

# Deputy Ministers' Committee on Digital and Data

## 2023-2024 Digital Investment Annual Report



Ministry of  
Citizens' Services

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# Message from the Committee Chair

On behalf of the Deputy Ministers' Committee on Digital and Data (the Committee), I am proud to present our 2023/2024 Digital Investment Annual Report. Our top priority is making sure people in British Columbia have easy access to the digital services and information they rely on. We've focused on supporting services that are simple to use and are reliable and responsive.

Thanks to the strategic direction set by the Committee in both the Digital Plan and the Provincial Data Plan, we are creating solutions that are more accessible, responsive and aligned with the expectations of today's digital world.

In 2023/2024, we made great strides. The Digital Code of Practice and the new Data Management Policy laid the groundwork for smarter, more informed decision-making and service delivery.

We've also focused on making services more secure and inclusive. The Indigenous Languages Technology Standard, introduced this year, ensures new digital systems in government will support Indigenous languages, an important step toward reconciliation.

I also want to extend my sincere thanks to the teams across government whose dedication drives these successes. Their work continues to enhance services that make a difference every day.



Sincerely,

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

Shauna Brouwer  
Committee Chair



## Investment highlights from 2023/2024

The 2023/2024 fiscal year was a successful year for investments and completed projects. The work of the Deputy Minister's Committee on Digital and Data (the Committee) supports people in B.C. who want services that are accessible, inclusive, reliable and easy to use.



### Supported the publication of:

- Data Management Policy
- Indigenous Languages Technology Standard
- Digital Plan progress report
- Digital Code of Practice
- 2024 release of anti-racism data

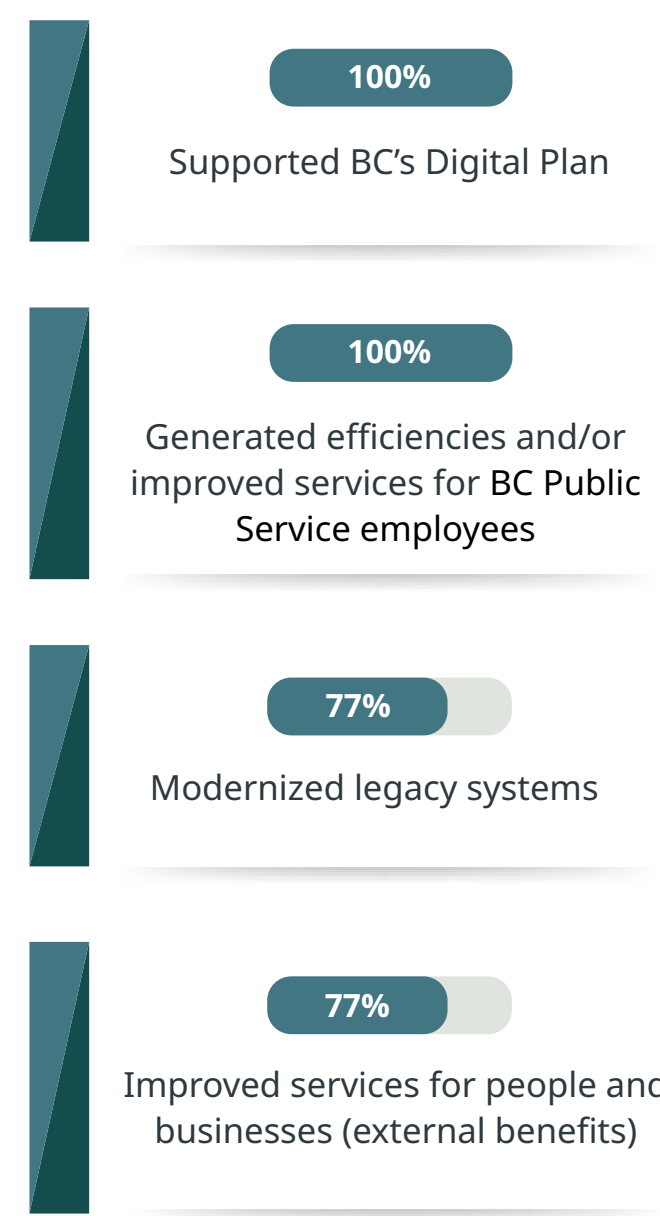
This year, the Committee **introduced** the Digital Investment Assurance and Support Framework.

# Project highlights

Project size and duration has transformed. The average project now comes in at \$2.2 million and takes just 2.3 years—a 65% reduction in project duration and a 64% decrease in average project size compared to a decade ago. A full breakdown of project size and duration is included on page 23.

\$119 million was invested in new digital service delivery and technology projects overall, with \$33.8 million invested in modernizing priority legacy systems.

## 13 projects completed this year:



### What is a legacy system?

Legacy systems no longer meet current or planned business objectives or needs, like complying with new policy or legislation. They are usually nearing the end of technical support.

The illustration shows a person in a teal shirt and grey pants standing next to a large computer monitor. The monitor displays a '404 ERROR' message inside a yellow triangle. To the left of the triangle is a sad face icon, and to the right are several question marks. A gear icon is visible in the bottom left corner of the screen. The person is looking at the screen with a concerned expression, holding their head with one hand.



# Deputy Ministers' Committee on Digital and Data - Overview

The Committee is accountable for overseeing digital investments and setting the direction for digital service delivery, technology and data management across government. The Committee is made up of seven Deputy Ministers. Their [Terms of Reference](#) outline the Committee's objectives, accountabilities and activities in driving forward digital investments that benefit people living in B.C.

## Committee activities

The Committee is responsible for setting strategic direction, establishing policies and standards, setting priorities, and overseeing digital investments for digital service delivery, technology, and data across government. As part of overseeing digital investments, the Committee's responsibilities include:

- Managing the digital portfolio
- Approving projects under \$50 million
- Ensuring sound governance
- Reviewing and recommending approval of projects over \$50 million

This report outlines the outcomes of the Committee's work in these areas for the 2023/2024 fiscal year.

# Setting direction for digital service delivery, technology and data management

The Committee sets the direction for digital service delivery, technology and data management across government. Their work ensures digital initiatives support government priorities and deliver on both [the Digital Plan](#) and the [Provincial Data Plan](#).

In 2023/2024, the Committee guided and supported the development and implementation of key digital and data policies and strategies. This included the [Data Management Policy](#), the [Indigenous Languages Technology Standard](#), the [Digital Code of Practice](#) and the [2024 release of statistics](#) under the Anti-Racism Data Act.

In advising on the implementation of digital and data policies and standards, the Committee is focused on improving data management, facilitating the re-use of technology and adoption of common standards and increasing data sharing. This work includes removing barriers to accessing and using data while increasing data literacy across the BC Public Service.

## Committee objectives

- People living in B.C. have access to high-quality digital services and useful data
- Digital services are well designed and operated effectively
- Make data-informed decisions
- Make the best use of digital resources and data to develop and implement policies, programs and services



# The Digital Plan: Progress report

In April 2023, the Committee published the Digital Plan to support the transformation of government services into more inclusive, accessible and connected solutions.

In 2024, a one-year progress report was published to showcase digital transformation stories from **over a dozen teams** working in diverse ministries. [Learn how](#) these teams improved digital services and overcame challenges while delivering innovative solutions.



## The four missions

The Digital Plan is comprised of four missions and 13 calls to action to improve service delivery for people in B.C. It builds on the progress made under the 2019 Digital Framework.

1

### Connected services

Prioritizing and delivering accessible, inclusive and connected services that can solve a person's complex problem as a whole, not in parts.

2

### Digital trust

Deliver digital services that people trust and can access safely and securely.

3

### Reliable and sustainable technology

Supporting reliable service delivery by improving the way government builds and operates technology and services.

4

### Digitally equipped BC Public Service

Equipping the BC Public Service with the skills, culture, tools and ways of working needed to deliver programs and services in the Digital Age.



# Digital Code of Practice

Released in 2023, the Digital Code of Practice (the Code) is a guidebook for all BC Public Service employees and contractors involved in and accountable for digital service delivery, including those in technical, policy and decision-making roles.

It consists of 10 practices and supporting resources. These practices are aligned to the [Core Policy and Procedure Manual \(CPPM\) Policy Chapter 12.1.1 Digital Principles](#) and provide practical guidance on using technology and digital services to transform government operations and deliver improved services to people in B.C.

Each practice also includes an alignment guide to help delivery teams assess their competence in the skills the practice describes. As part of the education and awareness campaign for the Code, the team created facilitation kits that allow program areas to host Digital Code of Practice workshops where they reflect on the practices most relevant to their work. The workshops help ministry staff deliver better digital services by demonstrating what “good” looks like and revealing areas for learning and improvement.



# Data Management Policy

The first corporate-level, cross-government, [Data Management Policy](#) was established in July 2023 and is a key deliverable in the [Provincial Data Plan](#). It outlines the requirements for ministries and central agencies to manage data in their custody and/or control.

Data is the foundation of an effective government in the digital age. To realize the benefits of data, it is important to have a cohesive approach to how data is managed.

## The Data Management Policy supports:

- Improved data management
- Improved data sharing and re-use
- Increased evidence-based decision-making
- Better digital services for people living in British Columbia

## Data requirements in the policy include:

- Governance
- Creation
- Collection
- Quality
- Documentation
- Security and privacy
- Sharing
- Access and use

The policy expands on requirements found in law and other policies, like the [Managing Government Information Policy](#).



# Indigenous Languages Technology Standard

The Province is taking steps to [include Indigenous languages](#) in government records, systems and services. The [Indigenous Languages Technology Standard](#) ensures all new investments in government information management/information technology (IM/IT) systems have the foundational technology to support Indigenous languages.

As outlined in [B.C.'s Declaration on the Rights of Indigenous Peoples Action Plan, Action 3.15](#), this work is a vital step towards reconciliation. The standard sets out guidelines for reading, writing, storing, processing and displaying Indigenous languages within government IM/IT systems.

## Why this matters

- A person's name is more than a signature. It holds ties to their identity, to the land, to their family and community
- Every Indigenous person in B.C. should be able to use their name and have it reflected in their documents
- By following the Indigenous Languages Technology Standard, ministries can ensure any systems being upgraded, purchased or built will have the ability to support Indigenous names and languages



# Anti-Racism Data Act – 2024 release of statistics

Systemic racism hurts people in B.C. every day. Initiatives such as the BC Demographic Survey and the Anti-Racism Data Act's anti-racism research priorities are helping to create a clearer picture of what's working, what isn't and who is impacted. With this information, government can strengthen public services so they work for everyone in B.C.

In May 2024, reports providing preliminary findings on three anti-racism research priorities in healthcare, education and racial diversity in the BC Public Service were released. Findings echo what Indigenous and racialized communities have been saying for many years — that government services aren't supporting everyone equitably.

## Key findings include:

- There are systemic barriers for Indigenous and racialized individuals in the BC Public Service, including under-representation as employees, particularly in management and executive roles
- Racialized students tended to be less likely to receive a special-needs designation than the average student in the K to 12 system
- Indigenous people may be disproportionately affected by diabetes, asthma and mood and anxiety disorders

At the same time, government released a report providing more details about the BC Demographic Survey results and government's progress report on implementing the Anti-Racism Data Act. [Read the full reports](#) online.

# Overseeing digital investments

The Committee operates under an authority delegated to it from Treasury Board in 2012, including oversight of the \$110 million Minor IM/IT Capital Envelope. They allocate the funds to support the development and delivery of data and digital projects across government. They do this by:

## 1. Overseeing the digital portfolio and setting 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 government's strategic plan and mandated commitments, developing both ministry-specific and cross-government investment objectives. The investment objectives help ministries and sectors to:

- Modernize their services
- Fulfill their mandated commitments and legal obligations
- Advance cross-government priorities including the reduction of legacy systems or utilizing common components

## 2. Approving projects valued at up to \$50 million based on evaluation criteria

The Committee approves funding for projects based on their alignment with the Committee's evaluation criteria.

The criteria are derived from government's Digital Principles and Digital Code of Practice.

# Investment objectives

In 2023/2024 the Committee identified four investment objectives:

## Ministry priorities

Invest in products and services that help ministries transform their services and deliver on mandate commitments, service plans 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 B.C.

## Connected services

Deliver accessible, connected services that solve whole problems for people, including services that span multiple ministries.

They are based on the investment objectives and are endorsed annually by the Committee. They consider a project's strategic alignment, value proposition, delivery approach, architecture and overall sustainability.

### 3. Providing sound governance

The IM/IT Capital Investment Framework establishes the governance framework 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 living in B.C.

The [Digital Assurance and Support Framework](#) provides confidence to stakeholders and supports the successful delivery of investments.

### 4. Reviewing and recommending projects to Treasury Board and broader government

The Committee is authorized to review and approve projects valued at up to \$50 million for the lifecycle of project development. When projects exceed the stated limit, a joint review by Treasury Board staff and the Digital Investment Office is required.

Following the review, the Committee must provide their endorsement and the projects are then reviewed and presented to Treasury Board for approval. Ministries are required to comply with specific project conditions set out by either the Committee and/or Treasury Board.

## 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 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 projects and products mature.



## A new Digital Assurance and Support Framework

In January 2024, the Committee approved a proportional system of oversight and project assurance for the IM/IT capital investment portfolio. The Digital Investment Assurance and Support Framework (the Assurance Framework):

- Provides confidence to stakeholders
- Applies to all minor IM/IT capital investment projects approved after April 1, 2024
- Supports a risk-based approach to assurance
- Supports project teams through subject matter expert connections and technical help

Once approved, minor IM/IT capital investment projects are assigned a tier rating out of three, 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 also considered.

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

On behalf of the Committee, the Digital Investment Office conducts assurance activities throughout a project's lifecycle, from initial approval to close-out. These activities can include project health checks, architectural assessments and in-depth project reviews.

## Tier 1

### Flagship digital investments

Our most complex and strategically significant digital investments. Responsible for transforming the experience of people and business and realizing **whole-of-government** or **whole-of-sector** benefits.

## Tier 2

### Strategically significant digital investments

Digital investments that may have **whole-of-sector** or **whole-of-ministry** emphasis. They may have a similar importance as Tier 1, but with a lower cost or delivery risk.

Examples include the Court Administration Transformation project, BC Address Geocoder tool and most common components. Common components are the re-usable elements digital teams can apply across web pages and applications.

## Tier 3

### Ministry priority digital investments

Focused on meeting the needs of one ministry, or sometimes a small group of ministries. Generally represent lower risk investments.

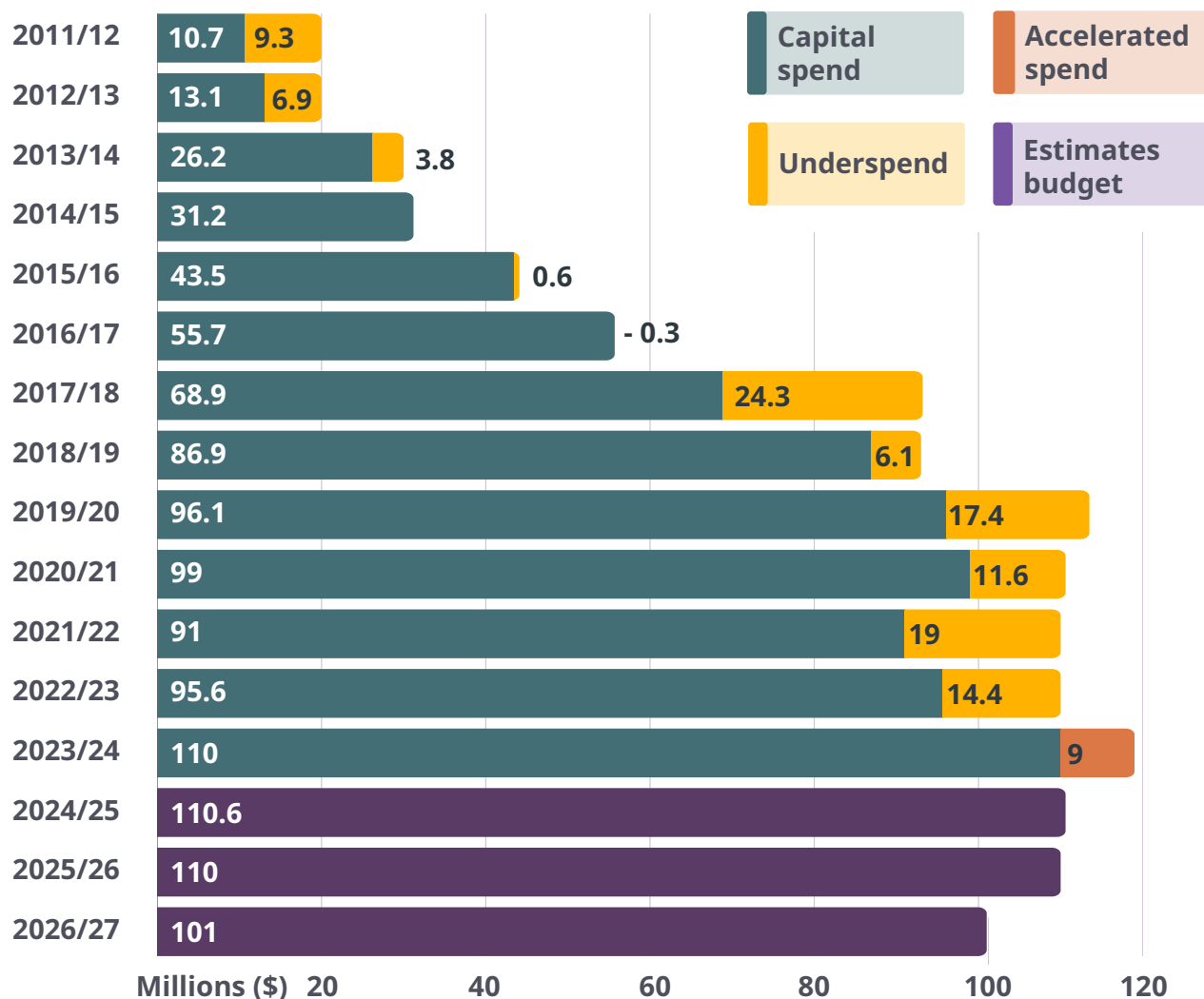
# Digital investment in 2023/24

To meet the needs of people living in B.C., the Province continues to invest in tools, technologies and programs that improve service delivery.

The capital budget for digital and data technology has doubled since 2016/2017 in support of using digital tools to improve service delivery. It has stayed relatively constant over the past five years.

Due to improvements in ministry forecasting and fewer project delays, ministries were able to fully utilize the capital envelope for the first time. The Committee accelerated budget from 2026/2027 to allow important projects to deliver results more quickly. As a result, the 2026/2027 budget has been decreased by \$9 million.

## Proportion of capital spending relative to total budget





## Making improvements to reduce project delays

Last year, the Committee introduced three new measures to address historical underspending on the envelope caused by project delays:

- Took a rolling approach to project approvals
- Requested forecast confirmations earlier
- Supported the expansion of the Digital Marketplace

In 2023/2024, these measures achieved improved results. Going forward, the Digital Investment Office will use assurance touchpoints to better support ministry forecasting, while improving the Committee's understanding of projects and why delays occur.

## Digital Marketplace

The Digital Marketplace helps government teams procure digital talent like developers and designers from external vendors. This helps teams ramp up their capacity quickly, whether they are developing a prototype or creating a proof of concept in a pilot stage.

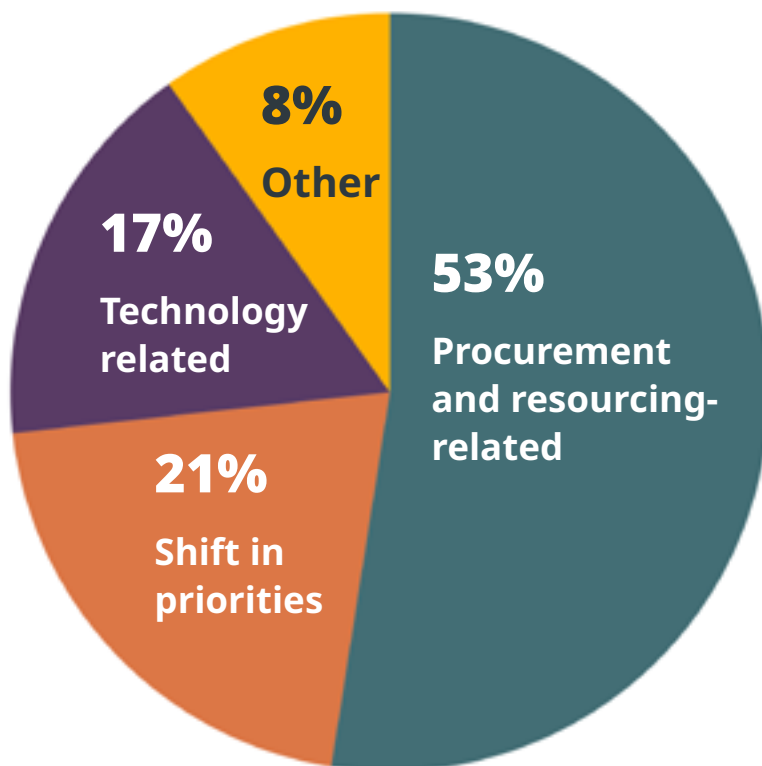
Depending on their needs, a ministry can procure a single resource or an entire Agile development team.

## Resourcing delays continue to impact projects

In 2022/2023, 74% of all project delays were due to procurement and resourcing-related issues. Historically, ministries struggle to procure or hire for in-demand digital roles. This year, project delays due to resourcing decreased to 53%, a substantial improvement.

The Committee will continue to examine the root causes of project delays. They recognize the impact of both the Office of the Chief Information Officer's Digital Marketplace and Digital Talent Recruitment Program, which helped to reduce delays.

## Reasons for project delays in 2023/2024



## Digital Talent Recruitment Program

The Digital Talent Recruitment Program helps hiring managers attract and recruit digital talent professionals to join their teams. Hiring managers get dedicated support and candidates benefit from a program designed to make the government hiring process more streamlined.

The program also creates eligibility lists and matches qualified candidates with the roles that work best for them. As a result, hiring is more efficient and candidates can start working sooner.

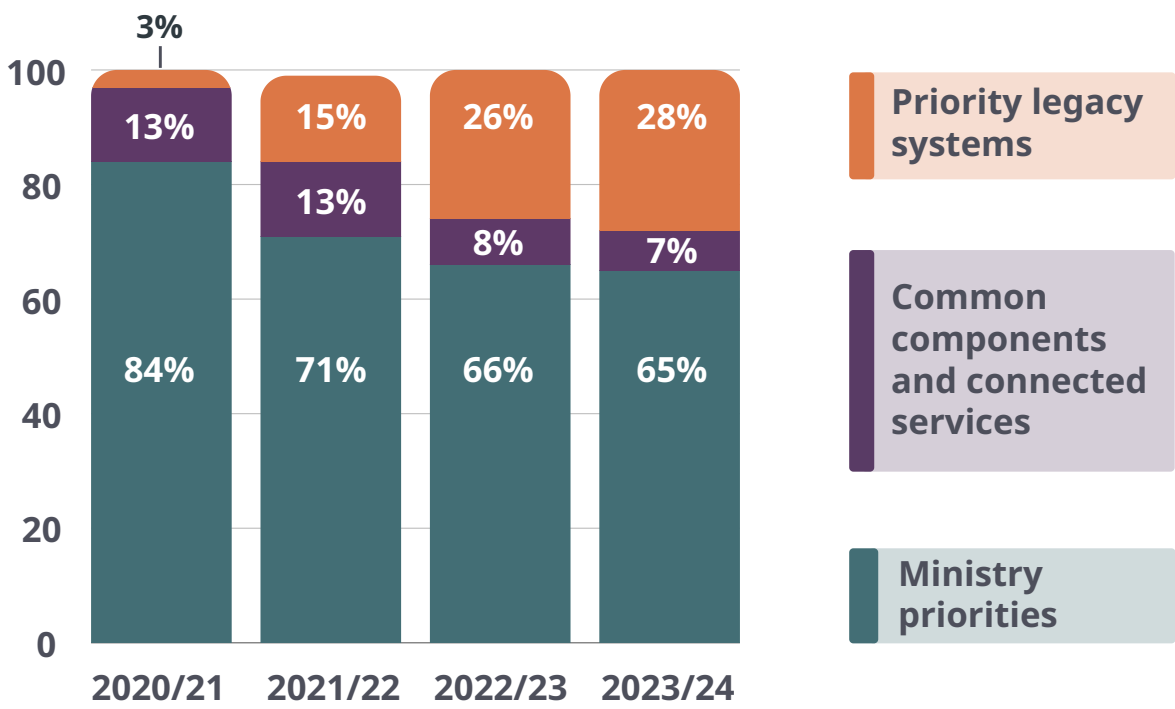




# Spending against investment objectives

The allocation of funds across the Committee’s investment objectives change from year to year. While most of the fund is spent on ministry priorities, this trend is beginning to shift as requests to fund legacy systems and common components increase. When the Committee invests in reducing government’s reliance on legacy technologies and building more reusable components, it’s easier for ministries to deliver services and in turn meet their priorities.

## Breakdown of spend across investment objectives

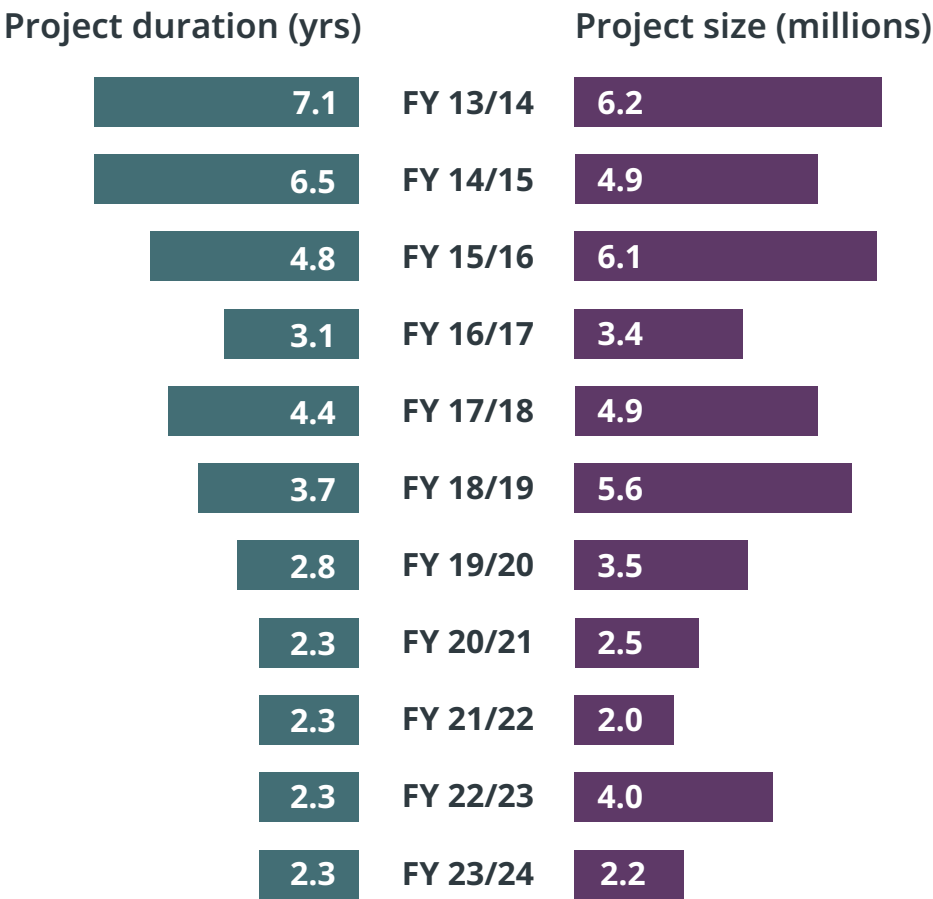


# A reduction in project size and duration

Over the last 10 years, the trend in both project size and project duration has decreased. Now, the average project size is \$2.2 million and the average project duration is 2.3 years. The Committee has been successful in reducing the overall risk of projects by encouraging ministries to scale their projects to be shorter in size and duration. This trend is expected to continue in the future.

2022/2023 fell outside of that trend due to the Committee approving multiple legacy system replacement projects, which are inherently larger and longer.

## Tracking 10 years of project duration and project size



# Projects that completed in 2023/24

The number of projects completed varies from year to year, due to project size and complexity. Thirteen projects completed in 2023/24 and most reported meeting their intended benefits.

## 13 out of 13 projects:

- Supported BC's Digital Plan
- Generated efficiencies and/or improved services for BC Public Service employees

## 10 out of 13 projects:

- Modernized legacy systems
- Improved services for people and businesses in B.C.
- Used common components to reduce duplication, save time and avoid costs
- Adopted an agile or hybrid approach to project delivery to support user needs

## 9 out of 13 projects:

- Were completed within or under their original budget

## What are common components?

Common components are re-usable elements digital teams can apply across web pages and applications. They're building blocks that help to simplify the development process. They allow developers to quickly implement features without having to start from scratch.

Examples include:

- Form builders to help users submit information
- Address validation tools to ensure accurate deliveries
- Identity verification services to enhance security
- Payment services for secure online transactions
- Notification services to keep users informed



## Case Study:

### Identity Access Management (IDAM) project

**Funding:** \$5.56 million

**Project timeline:**  
FY 2021/2022 to FY 2023/2024

**Project management style:**  
Hybrid (a combination of several project management styles)

## Project overview

In May 2024, the [B.C. Digital Health Strategy](#) was published. It detailed six guiding principles to set B.C. on a path toward a digitally integrated health system. One of the principles is “system optimization,” focused on simplifying digital workflows to reduce administrative tasks and increase the time healthcare professionals spend with patients.

For the Ministry of Health, a crucial component of their system optimization was improving how healthcare professionals sign-on and access patient information. The ministry formed the Identity Access Management (IDAM) project to enable simple and secure identity management, simplified user sign-on processes, streamlined registration and enrollment and an integrated audit and logging capabilities. The goal—to solve the technology challenges that healthcare professionals face every day:

- Too many user IDs and passwords
- Multiple processes and tools needed to access systems
- Repeated requests for the same information



“Engaging with Doctors of BC and other partners, we worked one-on-one with doctors across the province to solicit their feedback and to spend time with them watching how they use the tools. We were able to get their feedback both verbally and visually and see how they worked in real time. This enabled us to co-design solutions that meet the requirements of healthcare professionals.”

– Carter Williamson,  
Senior Director, Identity  
Management, Ministry of  
Health

## Areas of improvement

Within a single day at work, healthcare professionals are responsible for patient privacy and confidentiality, insurance and billing, health record keeping and ongoing data entry. With multiple online systems required to complete those daily tasks, the log-in processes became complicated. For example:

- Multiple passwords for associated, but not connected, systems
- Unique login and usage requirements to access different components of information related to one patient
- Patient information held in silos

# Solution

The IDAM project team worked collaboratively with partners across the BC Public Service and broader health sector to navigate and understand the complexities of identity and how health services are accessed by healthcare professionals.

Using a hybrid project management style, the IDAM team consulted with healthcare professionals through Doctors of BC and other partners. This gave the project team a holistic view of the current challenges. By speaking directly with the end users of the process, the team understood what worked and what needed to change.

In addition to completing user research, the project took an agile approach to implementing design changes. Log-in processes and information systems that required the most improvements were prioritized first. By prioritizing their work in this way, the IDAM team was able to deliver effective results for both known projects and emerging health sector priorities.

# Results

The IDAM project team achieved two key results:

1

## Improved accessibility for healthcare professionals

Digital health information can now be accessed easily through a single sign-on process, reducing administrative load for healthcare professionals.

2

## Stronger safety and security

Single sign-on increases safety and security. It allows users to authenticate their identity once and gain access to multiple systems, reducing the need for several passwords and decreasing the risk of password-related security breaches.

The Ministry of Health continues to build upon these foundations to incrementally improve access to health information in B.C.



## Case Study:

### Community Energy and Emissions Database (CEED)

**Funding:** \$265,000

**Project timeline:**

Three years (ended March 2024)

**Project management style:**

Agile

## Project overview

To meet the Province's CleanBC goal of reducing climate-changing emissions by 40 percent by 2030, the collection and ongoing analysis of energy consumption and emissions data is crucial.

By taking a data-driven approach, the Province can make informed policy decisions, track progress and measure the effectiveness of climate action initiatives.

For the Ministry of Energy, Mines and Low Carbon Innovation, a key piece of taking a data-driven approach was creating a database that met the needs of all organizations and communities involved.

The ministry embarked on a three-year project to evolve and expand the capabilities of the existing Community Energy and Emissions Database (CEED). CEED tracks core information like:

- Community energy planning
- Community energy and emissions data for select remote communities in B.C.
- Community-led clean energy projects
- Funding programs to support climate action projects

By tracking these data points, government can now report on key findings, create baselines and show changes over time.

## Area of improvement

Prior to CEED, the tracking process was manual. The team maintained large spreadsheets of data. Updates took time to manage and the data was complex.

But first, the ministry needed to create a place for accessible, reliable and up-to-date data that could be universally accessed by stakeholders.

## Solution

The CEED team used an Agile project management approach. They knew the database would only be effective if the user experience enabled people to enter useful and clear data.

Working closely with other ministries who would access and contribute to the database was a key element in creating an effective product.

The project team engaged with stakeholders who could provide input and feedback throughout the development process. The team took a human-centred approach, working closely with their users to design the database collaboratively.

Together, they:

- Developed a centralized system to link information and communities
- Ensured that what is shared is accurate, consistent and relevant and communicates the bigger picture that the data provides
- Made information, research, knowledge and data available, ensuring translation into real-world applications, policies and actions
- Set up financial arrangements for licence sharing and development costs

CEED helps to bridge the data gap, enabling more informed decision-making, effective policy development and comprehensive monitoring of energy use and emissions.

# Results

The CEED initiative has seen substantial results since it was implemented, including:

- Reporting in CEED can quickly turn data into useful content, which supports program development and informs policy work
- The availability of consistent and reliable data means insights are generated automatically (no more manual data collection)
- Multiple levels of reporting, offering comprehensive insights that are sourced from trusted information sources
- Improved engagement and outreach with First Nations and municipalities through the centralized use of data and as a single source for funding applications
- Providing a single source of truth on community energy data; staff work time is reduced and more efficiently managed when all the data is in one place and when it relates effectively to other pieces of data
- Inclusion of auditing and validity checks to support data integrity

**To date, the database has been used to support:**

- Program development for the [CleanBC Remote Community Energy Strategy](#)
- Administration of the [First Nations Clean Energy Business Fund](#)
- The [BC Community Climate Funding Guide](#) for Indigenous communities and local governments
- [Clean Energy and Major Projects Office](#) (CEMPO). CEED is the project administration database for CEMPO
- Local government and Modern Treaty Nation year one reporting for the [Local Government Climate Action Program](#)

“The CEED program helps to provide reliable and accurate information in relation to community energy and emissions while engaging and supporting First Nations and local communities in their efforts to promote clean energy projects.”

– Lee Nicol,  
Executive Director, Built  
Environment Unit, Energy  
Decarbonization Division



## Case Study:

### Special Authority Transformation (SAT) project: Phase 3

**Funding:** \$1.475 million (Phase 3)

**Project timeline:**

Phase 3 - September 2022 to October 2023

**Project management style:**

Hybrid (a combination of several project management styles)

## Project overview

BC PharmaCare programs are crucial for people in British Columbia to receive the care and services they need. Healthcare professionals are the frequent users of these programs, as they submit requests on behalf of their patients.

One key program is [Special Authority](#), which helps cover the full cost of drugs, medical supplies or devices that Pharmacare might not fully cover. Prescribers submit Special Authority requests for coverage on behalf of patients who meet specific clinical criteria.

The Ministry of Health identified the need to digitize all Special Authority processes, making it easier for healthcare professionals to submit requests and faster for patients to get the coverage they need.

The Special Authority Transformation (SAT) project started in 2019 and recently completed its third and final phase of work.

- Phase 1 mapped the existing business processes to streamline workflows
- Phase 2 launched a digital submission form and self-service tools to check your submission status
- Phase 3 focused on the user experience for patients, physicians and pharmacists

## Area of improvement

Before the SAT project started, requests submitted to Special Authority were by paper, fax or phone. This caused program staff to spend time on manual data entry and review and often delayed coverage decision timelines for healthcare professional and patients.

At its peak, the program receives up to 1,700 requests a day. The complex data coupled with the number of daily requests created a growing backlog of work for program staff.

Improvements to the submission and adjudication processes were required.

## Solution

The SAT project team took an end-to-end approach when redesigning the Special Authority program. They knew that creating a user-friendly program for healthcare professionals and patients meant not only improving the public-facing processes, but the back-end processes as well.

Working with a service design expert and using elements of both agile and traditional project management, they focused on four key improvements:

1. Creating efficient, easy-to-use processes for patients, doctors and pharmacists
2. Automating adjudication of many cases, while ensuring human oversight remains central to final decisions
3. Integrating sector data into the adjudication and review process
4. Using business intelligence to control costs

The project team also consulted with key healthcare stakeholders throughout the course of the project, seeking their feedback and experience. A key stakeholder was Doctors of BC, a voluntary association of more than 16,000 physicians, residents and medical students in British Columbia whose mission is to support doctors to be leaders in delivering and improving patient care.

By taking a human-centred approach and testing their work with doctors and pharmacists who use the Special Authority program, the project team created a product that met the needs of the people using it every day.



## Results

Key results of the Phase 3 work include:

- Improving several case management and adjudication workflows that changed how quickly and efficiently coverage requests could be reviewed and approved
- Additional workflow upgrades and automation to further improve review and adjudication and to decrease request processing timelines
- Creation of a better patient experience in gaining access and receiving coverage letters using Health Gateway. As a result, patients can now obtain approvals and medication more quickly

Overall, the project has achieved significant success across all phases of the work. For example:

- A significant reduction in adjudication time
  - Simple, digital requests are approved within minutes
  - Urgent and complex requests are approved within 24 hours
- Improvement in data quality for requests being sent back for missing information and errors were reduced to 2.8% from 27% for requests submitted by fax

“People living in B.C. now receive decisions and coverage faster from the Special Authority program.”

– Donna Mulvey, Director,  
Special Authority



## Case Study:

### Justice Electronic Delivery Initiative

**Funding:** \$1.5 million

**Project timeline:**

September 2020 to March 2022

**Project management style:**

Agile

## Project overview

People have come to rely on fast, secure and high-quality online services, like paying a cellphone bill, ordering groceries or booking a plane ticket. The expectation is government can provide the same online experience for their services.

For the Ministry of Attorney General, this meant transitioning their justice services from in-person only to fully digital. To achieve their goal, the Justice Electronic Delivery Initiative was formed. Part of their larger Court Digital Transformation Strategy, all three levels of courts in B.C. were included:

- The Court of Appeal
- The Supreme Court
- The Provincial Court

## Area of improvement

Previously many court services required an in-person visit to a courthouse. For people without a courthouse in their community, a visit often required time, money and travel. Access wasn't equitable or efficient.

## Solution

Using an Agile project management approach, the project team had two objectives:

- Meet current legislative requirements or ensure legislative amendments were possible
- Understand and meet the needs of all users which included lawyers (both defence and Crown), judges, court staff, sheriffs, police and self-represented litigants

The team followed a service design methodology and embraced iterative design processes. First, they spoke with all users to understand what was needed, what was working already and what could be improved. Then, they created prototypes and sought more feedback. Finally, processes and designs were confirmed.

“The ability of everyone in the province—those who work in the justice system and the judiciary and people in B.C.—to be able to conveniently and easily file and access the court file contribute to making the justice system more equitable and efficient, benefiting counsel and others who work in or use the court system and society at large.”

– Kevin Conn,  
Executive Director,  
Policy and Service Reform,  
Court Services Branch, HQ



## Results

The Justice Electronic Delivery Initiative work proved that not only are digital court services possible, they create a more accessible and equitable justice system for everyone in B.C. Key results include the introduction of the following online services:

### Divorce assistant

Self-represented litigants can create and file for an uncontested divorce in the Supreme Court.

### Interpreter scheduling

A directory for Court Services Branch employees so they can find, book and pay for contracted court interpreters.

### Family forms application

Self-represented litigants can create and file the necessary forms for parenting matters before the Provincial Court.

### Virtual proceedings

Attendees can attend court proceedings virtually from their computer or smart phone.

### Representation grant (probate) application

Self-represented litigants can create forms for an estate representation grant.

# Case studies: Lessons learned

This year's report highlights four completed projects from across government. Each project team shared their reflections and lessons learned.



## Have strong governance

Clear and strong governance is crucial for the successful implementation and delivery of a project. It makes sure your project and business goals remain aligned; roles and responsibilities are defined and decision-making channels are both communicated and understood. Strong governance also helps with resource management, promotes continuous improvement and supports a strategic response to risk and issues management.



## Fully engage with partners and end users throughout the project

Taking a human-centred approach is crucial to achieving project success. By engaging with the people and partners who use your service or product, you can design a solution that's both effective and needed.



## When possible, take a phased approach

Digital and data-related projects lend themselves well to a phased, iterative approach. A team can start small with a "proof of concept," then build upon it based on user testing and feedback. This approach allows for data-driven decisions, helpful when managing resources or shifting timelines. A phased approach also helps teams launch a product or service sooner, then release enhancements or additional features in later phases.



## Be flexible

Changes in scope, requirements, resourcing or objectives can happen during a project. Without fail, the project teams have said that being flexible was crucial to project success. Project changes can also be a great opportunity to engage further with your users.

# Appendix A: Summary of funded projects

The table details projects that spent funds in 2023/24. Most are multi-year projects.

Projects completed in 2023/24 are identified with an asterisk.

| Ministry of Agriculture and Food                                |                                                                                                                                                                                                                                                                                                                                                                                      |
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| Agricultural Land Commission Online Tracking System Replacement | This investment will replace the Online Tracking System application with a new solution based on the 2018 Needs Assessment.                                                                                                                                                                                                                                                          |
| One Health Laboratory Information Management System             | The project will deploy and integrate the same laboratory management software at three provincial laboratories that provide for environmental analysis and test for plant and animal diseases. The software will allow laboratories to rapidly generate and send accurate results to clients and will allow B.C. to implement an integrated One Health response to emerging threats. |
| Ministry of Attorney General                                    |                                                                                                                                                                                                                                                                                                                                                                                      |
| Court Administration Transformation Suite Court Fees and Fines  | This project will update systems that collect fees and fines.                                                                                                                                                                                                                                                                                                                        |
| Integrated Legislation Development System                       | This project will improve how legislation is drafted.                                                                                                                                                                                                                                                                                                                                |
| Public Guardian and Trustee: Client Collaboration/Online Tools* | This project developed client collaboration and online tools to improve the previous manual, paper-based processes for sharing sensitive documents and payments relating to people under the care of the Public Guardian Trustee.                                                                                                                                                    |

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| 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*                               | A series of projects that addressed reduced person to person contact in justice matters and ensured timely access to justice; supporting a permanent shift to digital offerings that meet public expectations.                                                                                                                                                                                                                                                                                         |
| 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, provide 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 |
| Judicial Application/ Schedule Provincial Electronic Resource Project | The Judicial Application/Schedule Provincial Electronic Resource project will create a single application that allows judges access to real-time court resources and workflow supports needed to ensure they are fully informed and prepared during all stages of court proceedings. The efficiency and effectiveness of a digital workflow solution for judges will have a positive impact on the entire justice system in B.C.                                                                       |
| Investigation and Standards Office Case Management                    | Staff will have the integrated case management and workflow needed to facilitate swift action on sensitive cases involving BC Corrections staff or facilities to improve client safety. Case management capabilities pertaining to intake, document management and reporting will provide much needed efficiencies for staff, especially where mandated timelines are in place (72 hours to respond on an appeal).                                                                                     |
| Superior Courts Judiciary Online Booking and Scheduling Project       | Expanding the existing online booking system for B.C.'s Superior Courts will streamline the hearing scheduling process providing a reliable and fair service to court users. By applying an algorithm, the solution will prioritize matters that have faced difficulties securing hearing dates, ensuring fair and equitable access for all parties involved.                                                                                                                                          |

## Ministry of Children and Family Development

Mainframe Ministry of Children and Family Development Resource and Payment System

This project will modernize the current payment system to improve existing processes and prepare for future upgrades.

## Ministry of Citizens' Services

BC Address Geocoder Enhancement

This project includes enhancements to the BC Address Geocoder. The BC Address Geocoder is a Representational State Transfer (REST) web service that enables the use of authoritative address data to resolve physical locations (i.e., latitude and longitude) and correct and standardize civic and non-civic addresses in B.C. The BC Address Geocoder supports geocoding addresses, standardizing addresses, reverse geocoding (finding address nearest a physical location), finding intersections, finding government facilities and finding parcel IDs of a given site. The BC Address Geocoder is used in government applications for many business functions including determining locations of clients, finding locations for government license applications (i.e., groundwater), locating health services, locating where to vote, cleansing data for input into databases and retrieving addresses to display on a map or use within a web-based input form.

BC Route Planner Enhancement

This project includes enhancements to the BC Route Planner. The BC Route Planner is a REST web service Application Programming Interface (API) that offers vehicle routes, distances and directions based on the BC Digital Road Atlas. The BC Route Planner supports fastest/shortest route, directions, distance, multiple stops, optimal stop ordering, round trips and nearest by road queries. The BC Route Planner can be used in government applications for many business functions including vehicle route planning and visualization, locating government services, determining optimal location of new facilities, determining suitability of existing facility locations, allocating mobile resources, permitting, risk assessment and incident reporting and tracking.

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| BC eTransaction Platform Initiative                  | This project will modernize and streamline the online shopping and transaction experience for people and businesses, aligning with the Province's vision for a digital government. This investment is intended to enhance the development of digital stores using a scalable platform to support Supply Services and Government operations. It enables rapid configuration of digital stores that fulfill the needs of clients.         |
| 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.                                                                                                                                                                                                                                                      |
| 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.                                                                                                                                                                                                                                                                                  |
| Digital Archives Implementation                      | The business analysis, definition, procurement and implementation of a digital archive system and infrastructure and a new management organization, including a new business relationship with the Royal BC Museum. This includes operationalizing the organization based on optimized processes and agreed standards and its ongoing holdings acquisition, preservation management, stakeholder support and holdings stewardship work. |
| Freedom of Information Enhancement and Modernization | This project is developing 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 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 enable all ministries to adopt application hosting services in the public cloud, in compliance with legislation and policy requirements and with security and privacy by design.                                                                                                                                                                                                                                   |
| Service BC Payment Modernization                     | The purpose of this project is to modernize and move BC OnLine (BCOL) Registries Financial Accounting System (FAS) and eGARMS to PayBC.                                                                                                                                                                                                                                                                                                 |

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| BC Services Card - Evolution and Innovation Project | This investment 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.                                                                                                                                    |
| Business Registration Systems Rewrite               | This project will replace aging computer systems that support business registries including Corporate Online, Names Request Online and the One Stop Business Registry.                                                                                                                                                                                                                                                  |
| 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.                                                                                                                                                                                                                                                           |
| Digital Trust Service Offerings for Adopters        | The Digital Trust team's common service team builds the framework that supports digital credentials. These offerings enable the private sector to issue, hold and/or verify digital credentials.                                                                                                                                                                                                                        |
| Common Hosted Form Service                          | The project's aim is to accelerate the speed at which BC Public Service employees can implement solutions to collect information. Common Hosted Form Service (CHEFS) is a service for employees to design digital forms and keep information stored in a structured way. It provides a consistent look and feel and allows submission of information from anonymous (public), basic/business BCeID or government users. |
| Critical Digital Service Improvements               | This project will review how the Data Systems and Services branch captures critical information provided by its clients, and how the information is shared through digital services to people and the rest of government.                                                                                                                                                                                               |

## Ministry of Education and Child Care

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| Modernization of Deprecated OpenVMS Applications | This project will transition ECC's key K-12 education systems—including those for data collection, funding and disbursement, capital asset planning, and managing student graduation and demographic information—to a modern platform. This upgrade will provide the Ministry with greater stability, flexibility to adapt to policy changes, cost savings on maintenance, and a lower risk of system failure, ultimately improving the experience for both students and schools. |
| Child Care Data Warehouse                        | This project will establish a dedicated Child Care Data Warehouse (CCDW) within the ministry and remove reliance on other ministries. CCDW will leverage the existing Education Data Warehouse architecture, infrastructure and ETL tool to load and build data into the warehouse allowing the ministry to perform data analysis, support interactive reporting and enrich operational data.                                                                                     |
| Capital Asset Planning System Expansion          | The ECC Capital Asset Planning System will be expanded to support Child Care as an integrated, "single window" approach for school districts seeking to access capital for K to 12 and child care facility creation funding.                                                                                                                                                                                                                                                      |
| Early Childhood Educator Registry                | The Early Childhood Educator Registry project will support and expand the number of accredited professionals, increase transparency in certification and sustain quality post-secondary programs in B.C. through a self-serve, accessible digital service for Early Childhood Educators, ministry staff and accreditation bodies. When deployed, this service will manage certification and quality assurance activities for all stakeholders.                                    |
| My ChildCare Services BC                         | The easy-to-use My ChildCare Services BC will collect information from child care providers who are applying for fee reduction initiatives, early childhood educators' wage enhancement programs and other programs. It will allow the ministry to audit the program at the individual child level and ensure consistent funding to avoid any interruptions of services.                                                                                                          |

## Ministry of Emergency Management and Climate Readiness

### Disaster Financial Assistance

This project will streamline the application, approval and payment processing for Disaster Financial Assistance to people, small businesses, First Nations and local governments. Applications will be easy to submit and status and timeline expectations will be clear, helping impacted communities and individuals when they are most vulnerable.

## Ministry of Energy, Mines and Low Carbon Innovation

### Community Energy and Emissions Database Evolution\*

This project improved the functionality and user satisfaction of the Community Energy and Emissions Database and reduced employee efforts for its maintenance and operation.

### MINFILE Re-write

This project will update the MINFILE application bringing it up to current standards, reduce maintenance cost and enable future development opportunities. MINFILE is critical for evaluating mining resource potential and carrying out detailed metallogenic studies in the province.

### 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.

### BC Digital Geology

The BC Digital Geology project will modernize and provide province-wide seamless digital coverage of bedrock geology. BC Digital Geology spatial database and applications will move from running on a desktop workstation to corporate infrastructure (OpenShift).

### Virtual Home Energy Rating System

The Ministry of Energy, Mines and Low Carbon Innovation and the Ministry of Finance are mandated to require realtors to disclose home energy performance information to buyers at time of sale. The requirement aims to serve as a mechanism for household engagement on energy efficiency upgrades as well as consumer awareness through the disclosure of relative energy performance and potential energy costs of operating a home. A methodology and tool for determining home energy ratings is needed to enable this disclosure.

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| Mineral Titles Online Redesign and Modernization                  | The proposed project forms the next generation of B.C.'s digital mineral rights registry that is more accessible for users, is reliable and secure and gives users the ability to solve problems and answer key questions. The system will have the capability and flexibility to implement government priorities including advancing a strong, sustainable economy and advancing reconciliation with Indigenous Peoples.                                                                                                                                                                                                                                                                                          |
| <b>Ministry of Environment and Climate Change Strategy</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Community Energy and Emissions Inventory                          | To support CleanBC, the Climate Preparedness and Adaptation Strategy and local government climate action, the Climate Action Secretariat is replacing the existing Community Energy and Emissions Inventory database system. Funding for this project also covers the expansion of the Community Energy and Emissions Database to collect qualitative local government and Modern Treaty Nation climate action data that is reported through the new Local Government Climate Action Program.                                                                                                                                                                                                                      |
| Recreation Visitor Statistics Modernization*                      | This project is built upon an existing open-source custom-built tool used by BC Parks. Integrating recreation sites and trails visitor data into the existing tool creates an efficient and consistent data collection process to track and analyze annual recreation visitor data across recreation lands managed by the Province of B.C. It facilitates data sharing at the district, regional or provincial level to support recreation resource management and reporting on divisional performance measurements. Accurate and useful visitor data improves the ability of the Conservation and Recreation Division to be responsive to public interests and allocate public funds efficiently and effectively. |
| Species and Ecosystems Information Systems Modernization Program* | This project developed a system to bring together data about species and ecosystems from 27 different data sources.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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| Natural Resource Compliance and Enforcement Management | This project will create a single system used by the natural resource sector ministries that supports the administration of complaints and investigation activities relating to alleged contraventions on the environment.                                                                                                                                                                                                                                              |
| Environmental Project Information Centre Systems       | The Environmental Project Information Centre system (EPIC.system) is a comprehensive suite of modular digital services transforming environmental assessment processes. Integrating user-centric design, agile development and innovative technologies, it streamlines data sharing, enhances efficiency and promotes transparency. EPIC.system empowers stakeholders, optimizes decision-making and supports a sustainable future for B.C.'s natural resources sector. |
| <b>Ministry of Finance</b>                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Pay Transparency Reporting Tool                        | Development of the Pay Transparency Reporting Tool is intended to deliver a solution that provides consistent and easy reporting for B.C. employers and enables them to comply with pay transparency legislation. Over the course of the project, the proposed tool will help employers generate consistent and accurate reports that are easy to read.                                                                                                                 |
| Data Analytics and Data Transfer                       | This project will upgrade data systems to provide improved quality and more consistent reporting and analyses of financial data for business intelligence.                                                                                                                                                                                                                                                                                                              |
| Tobacco and Fuel Tax Exemption Simplification Project  | 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.                                                                                                                                                                                                                                        |
| 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.                                                                                                                                                                                                                                                                           |

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| Provincial Treasury Mainframe Migration                            | Banking and Cash Management is a branch of the Provincial Treasury that enables B.C. to collect and disburse funds through financial transactions. The objective of this project is to replace the 10 mainframe applications.                                                                                                    |
| 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 Province's objectives. |
| Media Monitoring Insights                                          | This project will modernize the Today's News Online platform. It will redesign, re-architect and rebuild the media monitoring application using modern technology and programming languages to meet the growing demand and reporting requirements of the system.                                                                 |
| <b>Ministry of Forests</b>                                         |                                                                                                                                                                                                                                                                                                                                  |
| Archaeology Permit Tracking System Replacement                     | This project aims to replace the Archaeology Permit Tracking System with an existing open-source solution that includes program customization, data migration, integration and production launch activities.                                                                                                                     |
| ARCHES Database Development                                        | This project will replace the aging legacy Heritage Sites Register and implement a more cost-effective Fossil Management System.                                                                                                                                                                                                 |
| Forestry Digital Services                                          | 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.                                                                                                                                               |

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| 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.                                                              |
| <b>Ministry of Health</b>                                                                                                    |                                                                                                                                                                                                                                                                                                                                                        |
| Medical Assistance in Dying                                                                                                  | This project is intended to provide required quarterly data reporting to Health Canada and collect additional information to support provincial oversight for the Medical Assistance in Dying application system.                                                                                                                                      |
| 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 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.      |
| IT Service Management - Wave 2 Onboarding                                                                                    | This investment will enhance the ServiceNow implementation and further leverage the platform to ensure it addresses related business area needs.                                                                                                                                                                                                       |
| 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 patients are at the centre of decision making, all providers work to full scope of practice and that the workload is optimized.                                   |
| Alternate Payments Program Transformation - System for Contract, Reporting, Utilization and Budgeting Solutions Enhancements | The System for Contract, Reporting, Utilization and Budgeting Solutions Enhancements project involves developing and implementing three key modules to enable the Ministry's Alternate Payments Program to better manage contracts for health authorities and other agencies to engage physicians on document control, data submission contract types. |
| Enterprise Master Patient Index Task Management Reporting*                                                                   | This project helped implement reporting capabilities including an analytics and reporting platform for the Enterprise Master Patient Index.                                                                                                                                                                                                            |

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| HealthNet Infrastructure                             | This project will upgrade and remediate security vulnerabilities in the system that supports the exchange of electronic health information.                                                                                                                                                                                                                                                                                        |
| Health Sector Identity and Access Management*        | This investment implemented identity and access management services that serve the diverse needs of the B.C. health sector. These services enable patients and 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 API for exchanging electronic health record data.                                                                                         |
| Customer Relationship Management Transformation*     | This project advanced the ministry's client management strategy and transformed the Third Party Liability (TPL) application and the Assisted Living Registry (ALR) application which require upgrades. TPL is used to recover costs from liable third parties, as required under the Health Care Costs Recovery Act. ALR is used to issue registrations to residences and regulate operators who provide assisted living services. |
| Virtual Assistant                                    | This project will expand the existing Digital Assistant chat bot to include question-and-answer support along with live-agent handoff for BC Cancer Agency websites.                                                                                                                                                                                                                                                               |
| Health Insurance BC Technology Transition            | The investment aims to migrate and refresh end of life technology environments that support Health Insurance BC systems.                                                                                                                                                                                                                                                                                                           |
| Provider Location Registry Provincial Integration    | The investment aims to apply an international messaging standard to the Provider (physician and clinical facilities/organizations) Location Registry.                                                                                                                                                                                                                                                                              |
| 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.                                                                                                                                                                                                                                                     |

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| Expensive Drugs for Rare Diseases Case Management Application | The Expensive Drugs for Rare Diseases (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 (SA) project transformed the SA program by digitizing process and data flows, analysis, adjudication, controls and accountability.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Internationally Educated Nurses                               | The Internationally Educated Nurses (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, health authorities and Providence Healthcare.                                                                                                                                                                                                                                                                               |
| Assisted Living Registry                                      | <p>This project will modernize the Assisted Living Registry (ALR) system in two phases.</p> <p>First, replace non-functioning core business capabilities with modern tools that will streamline the registration, inspection, and incident management processes. Automate routine tasks, implement work management tools to better manage staff workloads, highlight urgent information and escalate critical incidents.</p> <p>Second, develop a self-serve operator portal where operators can submit applications and renewals, make payments and securely communicate with ALR.</p> |
| Provincial Environmental Health Information System            | The Environmental Health Information System (EHIS) project will provide an integrated system for the ministry and health authorities to enable environmental health, inspection and licensing data collection, business processes, reporting and risk management. The system will support monitoring, reporting, compliance and enforcement at treatment facilities across B.C. for drinking water, food safety, community care, personal services, recreational water facilities, industrial camps, emergency management, tobacco/vaping and sewerage.                                 |

## Ministry of Housing

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| Residential Tenancy Branch Continuous Service Improvement Transformation* | This project replaced obsolete systems and provides people with convenient, online services.                                                                                                                                                                                                                                                                                                                    |
| Building Permit Hub                                                       | The Building Permit Hub is a digital tool that will help to streamline and standardize local government building permitting processes to improve the delivery of new homes. The ministry heard from industry that incomplete applications, inconsistent submission requirements, and different BC Building Code interpretations are some of the biggest challenges with the building permit submission process. |
| Short Term Rental Data Sharing System                                     | The project will provide local governments with Short Term Rental (STR) platform data on short-term rental listings to support enforcement of STR bylaws and allow local governments to request that platforms remove listings that do not have valid business licences in those local government jurisdictions that require them.                                                                              |
| Short Term Rental Registration System                                     | The project will establish a short-term rental registration system so that accommodation hosts and platforms throughout B.C. can register and comply with the requirements in the new short-term rental regulatory regime.                                                                                                                                                                                      |

## Ministry of Jobs, Economic Development and Innovation

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|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Unity Grant Management | The proposed solution will streamline and enhance government's delivery of grant programs and will result in the preservation of valuable government resources, saving both time and money in support of communities, organizations and businesses within B.C. while driving economic growth. |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 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 seeking compensation under the Workers Compensation Act.

## Ministry of Municipal Affairs

Local Government  
Information System (LGIS)

The Capital Grants module upgrade in LGIS will meet OCIO software requirements and provide increased reliability of an aging system. The upgrade will incorporate new capabilities and flexibility to adapt the system to rollout new critical infrastructure programs quickly while providing external clients one portal for completing and submitting applications, reporting and claims for infrastructure grant programs.

Newcomer Services  
Report Modernization

This project will modernize the reporting method of contracted immigrant and refugee settlement service providers across B.C. and the contract management system in a phased approach. It will enhance government's management of contract performance and increase understanding of newcomer settlement patterns and service needs across the province.

## Ministry of Post-Secondary Education and Future Skills

Student Information  
Management System

This project will replace existing information systems so ministry staff can monitor student performance and manage loans.

Digital Services Hub

The Digital Services Hub initiative is a multi-phase initiative to deliver a connected services experience supporting people in their education and career journeys. Following the launch of Find Your Path in November 2023, an interactive tool that provides people with a map of education and career pathways leading to high-demand occupations, the next stage of the initiative will remove known barriers and challenges faced by education-seekers and provide the public with a seamless experience linking provincial education and career programs and services including StudentAid BC, WorkBC, EducationPlannerBC and the BC Transfer Guide.

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| Responsible Gaming Service Provider Invoicing        | A modern digital system will support counsellors in delivering community services while enabling Gambling Support BC to make use of business data for quick, efficient and effective decisions and to ultimately reduce the risks of problem gambling for people living in B.C.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| BC 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Security Programs Division - Business Transformation | This project will improve access and turnaround time for people living in B.C. on security screening and security licensing by modernizing the Security Programs Division's case management system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Driver Medical Fitness Transformation                | This project will use digital technology to receive medical reports, assess a driver's medical fitness and streamline the requests for drivers, healthcare providers and ICBC.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Advocacy Support Application Concept Case            | The Advocate for Service Quality (OASQ) is working with the ministry's Information Services Division to explore a modern tool that would enable OASQ to better understand their clients, service quality opportunities and policy issues. The new case tracking system will provide critical advocacy data to the Minister of Social Development and Poverty Reduction to inform improvement opportunities within the Community Living BC program area. Detailed tracking and robust reporting technology to accurately log interactions and would drastically facilitate case management practice improvements, reduce manual workload and thereby lead to improvements in service quality for some of the most vulnerable people in B.C. |
| M and M Phase 1 – Modernizing Digital Foundations    | Upgrades the sector's digital foundations to address critical vulnerabilities and allow for faster system changes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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| M and M 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 1,000 paper and PDF forms, improving user 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. |
| Prevention and Loss Management System Replacement*                                         | This project replaced an existing loss management system with new centralized data systems that will improve reporting and analysis.                                                                                                                                                                                                                                                               |

## Ministry of Tourism, Arts, Culture and Sport

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| BC Athletic Commissioner Website Replacement Project | The project is looking to replace the entire BC Athletic Commissioner’s system. The existing platform, Kentico 12 CMS is nearing its end of life. The current site will be replaced with a modern website created with user-centred design methods. |
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## Ministry of Transportation and Infrastructure

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|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 and Sensor Information System* | This project integrated 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.              |
| DriveBC Concept Case                           | A new website will be developed to replace the existing.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

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| 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 enabled 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.                                                                                                           |
| Cumulative Effects Restoration Tracker Enhancement                  | The Cumulative Effects Restoration Tracker provides a centralized view of all land restoration activities over time. It is a single source of truth for people who plan, authorize, conduct or monitor restoration activities, including decision-makers, proponents, First Nations, resource industries and people living in B.C. |
| Land Resource Manager Operations                                    | This project will implement a standard data model and system for all aspects of resource road management, engineering and maintenance performed by the Engineering Branch.                                                                                                                                                         |
| Integrated Transportation Network Operational System Transformation | The upgrade to the existing Integrated Transportation Network 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.                                                                        |



“Our top priority is making sure people in British Columbia have easy access to the digital services and information they rely on.”

- Shauna Brouwer, Committee Chair

