
DATE: May 3, 2011

REPORT TITLE: **COLLABORATION WITH SERVICE ONTARIO - NON-BINDING
MEMORANDUM OF UNDERSTANDING FOR SERVICE DELIVERY**

FROM: R. Kent Gillespie, Commissioner of Employee and Business Services

RECOMMENDATION

That a non-binding memorandum of understanding for service delivery collaboration with Service Ontario be entered into.

REPORT HIGHLIGHTS

- As part of the 2011 Provincial Budget, direction was given to Service Ontario to engage its partners in other levels of government and the private sector about future opportunities for additional service delivery and partnerships.
- Service Ontario has proposed to Peel and some other municipalities that they enter into a non-binding memorandum of understanding to explore opportunities for collaboration in service delivery.
- This is an opportunity for Peel to engage with the Province in discussions that will support Peel's Customer Service Integration program and strategy.
- No additional resources or commitment to any specific initiative is required. Specific initiatives will require separate appropriate approvals by each party.

DISCUSSION

1. Background

In its 2011 budget, the government of Ontario provided a statement of direction for the future of Service Ontario. Service Ontario is a one-step delivery network that provides access to government information and services, including registrations, certifications and licensing. Services can be accessed online, in person, at kiosks and by telephone. Service Ontario relies on a public/private service delivery model with approximately two-thirds of delivery through private sector partners.

May 3, 2011

COLLABORATION WITH SERVICE ONTARIO - NON-BINDING MEMORANDUM OF UNDERSTANDING FOR SERVICE DELIVERY

The budget states that to build on the accomplishments of Service Ontario and achieve even greater services and value, the Province will:

- explore alternative service delivery models, including leveraging private-sector investments through a competition; and
- explore opportunities to expand Service Ontario's one stop delivery network to other lines of business, including delivering service on behalf of other governments through partnerships.

The budget also stated that, "In the coming months, the government will engage its partners in other levels of government and the private sector about future opportunities for additional service delivery and partnerships."

2. Findings

Service Ontario has initiated consultations with several municipalities, including Peel, to explore opportunities for collaboration on service delivery. Both the Province and municipalities have an important role to play in ensuring individuals and businesses receive timely and seamless access to services. Individuals and businesses often require access to services provided by both orders of government in relation to certain needs such as opening new businesses and life events such as births and bereavement among others.

Individuals and businesses feel that it should not be necessary to know which order of government delivers which services to be able to access them. They expect that the quality and timeliness of the services they receive from governments should be on a par, if not better than they receive from the best businesses in the private sector. Collaboration between municipalities and the Province creates opportunities to realize greater quality of service.

Another opportunity is the ability to improve efficiency and cost effectiveness by streamlining processes, integrating systems, sharing resources and expertise and increasing the use of lower cost access channels. Some specific opportunities include reduction of the need for redundant collection of information while respecting privacy; increasing self service options; tracking and measuring service performance data to ensure ongoing efficiency and effectiveness; increasing delivery capacity with reduced cost; reducing misdirected contacts that use up resources; and reducing the need for multiple telephone numbers, service counters and websites.

3. Proposed Direction

Service Ontario has proposed a non-binding memorandum of understanding that sets out the intent of Peel and Service Ontario to explore these service delivery opportunities. The key areas of focus under the memorandum will be to explore opportunities for inter-jurisdictional service integration through counters and contact centres, creating a common service experience, exploring opportunities around service bundles such as life events, use of common identifier information for clients and customers, and platform sharing primarily for online services.

May 3, 2011

COLLABORATION WITH SERVICE ONTARIO - NON-BINDING MEMORANDUM OF UNDERSTANDING FOR SERVICE DELIVERY

There is no commitment to proceed with any particular initiative. Specific initiatives, once identified, will require appropriate approvals by each of the parties and may then require separate agreements to be entered into.

The memorandum with Service Ontario coincides well with Peel's ongoing work under the Customer Service Integration Program. As Peel begins to integrate multi-channel service delivery for Peel services, it will be possible to explore opportunities where collaboration and integration with related Provincial services make sense from both a customer perspective as well as cost reduction. It is expected that any successes from these exploratory discussions will benefit Peel and other municipalities as well. In exploring these matters, there may be opportunities to include area municipal services in any collaborative initiatives as well, should they be interested.

The work fits nicely with the current program and should not require additional resources beyond current budgets. If specific initiatives requiring any additional resources are developed, the appropriate reporting and budget analysis would be done and a business case will be developed to identify the return on any investment of that nature.

Attached as Appendix I is a draft of the proposed Memorandum of Understanding.

CONCLUSION

As part of the 2011 Provincial Budget, direction was given to Service Ontario to engage its partners in other levels of government and the private sector about future opportunities for additional service delivery and partnerships.

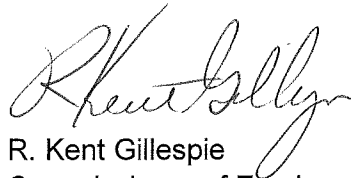
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May 3, 2011

COLLABORATION WITH SERVICE ONTARIO - NON-BINDING MEMORANDUM OF UNDERSTANDING FOR SERVICE DELIVERY

No additional resources or commitment to any specific initiative is required. Specific initiatives will require separate appropriate approvals by each party.



R. Kent Gillespie
Commissioner of Employee
and Business Services

Approved for Submission:



D. Szwarc, Chief Administrative Officer

For further information regarding this report, please contact Kent Gillespie at extension 4201 or via email at kent.gillespie@peelregion.ca

c. Legislative Services

DRAFT – APRIL 28, 2011

MEMORANDUM OF UNDERSTANDING
FOR SERVICE DELIVERY COLLABORATION

BETWEEN:

[INSERT LEGAL NAME OF MUNICIPALITY]
(HEREINAFTER REFERRED TO AS “[INSERT NAME]”)

AND

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF ONTARIO
AS REPRESENTED THE MINISTER OF GOVERNMENT SERVICES
(HEREINAFTER REFERRED TO AS “SERVICEONTARIO”)

I. Preamble:

WHEREAS Governments have an important role to play in ensuring that individuals and businesses in Ontario receive quality, timely and seamless access to government services.

AND WHEREAS ServiceOntario, a part of the Ministry of Government Services, has the responsibility to deliver certain services to the public on behalf of the Ontario government;

AND WHEREAS both ServiceOntario and **[INSERT NAME OF MUNICIPALITY]** (the “Parties”) recognize the importance of working together through effective partnership to integrate delivery and transform the overall service experience to meet and exceed the expectations of individuals and businesses,

AND WHEREAS the Parties share a common commitment to providing customer-centric services and exploring service delivery innovations that respond to the diverse needs of the people they serve.

AND WHEREAS the Parties wish to deepen their commitment to service delivery collaboration.

NOW THEREFORE this Memorandum of Understanding (the “MOU”) establishes the commitment and describes the relationship between ServiceOntario and **[INSERT NAME OF MUNICIPALITY]** to establish a common vision and framework for Provincial-Municipal Integrated Service Delivery and to explore and establish collaborative service delivery arrangements.

II. Common Vision for Integrated Service Delivery:

The Parties agree to work together to further a common vision where individuals and businesses are offered an integrated and customer-centric service experience that allows easy navigation and seamless access to information and services offered by different orders of government. This may include, but is not limited to, exploring initiatives that:

DRAFT – APRIL 28, 2011

- (a) Provide an enhanced service experience with quality, timeliness and cost meeting the highest standards;
- (b) Ensure those who deliver services are knowledgeable, caring and professional;
- (c) Improve service delivery efficiency and cost effectiveness by streamlining processes, integrating systems and process, sharing resources and expertise and increasing the use of lower-cost channels

III. Priority Focus Areas:

To achieve the common vision for integrated service delivery described in Part II of this MOU, the Parties will work together to explore opportunities and develop outcomes in the following areas:

- (a) **Transformational Inter-jurisdictional Service Integration-**
e.g., Counter integration, Tier-1 Contact Centre Support
- (b) **Creating a common service experience-**
e.g., Common language, CSR Training and service standards
- (c) **Launching the next generation of information and service bundles-**
e.g., Tell Us Once, May We Recommend, Life Event Bundles (bereavement, new to Ontario, student bundle etc)
- (d) **Establishing and expanding a unique identifier for businesses (and explore similar authentication models for citizens)**
e.g., Establish a common identifier for individuals and expand the use of the business number
- (e) **Engaging in platform sharing and cross-delivery**
e.g., Leverage municipal infrastructure, One-Source for Business, senior's portal, online services, community touch points, etc.

IV. Guiding Principles for Collaboration:

The Parties commit to foster a spirit of strong collaboration and in doing so, both parties agree to the following principles:

- (a) **Horizontality:** The Parties will commit to working collaboratively to build effective partnerships and improve the service experience for individuals and businesses in Ontario.
- (b) **Cooperation:** The Parties will bring together their resources and expertise in the most effective manner, to transform service delivery, while respecting individual mandates and decision-making processes.
- (c) **Transparency and accountability:** The Parties will strive for open and transparent communications and decision-making processes.

DRAFT – APRIL 28, 2011

- (d) **Focus on results:** The Parties will work collaboratively to establish targets and measure outcomes.
- (e) **Relationship with other initiatives:** The Parties will facilitate the sharing of information and, where appropriate, link existing and new inter-jurisdictional initiatives within the context of the vision of this MOU.
- (f) **Basic Design Requirements:** The Parties will strive for interconnectivity and interoperability and adopt the concept of Privacy by Design including informed consent

V. Communication:

The Parties agree that communications activities marking the signing of this MOU and other key milestones that occur within the context of this MOU will involve all Parties in planning and execution.

The Parties acknowledge that citizens have a right to transparency and public accountability, which is best served by full information about the benefits of this MOU and therefore agree to develop a communications protocol, which establishes the principles and practices that will guide all announcements and events related to this MOU. The agreed upon communications protocol shall reflect the following general terms:

- (a) The Parties will make their best efforts regarding the timing of public events related to this MOU to allow for the Parties to plan their involvement.
- (b) In addition to joint communications activities, the Parties may include messaging in their own communications products and activities related to this MOU.
- (c) Joint communications material and signage will reflect all applicable communications policies and statutory requirements of the Parties, including identity graphics guidelines.

VI. Confidentiality:

For the purposes of this Part, "confidential information" means all information or material of the Parties that is of a proprietary or confidential nature, regardless whether it is identified as proprietary or confidential or not.

The Parties shall treat as confidential and safeguard, either during or after the term of this Memorandum, any confidential information acquired by or produced through the performance of this Memorandum and shall not use or disclose to any person, firm, corporation or municipality, either directly or indirectly, any such information without first obtaining the written permission of the other party.

[INSERT NAME OF MUNICIPALITY] understands and agrees that this Memorandum and any materials or information provided to ServiceOntario through the performance of this Memorandum may be subject to disclosure by Ontario pursuant to the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F.31, as amended.

VII. Roles and Responsibilities:

ServiceOntario's Deputy Minister and Chief Executive Officer and [INSERT TITLE FOR MUNICIPAL REPRESENTATIVE] will be responsible for the partnership activities outlined in the MOU.

Each will identify representatives to lead and champion the implementation of the MOU, and specific activities under the priority areas for collaboration outlined above.

VIII. Nature of Relationship and Subsequent Agreements

This MOU establishes an administrative framework that will govern the relationship of the Parties with respect to the exploration and development of specific integrated service delivery initiatives, but the Parties do not intend for this MOU to create a legally binding agreement.

In the event that specific collaborative integrated service delivery initiatives result from work undertaken pursuant to this MOU, the Parties will determine, on a case by case basis, whether a separate legally binding agreement pertaining to each initiative is required.

IX. Term of the Memorandum of Understanding:

This MOU is effective upon the later date of signature of the Parties and will remain in effect for a term of [INSERT NUMBER OF YEARS] years unless amended or terminated, with or without cause, by either party by sixty (60) days written notice.

An annual review will be conducted by the Parties to reconfirm the principles and priorities within the MOU and resulting partnership activities.

In Witness Whereof this Memorandum of Understanding was signed in duplicate, each version being equally authentic.

[INSERT LEGAL NAME OF MUNICIPALITY]

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO
as represented by the
MINISTER OF GOVERNMENT SERVICES**

Signature _____
:

Signature: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____