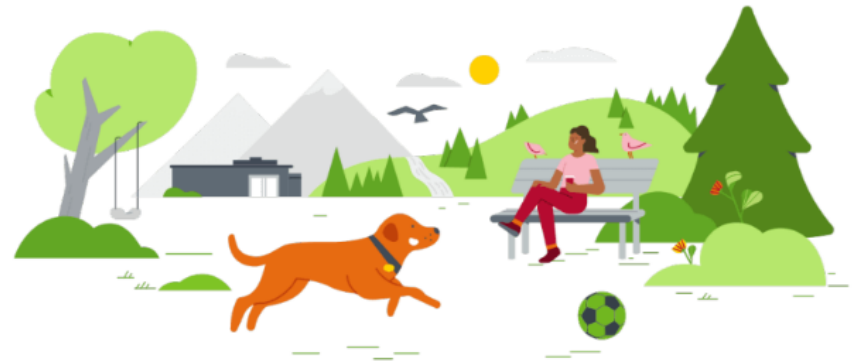# DAMA-VANCOUVER BC
2024.03.15
DATA GOVERNANCE

BCLC's
Data Governance Journey

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We're a lot more than lotto.

Funds generated by lottery, casinos, and sports betting go back to the Province to help support healthcare, education, and community programs all across B.C.

Casinos

B.C. has 36 casinos and community gaming centres across the province, which include everything from slots to table games to restaurants and concert venues.

Lottery

Every year, people from all over B.C. win hundreds of millions of dollars in lottery prizes—from free tickets to jackpots worth millions of dollars.

Sports

We offer the only legal sports betting in B.C. Choose from a wide variety of global sports and competitions and get in the game with Sports Action at local retailers and PlayNow Sports online.
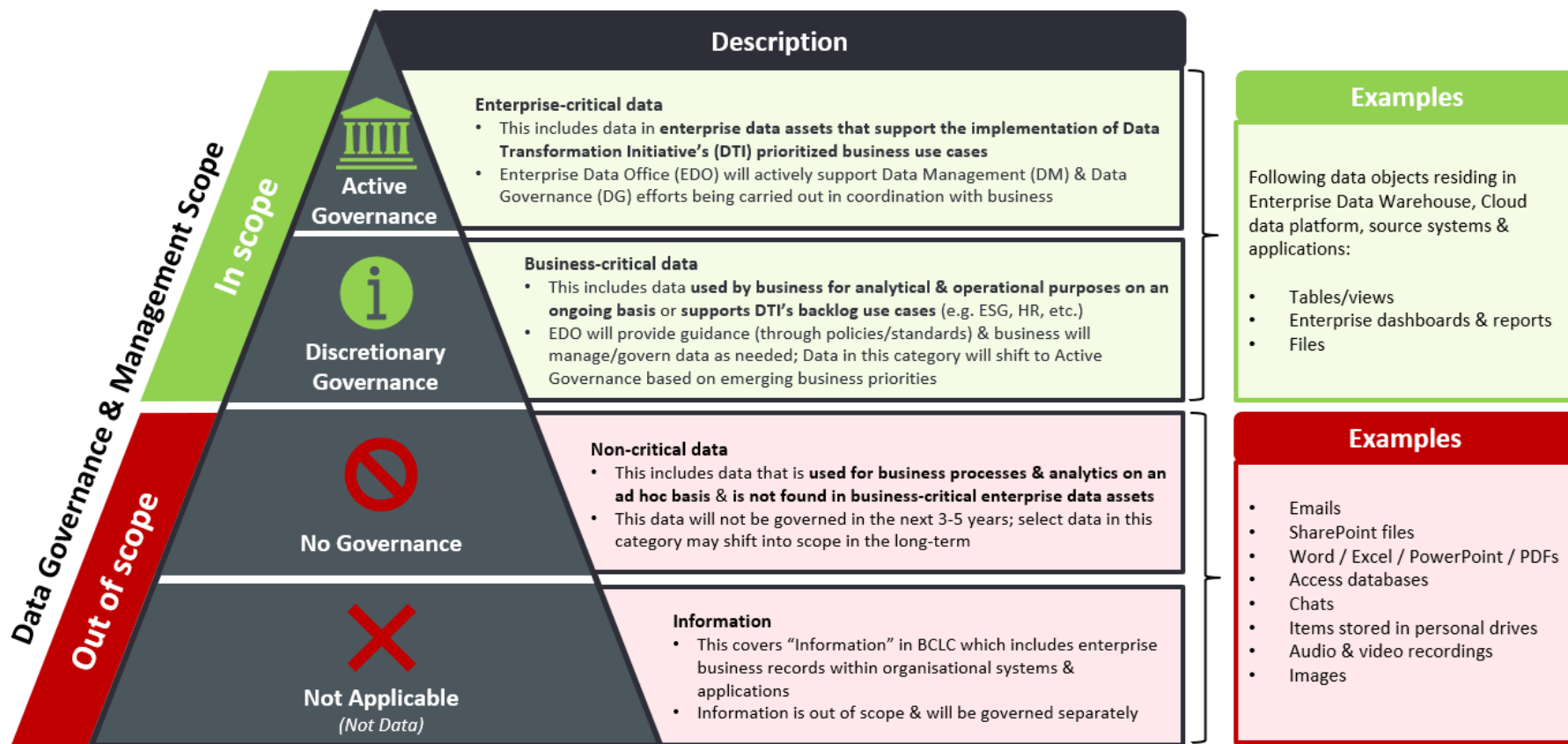
Online Gambling

PlayNow is a safe, secure and legal way to gamble online and feel good about the benefits BCLC delivers to all British Columbians.

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BCLC's
Enterprise Data
Strategy

Defining Scope of Data for Data Governance & Management

Description

Data Governance & Management Scope

In scope

Active Governance

Enterprise-critical data
- This includes data in **enterprise data assets that support the implementation of Data Transformation Initiative's (DTI) prioritized business use cases**
- Enterprise Data Office (EDO) will actively support Data Management (DM) & Data Governance (DG) efforts being carried out in coordination with business

Discretionary Governance

Business-critical data
- This includes data **used by business for analytical & operational purposes on an ongoing basis** or **supports DTI's backlog use cases** (e.g. ESG, HR, etc.)
- EDO will provide guidance (through policies/standards) & business will manage/govern data as needed; Data in this category will shift to Active Governance based on emerging business priorities

Out of scope

No Governance

Non-critical data
- This includes data that is **used for business processes & analytics on an ad hoc basis & is not found in business-critical enterprise data assets**
- This data will not be governed in the next 3-5 years; select data in this category may shift into scope in the long-term

Not Applicable
(Not Data)

Information
- This covers "Information" in BCLC which includes enterprise business records within organisational systems & applications
- Information is out of scope & will be governed separately

Examples

Following data objects residing in Enterprise Data Warehouse, Cloud data platform, source systems & applications:

- Tables/views
- Enterprise dashboards & reports
- Files

Examples

- Emails
- SharePoint files
- Word / Excel / PowerPoint / PDFs
- Access databases
- Chats
- Items stored in personal drives
- Audio & video recordings
- Images

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The Enterprise Data Strategy in Context

BT Strategy		Corporate Strategy
Business systems/applications	**Enterprise Data Strategy**	Initiatives
Cyber Security Strategy		Analytics Strategy
Privacy regulation		Player Experience
		Various Business Initiatives

Source systems/applications containing the required data

Regulatory & compliance requirements

Enterprise data assets managed and available for business use

Use of enterprise data to achieve business objectives

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Building a Data Culture for BCLC

Current State: Emergence of Key Themes

Multiple stakeholders across BCLC were engaged to understand the current state of data, & the associated pain points. A number of key themes emerged:

1. We do not consistently leverage data to its full potential

2. We do not adequately recognize or manage data as a strategic enterprise asset

3. Our operating model for data is not formalized, and roles & responsibilities are unclear

4. We have gaps in data literacy across all levels of the organization with no established remediation plan

5. We have many competing strategies & data-related initiatives, without clear strategic direction & tactical alignment

6. We must manage data better, in accordance with security, privacy, & regulatory leading practices, with risk mitigation at the forefront

7. The demand for data projects & services is outpacing our supply

8. We have misalignment on the current state of data at BCLC between our executive, business, & data stakeholders

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Enterprise Data Strategy Outcomes

Defining a target state data culture for BCLC

Successfully executing the Enterprise Data Strategy and building a robust Data Culture will require a significant evolution for BCLC. We envision eight key shifts from our current state:

From		To
"My department, my data"	❯	**Enterprise focused, BCLC-centric data**
Data is managed as an afterthought	❯	**Data is recognized & proactively managed as an asset**
Data is owned by BT, I&E or "somebody else"	❯	**Data is owned by the business**
Our instincts and intuition guide our strategic objectives & decisions	❯	**Data complements our experience to drive the business strategy**
Data is simply the by-product of operational processes	❯	**Data is embedded in our culture; it is used to make decisions & drive business outcomes**
Unclear ownership, roles & responsibilities around data	❯	**We know "who does what" when it comes data**

"From-To" Statements

Guiding statements providing a basis to develop a vision for BCLC's future state of data management & value generation from data

BCLC will adopt a "crawl, walk, run" approach to enable the organization to shift FROM the current state TO the target state.

#	From	To	Description of Desired Target State
1	My department, my data	Enterprise focused, BCLC-centric data	• **BCLC focus:** Data is managed with an enterprise focus rather than a siloed approach, prioritizing organizational needs to complement the needs of individual business units, maximizing interoperability and use across BCLC • **Appropriate access:** Data is treated as a shared resource & provided to the "right" people at the "right" time, enabling improved access and democratization • **Coordinated investments**: Efforts & investments to mature data capabilities are guided by a cohesive strategy & roadmap coordinated at the enterprise level
2	Data is managed as an afterthought	Data is recognized & proactively managed as an asset	• **Treatment as an asset:** Data is acknowledged and treated as an enterprise asset, akin to any other asset with business value • **Offensive value creation**: Data is understood and used across the organisation to grow the business and enable more efficient operations • **Defensive posture & management**: Data is actively managed to improve trust, manage risks, align with regulations, and enhance protection
3	Data is owned by BT, I&E or somebody else	Data is owned by the business	• **Business ownership:** Business units which collect, generate, & use data, also own the data and play a critical role in managing it • **Central support:** Business units are enabled by the technical "data" teams across the organization (Business Technology, Insights & Experience, Data Governance, Data Services, Privacy, Cybersecurity, & others)
4	Our instincts & intuition guide our strategic objectives and decisions	Data complements our experience to drive the business strategy	• **Strategic use:** Data is leveraged for both operational purposes alongside tactical & strategic use cases to realise our objectives and goals • **Executive sponsorship:** Executive alignment and sponsorship is established for data-enabled thinking and use, supported by commensurate investment in our people, processes, & technology • **Empowered purpose:** Treatment of data supports BCLC's social purpose, broader stakeholder objectives, & the good of its players & people, in alignment with our data ethics
5	Data is simply the by-product of operational processes	Data is embedded in our culture; it is used to make decisions & drive business outcomes	• **Data culture & discipline: A** better and more consistent discipline to seek and use data is built to support our operational and tactical needs, and evolve our culture • **Enhanced data literacy:** Improvement in data literacy is achieved proportionately for the unique roles across the organization • **Empowered organisation**: Training, change management, & behaviour adoption is made available to activate a data-literate & data-informed BCLC
6	Unclear roles, ownership, & responsibilities around data	We know "who does what" when it comes data	• **Clear roles & responsibilities**: Roles and responsibilities are clearly articulated through an agreed upon RASCI and are shared across various parties within BCLC • **Decision making:** Data-related decision making becomes streamlined as decision making authority is assigned through the data operating model & RASCI • **Embedded ways of working:** Designated stakeholders with a role to play in relation to data understand their responsibilities and act in alignment with the new ways of working

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BCLC Target State: Strategic Data Pillars

The following are the strategic data pillars that underpin our Enterprise Data Strategy and provide a logical framework by which to group the data capabilities that are required to deliver on BCLC's data & analytics target state and support the delivery of the prioriti~~strategic Data~~comes.

Strategic Data Pillars

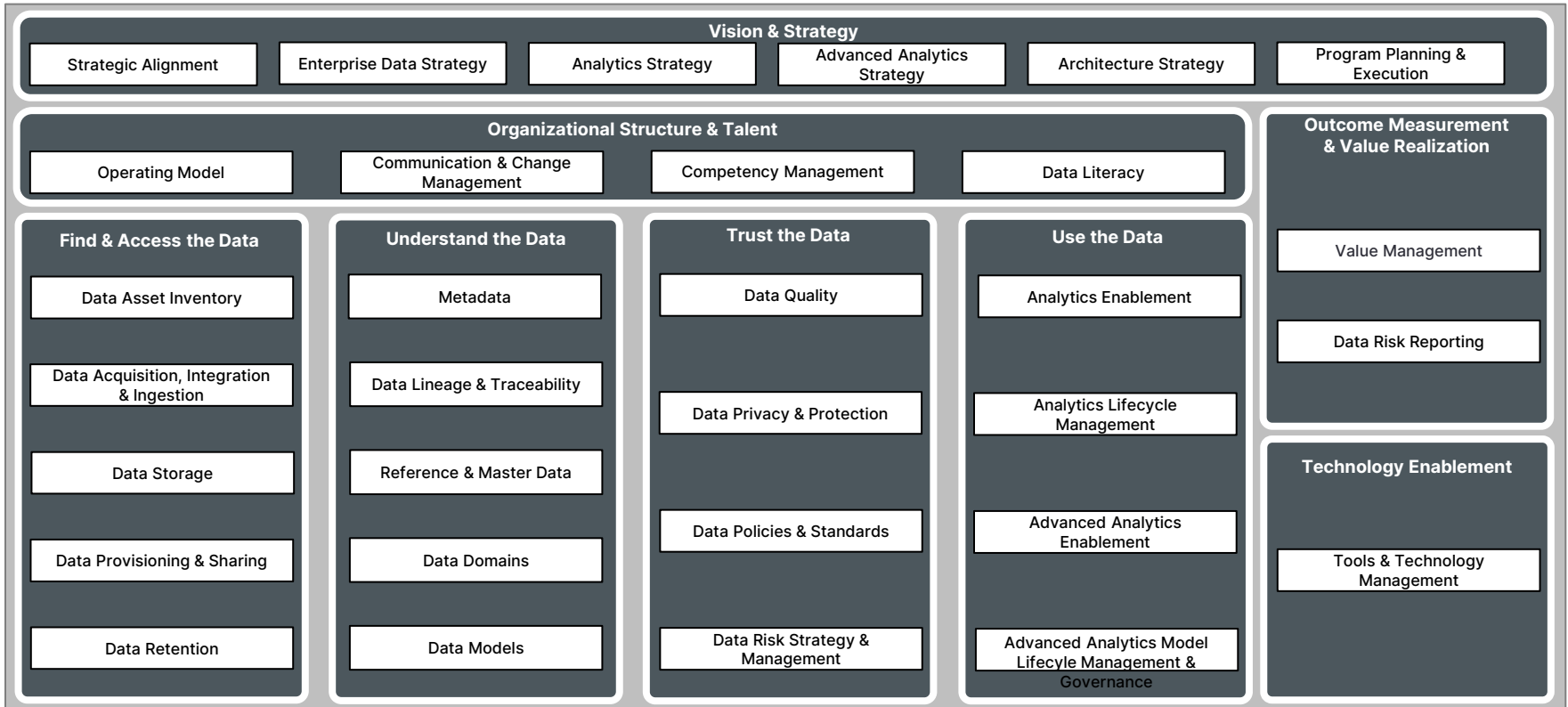| Pillar	Description
Strategic Leadership & Oversight	The overall vision, priorities and roadmap for data across the enterprise, along with the resource support and senior leadership commitment to building BCLC's data culture.
Find & Understand the Data	Data users have visibility to data assets and have a common understanding of key data across the enterprise, so that they are able to use the correct data, in the right context, for their needs.
Trust the Data	Data users have confidence that data is of a certain quality & standard, that it is compliant with applicable policies & regulations, and that it is protected and shared appropriately.
Use the Data	Data users are able to access and effectively utilize the data required to perform their job functions and make insight-driven decisions that support business outcomes and objectives.
Technology for Data	BCLC has a modern technology stack that supports enterprise data needs by enabling seamless data integration that allows different departments and systems to share and leverage data effectively.

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Data Capabilities & Operating Model

Data Capabilities Framework

All of the data capabilities identified & showcased below are required to be implemented or matured to enable business-driven data priorities.

Vision & Strategy

| Strategic Alignment | Enterprise Data Strategy | Analytics Strategy | Advanced Analytics Strategy | Architecture Strategy | Program Planning & Execution |

Organizational Structure & Talent

| Operating Model | Communication & Change Management | Competency Management | Data Literacy |

Outcome Measurement & Value Realization

Find & Access the Data
- Data Asset Inventory
- Data Acquisition, Integration & Ingestion
- Data Storage
- Data Provisioning & Sharing
- Data Retention

Understand the Data
- Metadata
- Data Lineage & Traceability
- Reference & Master Data
- Data Domains
- Data Models

Trust the Data
- Data Quality
- Data Privacy & Protection
- Data Policies & Standards
- Data Risk Strategy & Management

Use the Data
- Analytics Enablement
- Analytics Lifecycle Management
- Advanced Analytics Enablement
- Advanced Analytics Model Lifecyle Management & Governance

Outcome Measurement & Value Realization
- Value Management
- Data Risk Reporting

Technology Enablement
- Tools & Technology Management

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BCLC's Data Governance Operating Model

A proposed set of councils & working groups are required to facilitate interactions & enable the data governance operating model
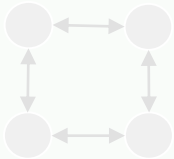

Legend
- Executive Data Council
- Enterprise Data Office
- Data Domains Council
- Existing BCLC Groups

Executive Data Council
Mandate: Provides executive leadership, drives culture of "data as an asset", provides approval & sponsorship to data strategy, investments & operating model

Enterprise Data Office Leadership Council
Mandate: Provides leadership within the EDO, coordinates management & decision making, determines priority for data initiatives & requests investments

Enterprise Data Office Working Group
Mandate: Delivers management priorities of enterprise data office, resolves issues supporting DAP Agile teams & data domains & escalates as required

Data Domains Council
Mandate: Acts as the coordinating body for data governance priorities in the data domains, resolves issues affecting all the data domains & escalates as needed

Data Agile Teams

Scaled Agile: Scrum of scrums

DAP Platform — Works on the Tools & Technology platforms enabling enterprise data strategy

DAP Business Delivery — Works on the Business-Driven Data Priorities in alignment with enterprise standards

Data Management — Works on data management capabilities such as data inventory, master data management, etc.

Data Domains*

Data Domain Owner

Data Domain Lead

Business Data Steward

Technical / Analytics Data Stewards

Initiatives Data Steward#

Data Citizens
(Data Producers & Consumers)

Risk Strategy Committee

ERMS & Audit Services Teams

Existing BCLC groups

Oversees data risk mandate

Escalate for approvals/direction

Escalate for approvals/direction

Escalate cross-domain/enterprise data issue or require investments

Recommends decisions on Enterprise level data initiatives

Aligns to Data Governance Operating Model

Provide services

Request outcomes & consume services

Ensure adherence of DG policies, procedures

Request data, inform data issues, etc.

Strategic Direction & Guidance

Communication & Escalation
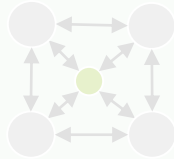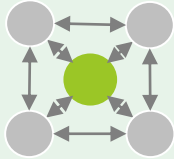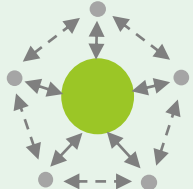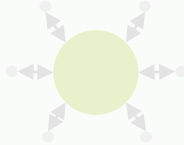
Strategic

Management

Operational

*The scale & composition of the stewardship team will depend on the complexity of the domain
Initiative Data Stewards might exist for some domains where major initiatives are being implemented
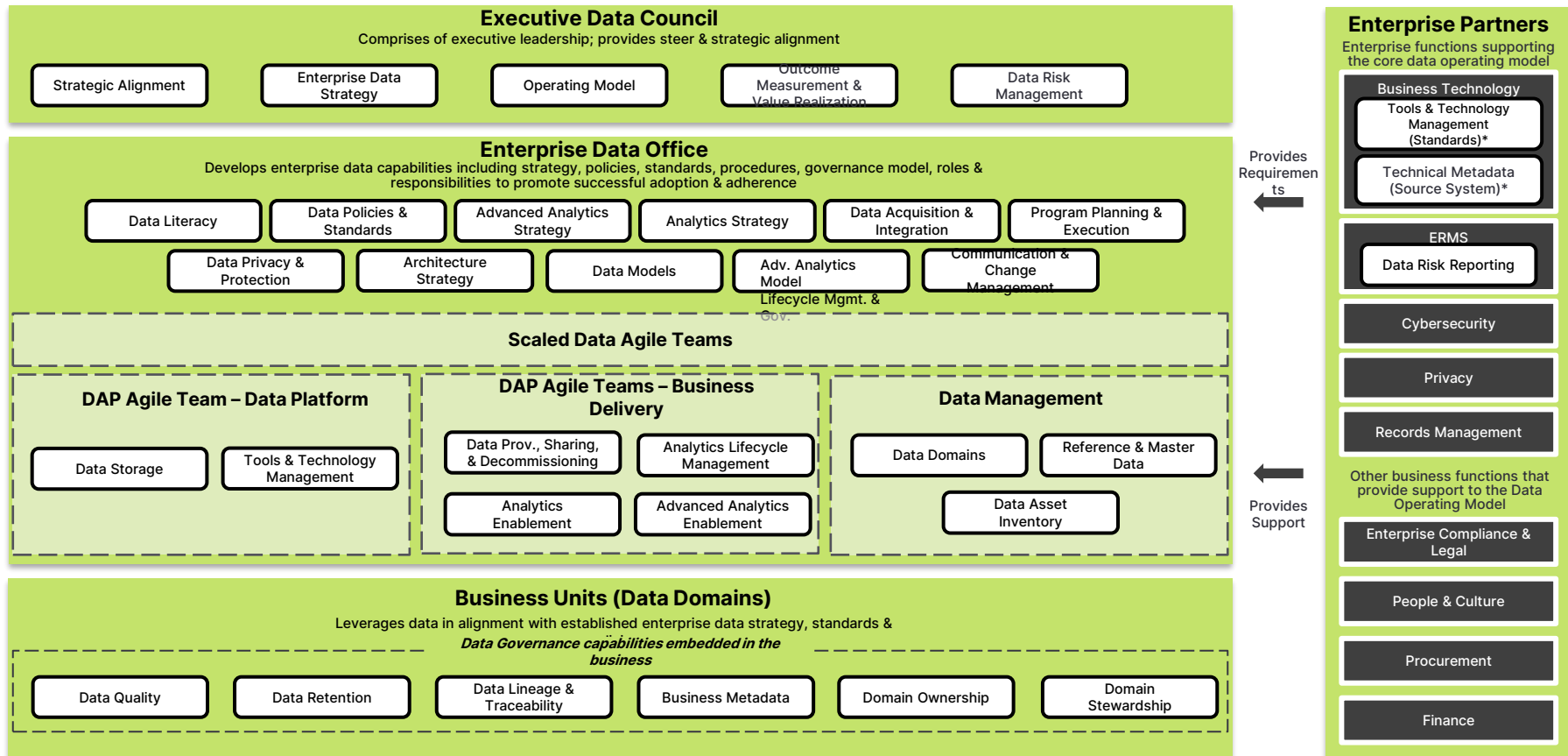
Operating Model Types

Overview of typical operating models adopted by data teams within organizations

As part of the analysis, the Hybrid Centralised Operating Model was recommended as ideal for BCLC to adopt at this time, with the future ambition to increase federated delivery of capabilities, eventually shifting towards a federated model.
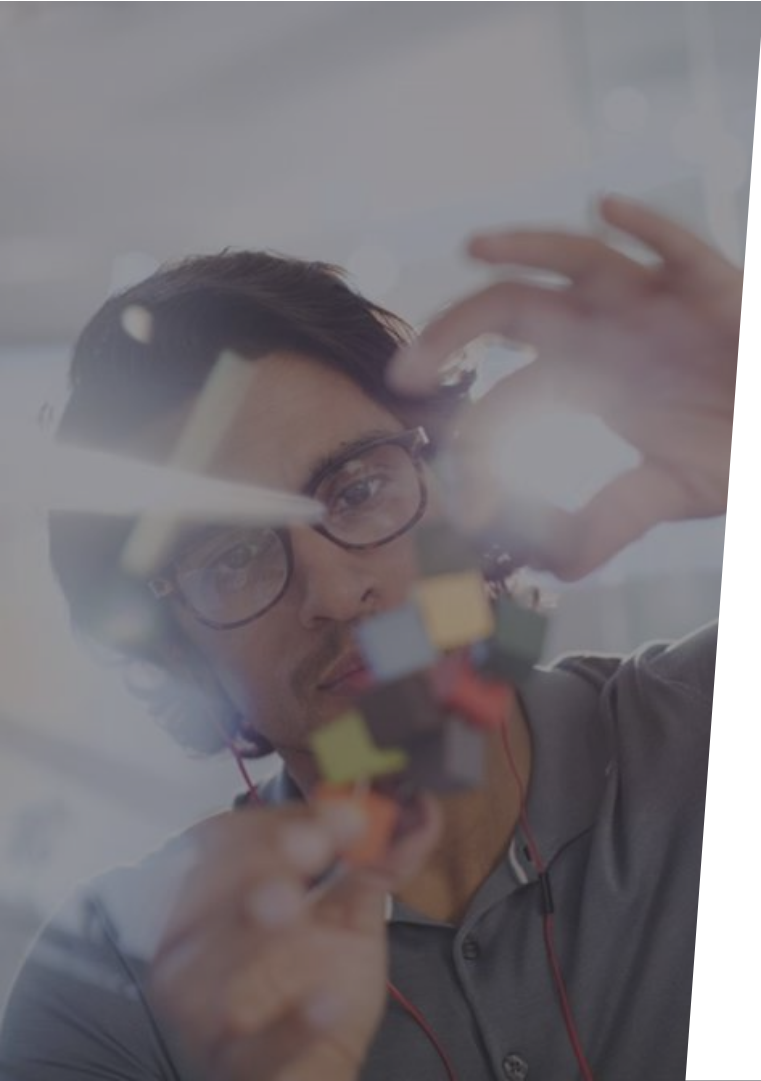
Decentralised	Hybrid Decentralised	Federated	Hybrid Centralised	Centralised
Business Units operate with complete autonomy. There is no guidance or oversight from an Enterprise Data Office or existence of an enterprise wide data strategy.	Business Units operate with complete autonomy while adhering to enterprise standards from to meet specific requirements.	Responsibility & ownership are shared equally among the different Business Units & the Enterprise Data Office.	The Enterprise Data Office provides a point of control & decision-making with selective decisions & activities owned by Business Units.	Business Units have minimal responsibility in regards to data management. The Enterprise Data Office acts as a highly prescriptive body.

Operating Model can evolve towards increased federated delivery as BCLC's data capabilities, understanding & awareness matures

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Operating Model Design: Data Capabilities Mapping

Visual of the delivery of data capabilities in a hybrid-centralised mode of delivery across BCLC
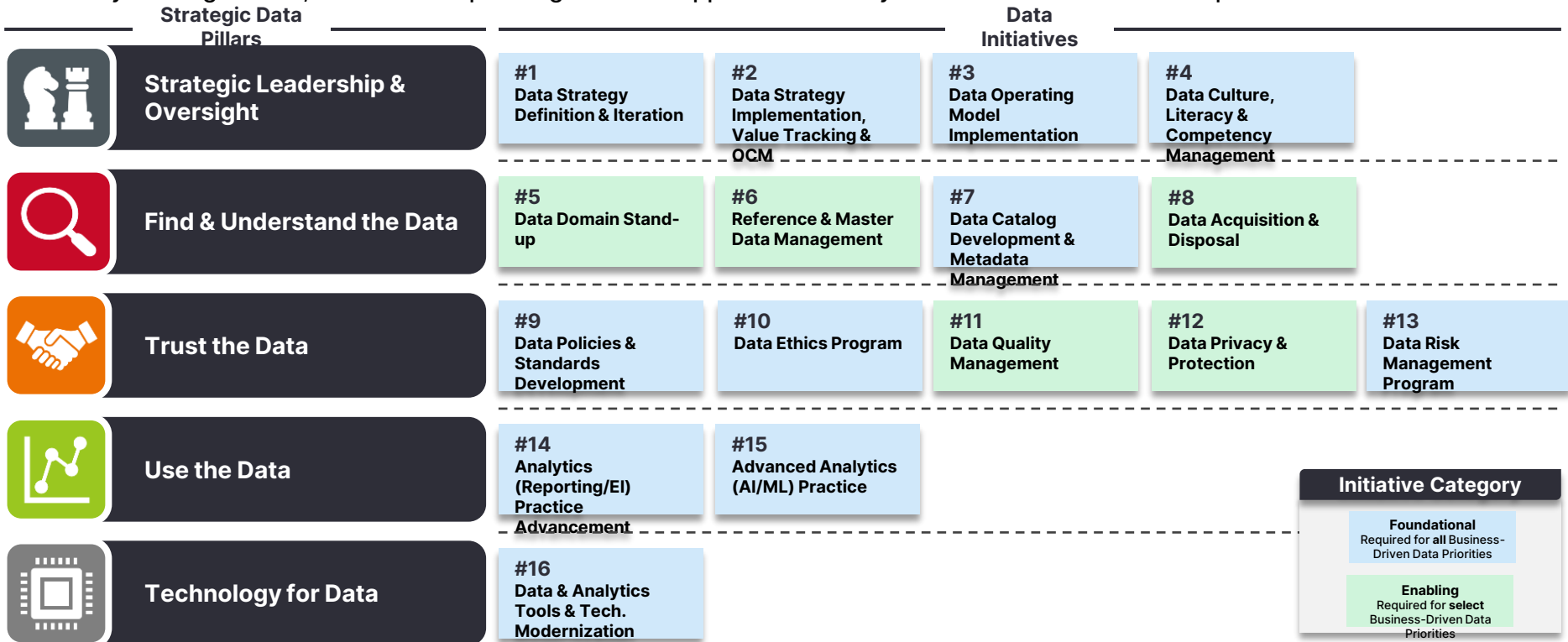
Executive Data Council
Comprises of executive leadership; provides steer & strategic alignment

| Strategic Alignment | Enterprise Data Strategy | Operating Model | Outcome Measurement & Value Realization | Data Risk Management |

Enterprise Data Office
Develops enterprise data capabilities including strategy, policies, standards, procedures, governance model, roles & responsibilities to promote successful adoption & adherence

| Data Literacy | Data Policies & Standards | Advanced Analytics Strategy | Analytics Strategy | Data Acquisition & Integration | Program Planning & Execution |

| Data Privacy & Protection | Architecture Strategy | Data Models | Adv. Analytics Model Lifecycle Mgmt. & Gov. | Communication & Change Management |

Scaled Data Agile Teams

DAP Agile Team – Data Platform

| Data Storage | Tools & Technology Management |

DAP Agile Teams – Business Delivery

| Data Prov., Sharing, & Decommissioning | Analytics Lifecycle Management |
| Analytics Enablement | Advanced Analytics Enablement |

Data Management

| Data Domains | Reference & Master Data |
| Data Asset Inventory |

Business Units (Data Domains)
Leverages data in alignment with established enterprise data strategy, standards &

Data Governance capabilities embedded in the business

| Data Quality | Data Retention | Data Lineage & Traceability | Business Metadata | Domain Ownership | Domain Stewardship |

Note: Model illustrates the primary accountability of the data capabilities

Enterprise Partners
Enterprise functions supporting the core data operating model

Business Technology
- Tools & Technology Management (Standards)*
- Technical Metadata (Source System)*

ERMS
- Data Risk Reporting

- Cybersecurity
- Privacy
- Records Management

Other business functions that provide support to the Data Operating Model

- Enterprise Compliance & Legal
- People & Culture
- Procurement
- Finance

Provides Requirements →

Provides Support →

Data Initiatives & Prioritized Roadmap

Summary of Data Initiatives

The inventory of Data Initiatives was developed by grouping related data capabilities required to deliver on BCLC's data & analytics target state, activate the operating model & support the delivery of the business-driven data priorities.

Strategic Data Pillars | **Data Initiatives**

Strategic Leadership & Oversight

#1 Data Strategy Definition & Iteration

#2 Data Strategy Implementation, Value Tracking & OCM

#3 Data Operating Model Implementation

#4 Data Culture, Literacy & Competency Management

Find & Understand the Data

#5 Data Domain Stand-up

#6 Reference & Master Data Management

#7 Data Catalog Development & Metadata Management

#8 Data Acquisition & Disposal

Trust the Data

#9 Data Policies & Standards Development

#10 Data Ethics Program

#11 Data Quality Management

#12 Data Privacy & Protection

#13 Data Risk Management Program

Use the Data

#14 Analytics (Reporting/EI) Practice Advancement

#15 Advanced Analytics (AI/ML) Practice

Technology for Data

#16 Data & Analytics Tools & Tech. Modernization

Initiative Category

Foundational
Required for **all** Business-Driven Data Priorities

Enabling
Required for **select** Business-Driven Data Priorities

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Enterprise Data Strategy Roadmap

Actionable roadmap developed to deliver on the identified initiatives required to enable data capabilities for prioritized use cases
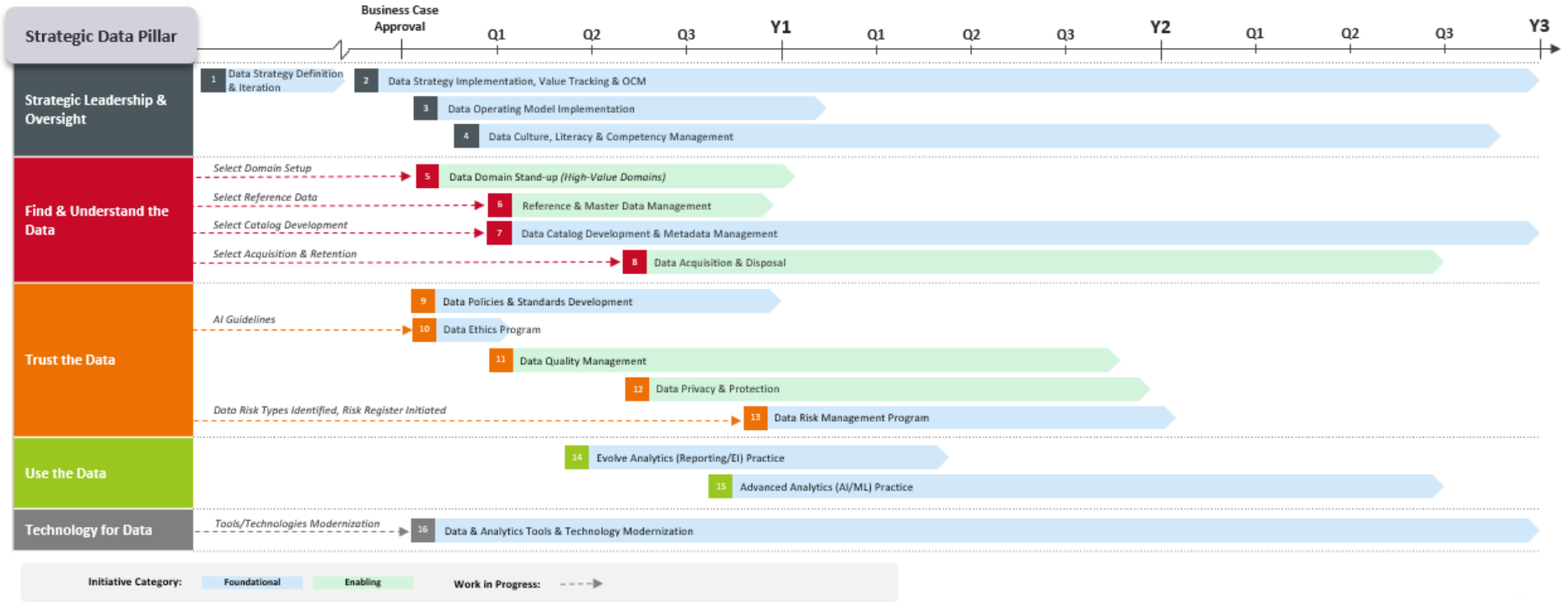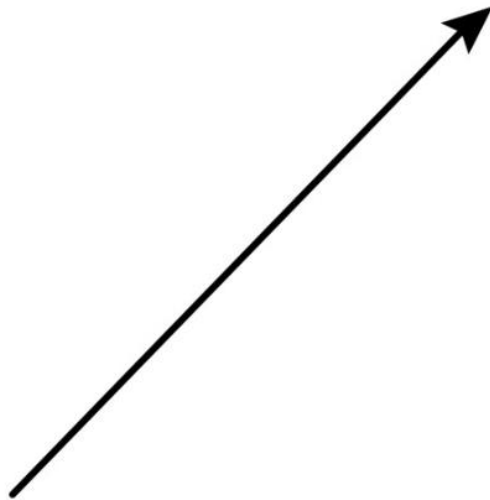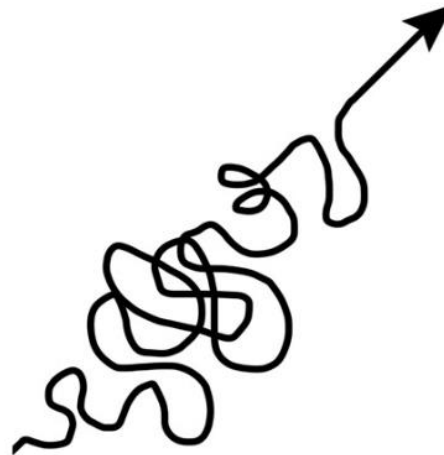
Key Takeaways

Key Takeaways & Lessons Learned

SUCCESS

SUCCESS

what people think
it looks like

what it really
looks like

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Key Takeaways & Lessons Learned

For Data Governance professionals:

- It is not going to look "perfect", or even "good" much of the time

- Be opportunistic: try a few different approaches & see which one sticks

- Go formal with program structure but "non-invasive" with implementation

- Take the wins where you can & celebrate them

- Don't compare yourself to others, and *especially* not me/BCLC

- Have fun!

For 'friends' of Data Governance:

- Be kind to your DG people - please reach out & give them support and encouragement

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The Wins!

- Delivery of a bold new Enterprise Data Strategy for BCLC, co-developed with BU stakeholders **(Data Initiative 1)**
- Approval of a Business Case for the 12 DG-led EDS initiatives **(Data Initiative 2)**
- Built a team of eight amazing data governance & data management professionals **(Data Initiative 2)**
- Ongoing socialization of the Enterprise Data Strategy and initial collaboration with key stakeholders driving FY25 Corporate Strategy initiatives **(Data Initiative 2)**
- The formation of an internal EDS Change Management team with Organizational Development, Workforce Planning, Total Rewards, Training & Development, Internal Communications **(Data Initiative 2, in support of all Data Initiatives)**
- Authored & published a series of three articles on BCLC's intranet, introducing the Data Governance team, the Enterprise Data Strategy and everyone's role in bringing the EDS to life **(Data Initiative 2)**
- Establishment & activation of BCLC's virtual Enterprise Data Office **(Data Initiative 3)**
- Building automated Enterprise Data Strategy reporting that tracks both progress on each data initiative and EDS success metrics, to be used for future updates **(Data Initiative 2)**
- Development of a data quality management approach & plan **(Data Initiative 11)**
- The installation of Collibra Data Quality & Observability **(Data Initiative 11)**
- Ongoing Collibra configuration & implementation **(Data Initiative 7)**
- Initial setup of a BCLC data dictionary **(Data Initiative 7)**
- The development of a data ethics guideline **(Data Initiative 10)**
- Development of initial data literacy training for BCLC employees **(Data Initiative 4)**
- Gap analysis on BCLC data-related policies & procedures **(Data Initiative 9)**

Questions?