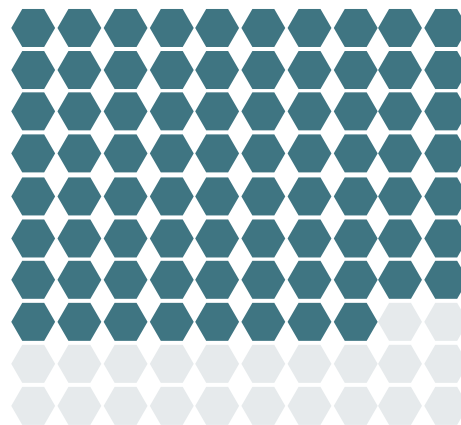
Common components are digital building blocks, used together or separately, that deliver specific functions and can be leveraged by other applications across government. Examples of common component functions include: online form submission, identity and access management, and payment processing. Reusable technology, such as common components, allow digital teams to deliver services more quickly and cost-effectively.

Encouragingly, 78% of projects in 2022/23 leveraged reusable technology, including common components, which is a significant increase from 65% in 2021/22. This highlights the value of scaling and expanding reusable tools and services to reduce duplication and save time.

Percentage of projects using common components



2021/22
65%



2022/23
78%

Project delivery is maturing

Technology projects typically employ one of three delivery methodologies: waterfall, agile, or hybrid.

Waterfall requires teams to plan project details upfront and sequentially design, build, test and implement new products. This model works well for projects with clearly defined requirements and technology that changes infrequently.

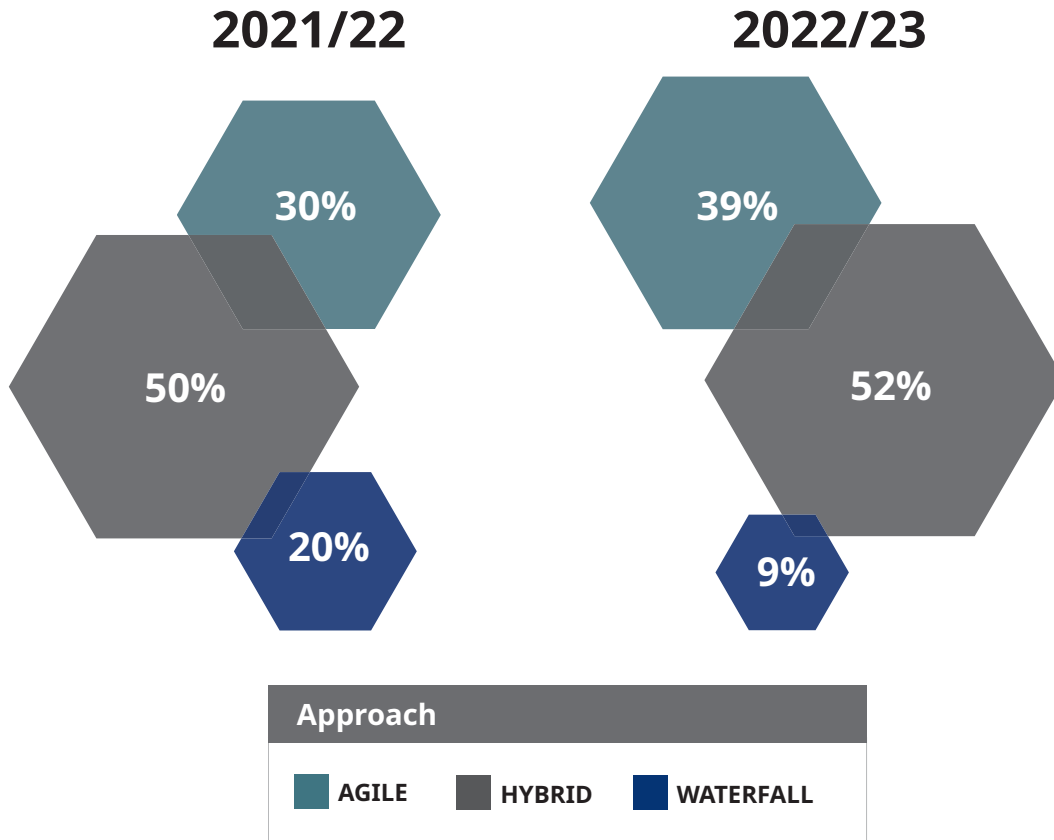
By contrast, agile delivers a working product early, iteratively improving upon it based on user feedback. This can reduce project failures, decrease cost overruns and deliver digital products and services that better meet people's needs.

A hybrid approach blends elements of waterfall and agile according to the unique needs of the project. Often, high-level project phases are planned with a waterfall approach and the work is done following agile methodology.

Projects in the Government of B.C are increasingly using agile delivery to respond to user needs, with **39% of projects reporting the use of agile in 2022/23, an increase from 30% in the previous year.** Fewer projects are using waterfall approaches (9%, down from 20% in 2021/22), while the proportion of projects employing a hybrid approach is stable at 52%.

The Committee is encouraging ministries to consider agile methodologies where appropriate to deliver incremental value and to develop digital products and services that respond to people's shifting needs and expectations.

Project Delivery Approaches



Projects are realizing benefits

89%

of projects in 2022/23 met or exceeded all their intended benefits, a 2.5% improvement from the previous year while the remaining 11% of projects partially met their intended benefits.

Projects reported delivering benefits in several areas, including improved services for people and businesses, modernization of legacy systems, internal efficiencies and supporting delivery of mandate priorities.

CASE STUDIES

Modernize & Mobilize Initiative

The Ministries of Children and Family Development, and Social Development and Poverty Reduction launched the Modernize & Mobilize Initiative to improve people's experience and service excellence, through digital initiatives. The social sector provides services and benefits to over 390,000 people including 190,000 children and employs nearly 7,000 staff, 70% of whom provide direct services to children, youth and families.

CHALLENGE

Ministries are facing an aging digital infrastructure which is foundational to their work. Their current systems cannot be quickly updated to align with legislative and policy changes, for example, meeting accessibility standards or the Gender and Sex Data Standard. The lack of modern, accessible digital services and mobile-enabled systems is limiting the ability of vulnerable populations to access social services. People using their systems also report current processes to be outdated and confusing, leaving both them and staff burdened with time-consuming and error-prone manual applications and forms.

Modernize & Mobilize Initiative

DIGITAL INVESTMENT

The social sector is investing in many digitization projects. We will explore these two projects under the Modernize & Mobilize Initiative:

Accessibility Feedback Tool

- ◆ To identify, prevent, and remove barriers in using government services.
- ◆ Meets 100% of accessibility requirements.

Gender-Based Analysis Plus (GBA+) Tool

- ◆ Wider expression of gender, including non-binary, represented in Government of B.C. systems.

Alignment with the Gender and Sex Data Standard

The Gender and Sex Data Standard improves how government collects and uses data to create policies and programs to serve B.C.'s diverse population.

All Committee funded projects must align with this standard.

The Accessibility Feedback Tool and the Gender-Base Analysis Plus (GBA+) Tool are two projects that are incorporating this new standard.



CASE STUDY

Modernize & Mobilize: GBA+

Funding: \$1.2M

Project Timeline:

October 2021 - October 2022

Project Management Style:

Hybrid: Agile & Waterfall

PROJECT OVERVIEW

The Gender-Based Analysis Plus (GBA+) tool shows how different populations are affected by government work. It helps ensure that government can clearly see if any group benefits or is disadvantaged more than others.

The “plus” in GBA+ looks beyond sex and gender. Identity factors like race, religion, age and ability are also considered. **In 2018, the BC Public Service set the inclusion of a GBA+ lens as a requirement for policy, program and legislative processes.** In 2021, the Social Sector made it a corporate priority to align its systems with the Gender and Sex Data Standard.

“Our systems in the social sector only had the binary options of female and male expression of gender. Our systems didn’t address the social construct of how we identify as individuals in our gender expression, and so we weren’t truly capturing how people were represented.”

- **Ray Larson,**
Product Owner, Information Services Division, Social Sector

CHALLENGE

People of B.C. could choose their gender on their identification as male, female or X (non-binary), but this option wasn't reflected throughout the social sector; forms and applications weren't capturing how people were represented, and it created a gender barrier in accessing services. B.C. ministries had complex, tightly integrated systems with multiple external interfaces that did not align with the new Gender and Sex Data Standard.

This project was the first to incorporate gender GBA+ principles across ministry people, policies and processes, and technology to support an inclusive expression of gender.

RESULTS

Changes across systems:

- Gendered references in forms and applications updated to allow non-binary expression of gender.
- Removed reference to transgender on some forms and applications.
- Where space is limited, replaced written gender phrase with the single character identifier, like X.

NOW THAT THE SYSTEM IS IN PLACE
UP TO 2,000
APPLICATIONS AND FORMS WILL BE
UPDATED TO THE NEW STANDARD

APPROACH

Using a hybrid project management style, the team worked to support a wider expression of gender, including non-binary as a gender option in Government of B.C. systems.

- Alignment with the B.C. Gender and Sex Data Standard.
- Equipping Business Areas to enable a wider expression of gender and gender-neutral language in the way they work, policies and processes, and other technology.
- Removing gender barriers from B.C. social sector services by enabling the systems, people and processes to support a more diverse expression of gender.



CASE STUDY

Modernize & Mobilize: Accessibility Feedback Tool

The Ministries of Children and Family Development and Social Development and Poverty Reduction

Funding: \$0.4M

Project Timeline:

May 2022 - October 2022

Project Management Style: Agile

CHALLENGE

In 2021, the Government of B.C. passed legislation to increase accessibility for people. As part of the legislation, the government committed to building a tool to provide feedback on accessibility. The goal of the tool is to identify, prevent and remove barriers in using government services, as well as to inform future accessibility plans.

- [The Accessible British Columbia Act](#) received Royal Assent in June 2021
- Accessible B.C. Regulations in effect September 1, 2022

LIVE ACCESSIBILITY FEEDBACK TOOL

100%

ACCESSIBLE SINCE LAUNCH
ON OCTOBER 18, 2022

2,750

SESSIONS

65

AMERICAN SIGN
LANGUAGE VIDEO VIEWS

140

WEB FORMS
SUBMITTED

RESULTS

Outcomes for People in B.C.

- People feel their experiences accessing government are being heard and addressed.
- People are more easily able to access Government of B.C. information, buildings, programs and services.

Outcomes for the Accessibility Directorate

- Can identify systemic barriers
- Can make more informed decisions about how to evolve the government's Accessibility Plan.
- Can influence the rest of government to address accessibility barriers.

APPROACH

After the Accessible BC Act was introduced, the project team launched the discovery phase to research other jurisdictions, locally and globally, seeking innovative and leading approaches around reporting accessibility barriers.

To represent all ages, cultures and lived experience, the project team reached out to partner organizations for an intersectional lens to provide feedback, as well as receiving it directly from courageous self-identifying public servants. Rather than relying solely on automated tests, regular user testing allowed the tool to be analyzed as it was being tested in real time to meet 100% of accessibility requirements.

Human-centered approach: Involving people with disabilities in the design process:

- Recruiting research participants
- Interviews and prototype testing
- American Sign Language
- Web accessibility audits
- Language translation

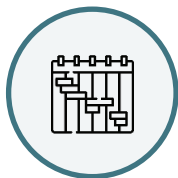
KEY TAKEAWAYS: MODERNIZE & MOBILIZE



Change Management is Key: This role is essential to enable change in how gender-neutral language is used across the ministry. From education to integration, change management is important.



Plan for Scope Creep: When undertaking a digitization project, plan for the project to grow in scope as you uncover more opportunities and challenges.



Keep the Momentum: Try to avoid a large gap between project phases (business proposal, discovery and production). It's easy to lose people who are invested in the project the longer it takes to get off the ground.



Conduct Robust Testing: With any digital project you're likely to face interoperability and user experience challenges, especially with external partners. Take time to test all possible scenarios.



Accessibility Should Be the Default: This project highlighted how accessibility is often seen as an add-on, when all Government of B.C. digital projects should be creating tools and programs that are fully accessible by default. This project proved that it is possible to create a 100% accessible tool, in a short amount of time, within budget.



Allow Time: The team worked within a very demanding timeline and mentioned if there was anything they would want to change, it would be to have more time. While proud of what was accomplished, like many other teams, they cannot help but wonder what more could have been attained.



Consider Who isn't in the Room: When taking a user-centered approach it's important to not just look at who you're receiving feedback from, but also whose perspective might be missing.

CASE STUDY

Personal Education Number Registry (PEN) Project

Ministry of Education and Child Care

Funding: \$4.7M

Project Timeline: 2019 - 2022

Project Management Style: Agile

PROJECT OVERVIEW

As part of the universal childcare plan, the Ministry of Education and Child Care was tasked to explore assigning a unique identifier to every child born in B.C. **Gathering information about children from their first point of entry into childcare through to post-secondary school, or the workforce, provided an opportunity to improve services and collect important data and statistics.**

A feasibility study explored possible options for a unique identifier, and support was received from provincial ministries and jurisdictions to use the existing Personal Education Number (PEN) - a unique nine-digit identifier assigned to each child entering the education system and following their progress from kindergarten through to post-secondary. The study concluded that issuing a PEN at an earlier stage or upon entry into the province, and linking to the BC Services Card was a viable option to track a child's progress and collect essential data while maintaining security and privacy of the child's information.

Assigning a PEN at birth would be a significant step towards:

- **Better understanding children's experiences** prior to entering the school system.
- Supporting the long-term goal of implementing **rigorous quality and accountability** mechanisms around childcare for government.

80+
TRANSCRIPT
REQUESTS A DAY

9775
REQUESTS IN THE
PAST 12 MONTHS

CHALLENGE

PEN is the most widely used application in the Ministry of Education, but the legacy technology was outdated and required modernization to expand its current function. When a student entered B.C.'s education system around age five, parents were required to fill in many forms, which were reviewed, verified and entered into the MyEducation BC online system by the schools. Any edits or changes to the information, and requests for transcripts, all had to be done via email, fax or phone. This system required key upgrades, but this also provided **an opportunity to improve service while increasing efficiency.**

Another major challenge this project faced was **a required change in legislation in order to provide a PEN to children under the age of five, before they enter the school system.**

The project team also needed to consider **the complexity of integrating processes and services with four other ministries¹** to link a PEN to the BC Services Card.

RESULTS

Legislation has been put in place to enable the early issuance of PEN (prior to entering school).

PEN can now be linked to BC Services Card, which students can use to access their graduation transcripts, and parents can access their child's school records through MyEducation BC.

Paper forms and transcripts have been replaced with digital forms, and duplication of records reduced. Reduced manual data entry and administration has resulted in improved experience for students, schools and Ministry staff and enhanced data and analytics.

Improved Experience:

- Schools and students can retrieve real-time PEN information online
- Seamless access to transcripts for students applying for post-secondary education
- Faster and easier process for students to submit PEN requests and staff to process requests.

Enhanced Data and Analytics:

The new PEN application provides higher quality data in a timely manner, enabling ministries to better project capital costs (new daycare spaces, classrooms, portables) and human resources (care providers, teachers, educational assistants). It also provides reliable data for other ministries requiring information about children, students or adult learners.

OVER 50%

OF TRANSCRIPT REQUESTS ARE DONE THROUGH THE DIGITAL PORTAL, GET MY PEN

188,080

NEW PENS ISSUED WITH NEW SERVICE IN LAST 12 MONTHS

¹ Ministry of Children and Family Development, Ministry of Post-Secondary Education and Future Skills, Ministry of Citizens' Services, and the Ministry of Health.

APPROACH

The Agile project team undertook engagement, conducting interviews across B.C. to receive feedback from school principals and administrative staff. Establishing an assistant deputy minister steering committee with the partner ministries kept the parties informed as the project progressed and brought them along as technology was developed. Working with the legislative branch, the project team had seen **required legislation changes passed by spring 2020. A PEN could now be issued to children under five who had not yet entered the school system.**

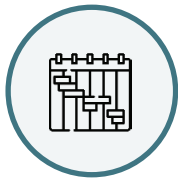
“The biggest win is that we have a fully digitized modern service that’s integrated with the BC Services Card. We’re providing a way better service to students and schools, and we can trust the data we’re collecting to make policy changes and funding decisions.”

- **Eleanor Liddy**
Assistant Deputy Minister, Services & Technology Division

KEY TAKEAWAYS



Don't Rush Legislation: In order to co-create legislation with all essential collaborators, including Indigenous partners, allow time for proper engagement and integration of feedback. Give this process the time it deserves.



Develop Tech with Future Users in Mind: Not all stakeholders will match your pace, so build technology that can adapt to the needs of other program areas; consider their function and their technology requirements.



Establish a Steering Committee Early: Steering committee meetings with key decision makers allows space for their contributions from project start. It also creates early buy-in, building champions who can support the project's development.



Execute a Comprehensive Communications Strategy: Keep everyone updated on the project progress when they can't attend meetings, create a record of decisions and offer opportunities for feedback. Consistent communications will help keep stakeholders engaged with the project.



Anticipate Future Policy: Seek out upcoming policy changes that could shift your project and integrate them into your planning to manage their impact. By anticipating changes, project teams can align with current policies and adapt to future changes.

CASE STUDY

BC Parks Open Information Access Project

Ministry of Environment and Climate Change Strategy

Funding: \$1.5M

Project Timeline: 2018 – 2023

Project Management Style:

Hybrid: Agile & Waterfall

PROJECT OVERVIEW

BC Parks' mission is to protect the province's 14 million hectares of protected areas for world-class conservation, outdoor recreation, education and scientific study. **The BC Parks website is the B.C. Government's second most-visited site, and the BC Parks reservation system is one of the busiest in government, managing the province's largest accommodation service.** B.C. ministries rely on the function, information and data provided through these digital portals.

317,000+

RESERVATIONS MADE ON THE NEW BC PARKS RESERVATION SERVICE IN 2022

26.5%

INCREASE SINCE 2019

CHALLENGE

Information that supported reporting, policy creation and funding investments were spread over a number of systems and could not integrate with other government systems. Essential data to inform decision making was unreliable and sometimes inaccessible. BC Parks struggled with digital asset management and their systems were siloed and outdated. Their digital infrastructure was aging, causing frustration, and becoming a liability.

The Ministry was at risk of low public confidence, high costs and poor service quality, not to mention negative internal impacts from inconsistent data and digital systems.

RESULTS

To replace all aging digital systems, the scope of this project was large. BC Parks was able to address the core challenges and to create improvements through investments.

More than 5,000 people signed up to be part of the user-experience research to make camping reservations easier and to provide their insights into camper behavior.

ASSET MANAGEMENT SYSTEM & CAMPGROUND MAP

To support the management of almost a billion dollars' worth of capital assets owned and maintained by BC Parks, an asset management system was prioritized as the first project. The project funded resources to geolocate campsites and amenities.

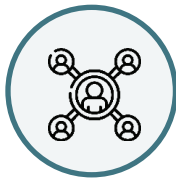
WEBSITE CONTENT MANAGEMENT SYSTEM

BC Parks relies on data and information from other ministries, the public, and key stakeholders for their website. To collect this information, BC Parks developed a modern content management solution. Using [Sprint With Us](#), BC Parks selected a content management solution and are now working to transform bcparks.ca. The content management solution allows for ongoing improvements to bcparks.ca and facilitates sharing data with partners and across government.

KEY TAKEAWAYS



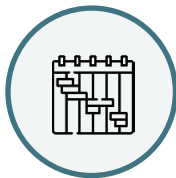
Create Strong Governance: Digital governance provides a framework to ensure that project goals are aligned with business goals, while establishing team roles, setting standards for decision-making and enforcing accountability. Governance offers high level oversight and increases project success.



Fill Gaps in Expertise: Digital projects can be challenging for teams with no previous experience. Offering training and education prior to a project will help teams make more informed decisions and to work more collaboratively with the development and tech team members.



Prepare your Team: From the start, all teams should be required to have the knowledge and expertise to successfully execute the project. Committee funded projects can provide insights on lessons learned and best practices to help other project teams know what roles, skillsets and knowledge were essential to their success.



Prioritize your Projects: Taking on a digital modernization project that's large in scope can be overwhelming. By prioritizing essential systems and understanding the interconnectedness, you'll protect your investment and save time, funds and resources. Don't try and tackle it all at once.



Build Internal Knowledge and Capacity: Having someone knowledgeable on your team with experience in digital projects allows your team to better communicate their project needs. They can act as a translator of sorts, explaining the ins and outs of digital changes to help teams make more informed decisions.

"We had built digital systems as they were needed and then let them run themselves without focused intent. Our digital improvement was really a major catch-up exercise and we really did struggle at times. It was hard to prioritize projects because everything needed to be done, but the team delivered some really good products."

- Jim Standen

Assistant Deputy Minister, Conservation and Recreation Division



APPENDIX A: SUMMARY OF FUNDED PROJECTS

Below is a list of projects that had spending in 2022/23. Some of these are multi year projects. Projects that completed in 2022/23 are identified with an asterisk*

INVESTMENT NAME	INVESTMENT DESCRIPTION
Ministry of Agriculture and Food	
Agricultural Land Commission Online Tracking System (OATS) Replacement	This investment will replace the Online Application Tracking System (OATS) application with a new solution based on the 2018 Needs Assessment using a Low Code Application Platform (LCAP) Software as a Service (SaaS) solution.
Ministry of Attorney General	
Justice and Public Safety Sector Legacy Systems Modernization Project	The Justice and Public Safety sector will re-platform several mission and business critical applications that rely on legacy technology. This foundational work will support future program and policy changes with a modern modular platform made up of microservices, sets of tools and diverse teams that will accelerate digital transformation, decrease costs and risks associated with maintaining aging systems and ensure the availability and safety of critical data used by these programs in service to British Columbians.
Public Guardian & Trustee: PGT Client Collaboration/Online Tools	The project will develop client collaboration and online tools to improve the current manual, paper-based processes for sharing sensitive documents and payments relating to people under the care of the Public Guardian Trustee (PGT).
Court Administration Transformation Suite Court Fees and Fines	This project will update systems that collect fees and fines.

Comprehensive Disclosure Solution	This project will deliver a complete, end-to-end content management system that will receive, manage, process and distribute digital evidence and disclosure to all parts of the criminal justice system.
Justice Electronic Delivery Initiative (JEDI)	To execute a series of projects, with appropriate budget and governance, which address the immediate needs by reducing person-to-person contact in justice matters and ensuring timely access to justice; making those changes within a context to permanently shift to digital offerings which meet public expectations.
Integrated Legislation Drafting System	This project will streamline and expedite the legislative drafting process.
Ministry of Children and Family Development	
Mainframe MCFD Resource and Payment System (RAP)	This project will modernize the current payment system to improve existing processes and prepare for future upgrades.
Ministry of Citizens' Services	
Digital Privacy Impact Assessment Solution	This project will create a custom-built digital Privacy Impact Assessment Solution to support new and streamlined processes and enable an enhanced Personal Information Directory.
BC Services Card - Evolution and Innovation project	This investment request will support the development of two new identity credentials, user experience enhancements, equity of access and accessibility enhancements, onboarding efficiency improvements for clients and increase the number of available services with the BC Services Card.
Registrar's Transparency Register	To develop a system to support a "Beneficial Ownership Registry", as recommended in the Cullen Commission Reports to combat money laundering and tax evasion.
DataBC Common Components	This project will improve existing software that supports mapping on websites so people and businesses can find and use more data in British Columbia.

Identity Infrastructure*	This project upgraded digital identity services, including IDIR (the B.C. Public Service's employee directory), Web Access Management and Biometrics, to make them easier to use for B.C.'s Public Service.
Freedom of Information (FOI) Enhancement and Modernization	This project will develop new technology that will be used across government to respond to requests for records more efficiently.
DataBC Common Components - API Management Services	This project will help modernize government's digital architecture. The investment aims to advance a common Application Programming Interface (API) Management Service Platform to meet growing demand from developers to share and find APIs in a secure way.
Public Cloud Accelerator Service	This project aims to develop centrally managed services that enable all ministries to adopt application hosting services in the public cloud, in compliance with legislation and core policy requirements, and with security and privacy by design.
Service BC Payment Modernization	The purpose of this project is to modernize and move B.C. OnLine (BCOL) Registries Financial Accounting System (FAS) and eGARMS to PayBC.
BCeID*	A BCeID account provides secure access to online government services. This project updated the technology being used to improve the service.
BC Services Card*	The BC Services Card provides access to government services for residents. This project includes new features to make the card more user friendly.
Business Registration Systems Rewrite	This project will replace aging computer systems that support business registries including Corporate Online, Names Request Online and the OneStop Business Registry.

Ministry of Education and Child Care

Education Data Warehouse 2.0*	This project allowed the Ministry of Education and its partners to collect, manage and analyze education statistics efficiently and securely while enhancing data visualization and insights for the ministry.
Modernization of OpenVMS Applications	This project will replace two outdated technologies with a single system to track capital investments in school districts throughout B.C. and provide students and schools better access and reporting on transcript information.
Personal Education Number Registry (PEN) Identifier*	This project modernized the existing application, linked the PEN to the BC Services Card Program, and improved access registration for early learning, B.C. K-12 and post-secondary schools.

Ministry of Emergency Management and Climate Readiness

Emergency Support Services (ESS) Transformation*	In response to the 2017 and 2018 wildfires, this project developed a system to improve support to evacuees and streamlined financial reimbursement to the vendors that supplied goods and services in an evacuation. It also improved reporting capacity during emergency events, which allowed for better situation awareness and management of evacuations.
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Ministry of Energy, Mines and Low Carbon Innovation

Mines Digital Services – Major Mines	This project will develop a new system to provide consistent access to open-source data on mining projects and reduce complexity for review staff, mining proponents, Indigenous communities and the public.
Community Energy and Emissions Database (CEED) Evolution	This project will track community and provincial efforts to implement clean energy projects and their contribution toward CleanBC goals for reducing greenhouse gas emissions in Indigenous and civic communities.

Ministry of Environment and Climate Change Strategy

Environmental Protection Digital Services Enhancement	This project will support how government protects and restores the environment by streamlining authorization processes, improving self-serve access to information and modernizing environmental protection digital services.
Natural Resource Compliance and Enforcement Management	This project will create a single system used by the natural resource sector that supports the administration of complaints and investigation activities relating to alleged contraventions on the environment.
Water Information Services Project (WISP)*	The purpose of this project is to develop a functional and quality solution for the administration and governance of water resources that will replace the current legacy system.
Species & Ecosystems System Modernization (SEISM)	This project will develop a system to bring together data about species and ecosystems from 27 different data sources.
BC Parks Open Information Access*	This project developed a system to provide information to improve business management, public service and environmental protection of B.C.'s 14 million hectares of protected areas.

Ministry of Finance

B.C. First Nations Grant program*	The objective of this project is to provide Treaty First Nations bands and certain associated employers with financial relief from costs due to the Employer Health Tax for up to 20 years.
Cabinet Operations Solution*	This project replaced the existing SharePoint site used by the Cabinet Operations staff with a new content management system based on the Drupal platform.
Tobacco and Fuel Tax Exemption	This project will modernize and replace the current paper-based tax exemption process with a new electronic point-of-sale verification and documentation system for tax-exempt sales of tobacco and fuel made on-reserve in B.C.

Royalty Review Program	The purpose of the Royalty Review project is to implement enhancements to the GenTaX and Petrinex systems as a result of a comprehensive review of the Oil and Gas royalties that provide recommendations to the existing Oil and Gas royalty framework and reorient the royalty structure to achieve the Government's objectives.
Data Analytics and Data Transfer	This project will upgrade data systems to provide improved quality and more consistent financial data reporting and analyses for business intelligence.
Corporate Financial System Mainframe Retirement	This project will include the retirement of existing mainframe systems and development of new solutions on modern platforms for payment files transmission and bank reconciliation processes.
Provincial Treasury Mainframe Migration	Banking and Cash Management (BCM) is a branch of the Provincial Treasury, that enables the province to collect and disburse funds through financial transactions. The objective of this project is to replace the 10 mainframe applications.
Government Communications and Public Engagement	
Media Monitoring Insights and Analysis (formerly called Today's News Online Modernization)	This project will modernize the Today's News Online platform: redesign, re-architect and rebuild the media monitoring application using modern technology and programming languages.
Ministry of Forests	
Forestry Suite of Applications Modernization Program	This project will modernize a suite of over 60 aging forestry program applications to improve the response to forest policy changes and better support forestry partners, First Nations and communities.
Wildfire Program Modernization and Systems Consolidation - Phase 3	This project will create efficiencies in business processes and modernize the technology used to support emergency response, management and decision-making relating to wildfires.

Variable Density Yield Prediction System	This project will replace outdated technology allowing improvements to the quality of provincial forest inventory data that informs strategic planning, policy development, decision-making and forest land stewardship including the amount of timber that can be sustainably harvested.
ARCHES Database Development	This project will replace the B.C. Register of Historic Places and Fossil Management Database and modernizing services to the public for legal, real estate, development, resource extraction and research purposes.
Ministry of Health	
Alternate Payments Program Transformation - SCRUBS Enhancements	The System for Contract, Reporting, Utilization and Budgeting Solutions (SCRUBS) Enhancements project involves developing and implementing three key modules to enable the Ministry's Alternate Payments Program (APP) to better manage contracts for health authorities and other agencies to engage physicians on document control, data submission, contract types.
Internationally Educated Nurses (IENs)	The IEN (reporting) application is now operational. To support Ministry reporting, the application enables the capture of registration, licensing and hiring milestone information from the Health Employers Association of BC, the Health Authorities and Providence Healthcare.
Team-Based Care Mapping	The Team Based Care project will develop a standardized tool to support the shift to a team-based care model. The tool will support health authorities with staffing teams to ensure that patients are at the centre of decision making, all providers work to full scope of practice and that the workload is optimized.
Provincial Health Gateway Part 2	Expand the Health Gateway to ensure there is no wrong door, just well-connected doors for helping people find the health information and services they need when they need it.
Expensive Drugs for Rare Diseases Case Management Application	The EDRD project is intended to transform the EDRD process through the development of a Salesforce case management application and eForms solution for the submission, processing and adjudication of EDRD coverage requests.

Special Authority - Phase 3	The Special Authority Transformation project intends to transform the SA program by digitizing process and data flows, analysis, adjudication, controls and accountability.
HealthLink BC 8-1-1, Health Connect Registry*	The Health Connect Registry (HCR) is an easy to use, online form for citizens to register themselves, their family or a person in their care for attachment to a family doctor or nurse practitioner in their Primary Care Network (PCN). Further, the HCR provides PCN attachment coordinators across the province the interface required to collect additional patient details and facilitate matching patients to available providers in their community. The HCR is a significant, digital enabler of the MOH 2018/19 primary care strategy envisioned to fundamentally transform the delivery of primary care in B.C.
Medical Assistance in Dying (MAiD)	This project is intended to provide required quarterly data reporting to Health Canada and collect additional information to support provincial oversight for the MAiD application system.
Mental Health Substance Use Virtual Clinic Expansion*	This project integrated the Foundry virtual care platform into B.C. Foundry Care Centres.
Healthcare Client Identity Management Automated Performance Test Harness	This project will replace the Healthcare Client Identity Management (HCIM) legacy test harness, a series of scripts and manual processes that are used to test the HCIM after every release or upgrade. Automating performance tests for registries is a necessary step in reducing costs, increasing efficiencies and delivering better care to patients.
Office of the Provincial Health Officer's (OPHO) Analytics Delivery Platform*	This project will deliver a platform to support the sharing of interactive analytics reports with health-care partners in the response to key public health issues.
B.C. E-Substances Reporting Betterments*	The E-Substances project improved the existing B.C. E-Substance Reporting application that was released into production to support the Government of B.C.'s Vaping Action Plan and addressed the rise in youth vaping.

Health Information Exchange*	This project enhanced the secure electronic transmission of health care-related data between health care providers to improve the cost, quality, safety and speed of patient care.
HealthNet Infrastructure	This project will upgrade the system that supports the exchange of electronic health information.
Health Sector Identity and Access Management	This investment will implement identity and access management services that serve the diverse needs of the B.C. health sector. These services will enable providers on demand access to the digital resources they need, while at the same time protecting those resources from unauthorized requests.
Healthcare Client Identity Management FHIR Messaging	This project will implement an updated messaging protocol across the province by adopting a globally recognized approach to messaging, namely the Fast Healthcare Interoperability Resources Specification (FHIR). FHIR is an international standard that relates to data formats and an application programming interface (API) for exchanging electronic health record data.
Customer Relationship Management Transformation	This project will advance the ministry's client strategy and provide guidance for expanding our use of the common platforms we have recently established using Salesforce and Service Now. In addition, it will support the transformation of the Third-Party Liability (TPL) application, used to recover costs from liable third parties, and another suitable application onto the Salesforce platform.
Virtual Assistant	This project will expand the existing Digital Assistant chat bot to include question-and-answer support along with live-agent handoff for B.C. Cancer Agency websites.
HIBC Technology Transition	The investment aims to migrate and refresh end-of-life technology environments that support Health Insurance B.C. (HIBC) systems.

Health Careers Access Program (HCAP) 21/22*	Government announced the Health Career Access Program (HCAP) on September 9, 2020, to provide a flexible pathway to rewarding careers in healthcare while taking decisive action to address persistent staffing challenges in the long-term care, assisted living and home support sectors. This program enabled the recruitment of over 3,000 entry-level health care workers annually in long-term care (LTC) homes, assisted living (AL) facilities and health authority owned and operated home health services across the province. Participants begin working as Health Care Support Workers (HCSWs) and receive publicly funded, employer sponsored training leading to full qualification as a health care assistant (HCA).
Provider Location Registry Provincial Integration	The investment aims to apply an international messaging standard to the provider (physician and clinical facilities / organizations) Location Registry.
Pre-Surgical Screening*	This project created a digital pre-surgical screening questionnaire and process that triaged patients.
Digital Health Trusted Interactions*	In response to COVID-19, this initiative enabled health care providers to easily and securely access prescription claim processing online through pharmacy and clinic electronic medical record systems eliminating the need for issuing paper credentials.
Enterprise Master Patient Index Task Management Reporting	This project will help implement reporting capabilities including an analytics and reporting platform for the Enterprise Master Patient Index.
Ministry of Housing	
Residential Tenancy Branch Continuous Service Improvement Transformation	This project will replace obsolete systems and provide people with convenient, online services.

Ministry of Jobs, Economic Development and Innovation

Investment Capital Branch eTCA modernization*	This project updated the Electronic Tax Credit Application (eTCA) system. eTCA is a key component of the Venture Capital Tax Credit Program (VCP) which helps small businesses gain access to venture capital.
Trade & Industry Development CRM Upgrade to Salesforce Lightning*	This project reduced errors and improved self-service options for end users by moving from Salesforce Classic to the Lightning version of the ministry's CRM system.

Ministry of Labour

Workers Advisers Office - Administrative Record Keeping and Worker Portal	Updating and transforming systems that support the Workers' Advisers Office in their work of assisting injured workers, their families, and stakeholders seek compensation under the Workers Compensation Act.
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Ministry of Post-Secondary Education and Future Skills

Student Information Management / Policy and Rules Engine	This project will replace existing information systems so ministry staff can monitor student performance and manage loans.
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Ministry of Public Safety and Solicitor General

Gaming Policy Enforcement Branch (GPEB) Online Services - Betterments*	This project moved the Gaming Policy and Enforcement Branch (GPEB)'s paper-based lottery retail registration processes to online application and payment submission services.
Community Corrections Case Management*	This project enabled B.C. Corrections to provide staff with improved case management tools and ready access to critical information.
B.C. Coroners Service – Investigative System	This project will integrate and optimize information to enhance the investigation of deaths and the identification of death trends and risks to public health and safety.

Driver Fitness Transformation	This project will use digital technology to receive medical reports, assess a driver's medical fitness and streamline the requests for drivers, health providers and ICBC.
Security Programs Division - Business Transformation	This project will improve access and turnaround time for citizen security screening and security licensing by modernizing the Security Programs Division's case management system.
Ministry of Social Development and Poverty Reduction	
Prevention and Loss Management System (PLMS) Replacement*	This project replaced an existing loss management system with new centralized data systems that improved reporting and analysis.
AMP Payment Calculation and Production*	AMP Payment Calculation and Production migrated the systems that calculate and send monthly cheques to people receiving Income and Disability Assistance programs from the mainframe to the Integrated Case Management System.
AMP Debt Management and Sponsorship*	This project modernized debt management, sponsorship and other systems to improve the issuing of payments to vulnerable people.
Modernize and Mobilize Initiative Phase 1 – Modernizing Digital Foundations	Upgrades the Sector's digital foundations to address critical vulnerabilities and allow for faster system changes.
Modernize and Mobilize Initiative Phase 2 – Accessibility, GBA+, and Reconciliation, Digital Forms, Youth Transition	Updates the Sector's digital services to meet accessibility, Gender/Sex and Ethnicity standards and align with the UN Declaration on the Rights of Indigenous Peoples. Digitizes over 1000 paper and pdf forms, improving people's experience and reducing manual work for staff. Develops new digital services to ensure that youth transitioning out of care have the supports they need to thrive.

Ministry of Transportation and Infrastructure

onRouteBC	This project will deliver an online permitting system for commercial drivers to self-permit using a map-based routing tool with turn-by-turn driving instructions, improving safety and efficiency of transportation throughout the province.
Advanced Camera & Sensor Info System (ACSIS)	This project will integrate data from cameras and sensors throughout the province, such as highway and infrastructure images and videos, as well as weather, avalanche and seismic data for managing transportation, infrastructure and public safety.
Passenger Transportation Modernization*	This project delivered, in support of the ministry ride-hailing initiative, an application capable of supporting a modernized commercial vehicle sector.
DriveBC Concept Case	A new website will be developed to replace the existing www.drivebc.ca. The new website will enable the business area to provide better information during major events and provide the user with the ability to find relevant information more quickly and easily.

Ministry of Water, Land and Resource Stewardship

Angling Data and Licensing Transformation Project	This project will migrate recreational, non-tidal angling license sales to the existing provincial wildlife system providing users with a modern and holistic fishing and hunting licensing experience.
First Nations Consultation System – API Development	This project will enable the sharing of First Nations consultation information across multiple land tenure administration systems in the natural resource sector, a critical dependency to improving consultation processes.
ITN Operational System Transformation	The upgrade to the existing Integrated Transportation Network (ITN) data program will support the Ministry of Transportation's onRouteBC project by enabling the use of the network as the road base for the onRouteBC commercial vehicle permitting application.
Land Resource Manager Operations (LRMOPS)	This project will improve and standardize the data and processes used to manage, engineer and maintain forestry resource roads.



Ministry of
Citizens' Services

Funding your Digital Service
digital.gov.bc.ca/topics/funding