



# IM/IT Capital Investment Management Framework

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The Information Management and Information Technology (IM/IT) Capital Investment Management Framework (CIMF) describes the roles, responsibilities, and processes for all Consolidated Revenue Fund (CRF) IM/IT capital investments.

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# 1.0 Introduction

The Information Management and Information Technology (IM/IT) Capital Investment Management Framework (CIMF) describes the roles, responsibilities, and processes for all Consolidated Revenue Fund (CRF) IM/IT capital investments.

## 1.1 Overview of the Framework

This framework was developed to support ministries seeking to develop, improve, and/or sustain digital services and apply best practices in the management of IM/IT capital investments on behalf of people in British Columbia. Links are provided to the standards, guidelines, and tools to support IM/IT capital management.

## 1.2 Organization

The framework addresses:

1. the roles and accountabilities of various levels of government involved in IM/IT capital investment management;
2. the Minor IM/IT Capital Planning Process; and
3. the minimum standards ministries should meet in requesting, planning, and managing their digital projects throughout the life cycle of the project.

## 1.3 Application

This framework applies to all CRF IM/IT capital investments, regardless of their dollar value or the method of procurement. All Special Offices, Ministries and Other Appropriations for Ministries within the CRF are expected to follow the spirit and intent of this framework for all their digital investments regardless of accounting treatment.

Specific direction on the framework's application to individual Ministries (e.g. project types, financial thresholds, approval requirements) is included as part of the broader guidance in Ministry Budget Letters, within specific Treasury Board Decisions, or as part of Digital Investment Office (DIO) guidance. For further information see the [DIO's internet site](#).



## 1.4 Clarifications & Amendments

These guidelines and the other documents that make up CIMF are maintained by the Office of the Chief Information Officer on behalf of Treasury Board.

Clarifications or amendments may be made in response to:

- concerns identified by Treasury Board, Treasury Board Staff, or the [Deputy Ministers' Council](#);
- changes in policy or Treasury Board direction; and/or
- regular reviews of the framework's effectiveness by the Office of the Chief Information Officer.

For issues with links/resources, please contact [Digital.InvestmentOffice@gov.bc.ca](mailto:Digital.InvestmentOffice@gov.bc.ca).

## 2.0 Governance and Oversight

In December 2012, Treasury Board delegated the responsibility for the management of CRF IM/IT Capital Investments to a Deputy Ministers' Committee, currently the Deputy Ministers' Committee on Digital and Data (the Committee).

The CRF IM/IT capital funding allocations for Minor IM/IT projects, as defined in the Capital Information Management Framework (this document), will be managed centrally by the Committee, with support from the Digital Investment Office (DIO) within the Ministry of Citizens' Services. Instructions to access IM/IT capital funding are issued to ministries by the DIO.

In support of this, the Committee is responsible for:

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

The Committee also has a responsibility to ensure a coherent technology ecosystem and sets strategic direction for digital service delivery, technology, and data management across government. Please refer to the [Terms of Reference](#) for more details on the Committee's accountabilities, expected activities, and authorities.



## 2.1 Policy

[Chapter 5](#) of the Core Policy and Procedures Manual (CPPM) provides guidance on capital asset management and identifies CIMF (this document) as the source for the roles, responsibilities, and processes for all Minor IM/IT Capital Investments.

The [Capital Asset Management Framework](#) Guidelines contains standards, guidelines and tools to support public sector capital management

[Chapter 8](#) of the CPPM provides general information and guidance on asset management and safeguarding, including policy on [tangible capital assets](#) and other assets. Refer to [Procedures I](#) in the CPPM for further guidance on tangible capital asset accounting.

[Chapter 12](#) of the CPPM provides a policy framework for IM/IT management that sets out guiding Digital Principles, defines roles and responsibilities and establishes IM/IT policy requirements based on the Digital Principles.

The [Digital Code of Practice](#) is an operational policy that acts as a comprehensive guide for government employees and contractors involved in digital service delivery, emphasizing practices aimed at modernizing government operations and improving service delivery to the public through technology and digital services.

[Chapter 13](#) of the CPPM covers policy, and control and security standards for government financial systems. Requirements for the completion of financial risk and controls reviews, as well as guidance on risk-based internal controls, and standards for accounting assertions and assessment of computer controls are outlined.

As IM/IT is a continuously changing field, Core Policy, the Digital Government [website](#), and the Digital Investment office (DIO) [internet site](#) is updated regularly. Reference these to ensure the most up to date information.

## 2.2 Roles and Responsibilities

This section outlines roles and responsibilities for delegating, managing, monitoring, and reporting on investments within the CRF Minor IM/IT Capital Envelope.



## **Treasury Board**

- Approves the annual CRF IM/IT Minor Capital Envelope.
- Approves individual Major IM/IT Capital Projects (>\$50 million).
- Provides oversight and direction to Ministries/Sectors through Treasury Board Budget or Decision Letters or Treasury Board Directives.

## **Treasury Board Staff, Ministry of Finance**

- Reviews the recommendations from the Committee, which informs Treasury Board on the overall IM/IT capital process.
- Works with the Office of the Chief Information Officer to review IM/IT proposals/funding recommendations to determine fiscal plan impacts (impacts on corporate capital and operating plans) and provide analysis/advice to executive, as appropriate.
- Works with the Office of the Chief Information Officer to facilitate Office of the Chief Information Officer's signoff, from an enterprise architecture perspective, on funding requests that have a digital component.
- Integrates this process into the annual budget process.

## **Deputy Ministers' Committee on Digital and Data**

- Reports to the Deputy Ministers' Council and has delegated authority for the CRF Minor IM/IT Capital Envelope.
- Oversees the annual Minor IM/IT Capital Planning Process.
- Approves individual Minor IM/IT Capital Projects.
- Makes trade-offs as required to prioritize IM/IT capital projects and manages the Minor IM/IT Capital Envelope (cash flow) within 15 per cent.
- Makes recommendations to the Treasury Board on Major IM/IT projects.
- Reports to Treasury Board on results and outcomes achieved with investments of IM/IT capital.
- Endorses the 3-year and 10-year CRF IM/IT capital investment plans.
- Makes recommendations to the Minister of Finance and/or Treasury Board regarding the annual CRF IM/IT capital envelope.



**Government Chief Information Officer, Office of the Chief Information Officer**

- Identifies, advances, and evaluates enterprise architecture and shared solutions, including common components and digital platforms.
- Makes project specific recommendations to the Committee based on investment Evaluation Criteria.
- Makes recommendations for the prioritization of capital projects and allocations within the IM/IT capital envelope.
- Leads and sets priorities for IM/IT investments, managing related enterprise contracts, planning and programs in line with CPPM Chapters 5 and 6.
- Reports back to Treasury Board Staff regarding performance against plans/approvals.
- Develops the 3-year capital plan for CRF IM/IT capital investments, with a 10-year outlook, and makes recommendations to the Committee regarding changes in the annual CRF IM/IT capital envelope.

**Digital Investment Office, Office of the Chief Information Officer**

- On behalf of the Committee, manages the Minor IM/IT Capital Envelope.
- On behalf of the Committee, performs and coordinates oversight and project assurance activities to ensure investment benefits and outcomes are realized.
- Manages the annual planning process for Minor IM/IT Capital Investments, and issues instructions to ministries to access Minor IM/IT Capital Funding.
- Reports on investment performance against plans and approvals to the Committee.
- Works with Treasury Board Staff to review submissions that have a digital component and provides analysis/advice to executives, as appropriate.

**Ministry/Sector Deputy Minister (or delegate)**

- Prioritizes projects and resource allocation to align with ministry/sector mandates.
- Ensures appropriate resources are available to deliver, sustain and improve the digital asset over its lifespan, and mitigates business risk.



- Develops business cases and signs-off on operational funding.
- Ensures availability of internal financial resources to address non-amortization operating costs of the project.
- Responsible to GCIO for financial reporting and investment outcomes on IM/IT capital investments.
- These responsibilities are often delegated to an Assistant Deputy Minister, Ministry Chief Information Officer, or equivalent position within the ministry/sector.

### **Ministry/Sector Chief Information Officer**

- Overall accountability for capital IM/IT project solution architecture
- Assures that the capital product deliverables are aligned with good digital practices and are technically sound.
- Manages the ministry/sector's Minor IM/IT Capital Allocation.
- Ensures projects are prioritized and align with ministry/sector mandates before seeking capital funding (often delegated from Deputy Minister).

### **Program Area Sponsor**

- Ensures that project deliverables address the business problems and achieve the desired outcomes. Remediate policy, legislative, legal and business process barriers.
- Assures robust and appropriate governance and communication structures are in place.
- Directly manages and monitors their IM/IT capital investments.
- Works with MCIO and DIO on assurance activities.
- These responsibilities are often delegated to a Responsible Executive Director within the program area.

### **Ministry/Sector Chief Financial Officer**

- Attests that there are internal financial resources to address non-amortization operating costs of the project and a plan to support the ongoing sustainment of the asset.





Visit the [DIO internet site](#) for additional information on assurance roles and responsibilities.

## 3.0 Minor IM/IT Capital Envelope

The Committee oversees the digital portfolio. This includes establishing priorities for investment, allocating government's Minor IM/IT Capital Envelope, and reviewing and approving individual IM/IT capital funding requests.

The DIO manages the Minor IM/IT Capital Envelope on behalf of the Committee. Throughout the year, investments may need adjustments or access to funds in different years than initially intended. All ministry/sector requests are managed within the prescribed and accepted thresholds, taking into account both small-scale and broad government risks, as well as their effects on the overall budget.

### 3.1 Categories of IM/IT Capital

IM/IT Capital is used for the acquisition or betterment of computer hardware, servers and related software, and major computer systems and software (existing, developed and/or purchased). It is categorized as either major or minor capital.

#### **Major IM/IT Capital**

A major IM/IT capital initiative is defined as one that requires more than \$50 million in capital for the initiative. Major IM/IT capital projects are subject to joint reviews by Treasury Board Staff and the DIO. The Committee must provide their endorsement and the projects are approved by Treasury Board. Ministries are required to comply with specific project conditions set out by either the Committee and/or Treasury Board.

#### **Minor IM/IT Capital**

Minor IM/IT Capital is for all other initiatives and projects that are not major. It can fund both corporate infrastructure purchases and ministry line of business projects and it can be used for new capital initiatives or for capital betterments on existing IM/IT assets.

If at any time the budget for a Minor IM/IT Capital initiative is expected to exceed \$50 million in total, the ministry is required to obtain Treasury Board approval for a Major IM/IT Capital project. Since a Treasury Board submission will be required, ministries are encouraged to engage with Treasury Board Staff as soon as possible



to identify or minimize any potential disruption to their project schedule. DIO review and sign-off is required for all major IM/IT capital submissions.

### **Hybrid Capital Projects**

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

## **3.2 Enterprise approach to funding and governing technology**

Government manages IM/IT capital investments as an envelope. Treasury Board approves an overall Minor IM/IT Capital Envelope on an annual basis. The Committee is responsible to set strategic direction for digital service delivery, technology and data and establishes investment priorities each year to align with that vision. The Committee reviews and approves individual investment requests within the envelope.

Financial and performance oversight has been consolidated within the Digital Investment Office (DIO) and the Capital Information Management Framework (this document).

All ministries are directed to obtain sign off from the Office of the Chief Information Officer on operating and capital expenditures for IM/IT funding requests from an enterprise architecture perspective. This sign-off applies to all digital projects of strategic importance, including all operating and capital expenditures and major capital projects that may require additional Treasury Board approval. Ministries are to work with the Office of the Chief Information Officer and Treasury Board Staff to facilitate this sign off process.

## **4.0 Minor IM/IT Capital Planning Process**

Capital planning is undertaken one full fiscal year in advance. The Committee develops the capital planning process and refines it annually. The DIO coordinates the planning process with Ministries/Sectors on behalf of the Committee.



## 4.1 Investment Objectives

The Committee sets the overall objective of the Minor IM/IT Capital Envelope, along with specific investment objectives that are revised annually. The Committee aligns these with the government's strategic plan and mandated commitments and develops both Ministry-specific and cross-government investment objectives. These objectives are developed to help Ministries/Sectors to modernize their services, fulfil their mandated commitments and legal obligations, and advance cross-government priorities like reducing legacy debt or enhancing consistency in services for people in British Columbia.

The current [investment objectives](#) are posted on the [DIO internet site](#).

## 4.2 Evaluation Criteria

Evaluation criteria for digital investments are derived from government's [Digital Principles](#) and [Digital Code of Practice](#). They are based on the investment objectives and are endorsed annually by the Committee. They consider a digital investment's strategic alignment, value proposition, delivery approach, architecture, and sustainability.

Visit the [DIO internet site](#) for more information on the [evaluation criteria](#).

## 4.3 Allocations

During capital planning, sectors and ministries receive an allocation of the CRF Minor IM/IT Capital Envelope. The allocation is based on their requirements and activities, past spending, and alignment with yearly investment goals. Ministries/Sectors are required to prioritize projects within this allocation. DIO collaborates with Ministries/Sectors prior to allocation finalization to ensure these allocations match strategic needs. Final allocations are communicated by the GCIO to the MCIO.

The DIO monitors spending against ministry/sector allocations and suggests adjustments to meet evolving government priorities.

## 5.0 Funding Request Process

Policy encourages Ministries/Sectors to explore creative and efficient ways to meet the government's capital needs for service delivery. The Digital Code of Practice



sets expectations for services that are effective, fair, reliable, and safe. Effective services meet the identified outcomes for people who live in BC using the best possible use of financial, technical, and human resources. Ministries should consider a full range of options, including non-capital solutions, improved asset management, policy or process updates, or cost sharing with partners.

Ministries must be fully prepared to execute their project upon funding approval. This means they have engaged in exploration, service planning, and options analysis prior to submitting a funding request. This state of readiness is a crucial factor in the decision-making process, ensuring that resources are allocated to projects that are well-conceived and ready for immediate execution.

It is expected that Ministries have internal financial resources to address non-amortization operating costs of the project. Ministry CFOs are required to attest to this prior to DIO approval.

## 5.1 Business Case

A business case is required to make a request for capital funding. It details the project's scope, the problem it addresses, its beneficiaries, and the Ministry's objectives. The business case must also specify the expected outcomes and success metrics for the project's approval.

In developing the case, Ministries should focus on meeting service needs over delivery methods, exploring diverse approaches for asset management and value. The business case must include a preferred delivery method and a fundamentally different alternative, not just another software solution.

Visit the [DIO internet site](#) for more information on business cases.

## 5.2 DIO Review

The DIO conducts thorough reviews of IM/IT capital project proposals by assessing the business case against the evaluation criteria established by the Committee. The evaluation criteria consider a digital investment's strategic alignment, value proposition, delivery approach, architecture, and sustainability.

To ensure a coherent, enterprise approach to funding and governing technology, The DIO reviews and signs off on all information technology funding requests from an enterprise architecture perspective.



## 5.3 Project Approval

The Committee, or a delegated authority, approves individual Minor IM/IT Capital Projects.

Approved projects are subject to CIMF (this document) and must be compliant with the [Standard Conditions for All Recommended Projects](#). In addition, there may be project specific conditions that must be addressed.

## 5.4 Assurance and Support Framework

The Digital Investment Assurance and Support Framework (the Assurance Framework) provides confidence to stakeholders and supports the successful delivery of investments. The Assurance Framework applies to all Minor IM/IT Capital Investments and supports a risk-based approach to assurance.

Approved Minor IM/IT Capital Investments are assigned one of three tier ratings based on their strategic significance, complexity, and risk. Factors such as impact, readiness, criticality of services, dependencies, solution complexity, external scrutiny, cost, and timeframe are considered.

The Assurance Framework defines mandatory assurance activities for each Tier and outlines escalation protocols and supports for at-risk investments.

The DIO conducts assurance activities throughout a project's lifecycle, from funding approval to close-out, on behalf of the Committee. These activities can include project health checks, architectural assessments, and in-depth project reviews.

Visit the [DIO internet site](#) for more information on the Assurance Framework.

## 5.5 Change Process

Throughout the year, investments may need adjustments or access to funds in different years than initially intended. Change requests are formally submitted through a change control process and will be assessed against other projects approved for that ministry/sector and the ability to afford the request within the envelope.



Ministries/sectors that require an adjustment to funding (increase, decrease) for a digital project must submit a change request describing the change in scope and/or financial arrangements and/or timelines. Change requests are managed within the prescribed and accepted thresholds and follow the appropriate risk management and project assurance processes.

All ministry requests are managed within the prescribed and accepted thresholds, taking into account both small-scale and broad government risks, as well as their effects on the overall budget. Additionally, specific project factors like the request's proportion to the project size will also be taken into consideration.

Visit the [DIO internet site](#) for more information on change requests.

## 6.0 Reporting and Monitoring

Risk-based reporting is vital to ensure accountability while also providing the necessary flexibility to make informed investment decisions within CRF Minor IM/IT Capital envelope. Depending on the project's risk profile, reporting obligations may include project health checks or the provision of specific reports with detailed information on project risks.

The DIO conducts reporting for projects and programs systematically, with data collected for all project tiers. Additionally, Ministries/Sectors may need to increase the frequency of reporting to the DIO or adhere to specific reporting formats as deemed necessary.

### 6.1 Financial Reporting

The DIO provides regular reports to the Committee and Treasury Board Staff regarding performance against plans/approvals. Ministries/Sectors are required to submit information to support reporting requirements.

The DIO must report to the Office of the Comptroller General (OCG) quarterly on planned versus actual spending. In support, Ministries/Sectors are required to provide regular financial status reports to the DIO.

Visit the [DIO internet site](#) for more information on financial reporting requirements.



## 6.2 Performance Measurement

Performance measurement is the process by which the Ministries/Sectors' progress on their IM/IT investment is measured against its intended outcomes as outlined in its business case.

Ministries must have clear investment outcomes and regularly report their performance to the DIO using success metrics and Key Performance Indicators (KPIs). KPIs are measured against baselines with interim and final targets as identified by the Ministries/Sectors.

Visit the [DIO internet site](#) for more information on outcomes and success metrics.

## 6.3 Project Close Out

Once a project is operational and all costs are reimbursed by the DIO, ministries will take ownership of the asset and associated operating costs, such as amortization and maintenance. The ministry must complete a close-out report to the DIO.

Visit the [DIO internet site](#) for more information on project close out.

## 6.4 Annual Reporting

The Committee releases a report annually on their digital investments to ensure transparency and accountability. [This report](#) includes comprehensive details on the Minor IM/IT Capital Envelope budget, spending, investment patterns, and features case studies of successful digital projects.

