RECOMMENDATION:

(a) That the City Manager be directed to enter into a non-legally binding MOU with the CEO/Deputy Minister of ServiceOntario to investigate and pursue inter-jurisdictional service partnerships.

(b) That the City Manager report back to Council prior to the implementation of any joint initiatives.

EXECUTIVE SUMMARY

ServiceOntario has a mandate of being the Ontario government's public-facing delivery organization, with responsibility for:

- Delivering routine transactions to both individuals and businesses and managing the end-to-end customer experience for these transactions
- Providing information services for all Ontario ministries and intake and referral services for more complex services within the Ontario government and on behalf of other jurisdictions
Among the services delivered on behalf of the Ontario government are familiar services such as health card registration, birth, marriage and death certificates, driver and vehicle licensing, business registration, fishing and hunting licences, address change and newborn registration service with many of these services offered through a variety of channels like in-person, telephone, online and kiosks – for a total of 46 million transactions annually. ServiceOntario is accountable for service delivery, while partner ministries are accountable for program policy.

As part of ServiceOntario’s strategic direction, integrated inter-jurisdictional partnerships was identified as a means to achieve, “a simple, seamless and personalized service experience that reduce the complexity of government by putting the needs of individuals and businesses first.”

With the 2011 provincial budget, ServiceOntario is accelerating its investigation into different models and options for service delivery – through partnerships with other levels of government and private sector partners in order to find operating models that support value for money.

The CEO/Deputy Minister and Assistant Deputy Minister of Business Development at ServiceOntario have had preliminary discussions with City of Hamilton staff. Areas of mutual interest were identified with an underlying shared goal to improve how we serve our citizens. To formalize further discussions with Service Ontario, a non-legally binding MOU between administrations has been offered to the City of Hamilton with the MOU guiding future bilateral discussions. With the City focused on delivering high quality services and demonstrating good value for money, potential areas of opportunity with ServiceOntario should be pursued.

Any tangible results with financial, staffing or legal implications from the MOU will be reported back to Council.

**FINANCIAL / STAFFING / LEGAL IMPLICATIONATIONS** (for Recommendation(s) only)

**Financial**: Any future joint initiatives resulting from the MOU with financial implications will be presented to Council for consideration.

**Staffing**: Staff in the City Manager’s Office will scope the work and manage the relationship with Service Ontario. Any joint initiatives with staffing implications will be brought to Council for consideration.

**Legal**: This is a MOU between administrations and is not a contract and does not legally bind either party.
HISTORICAL BACKGROUND  (Chronology of events)

Role and Mandate of ServiceOntario

The vision for ServiceOntario is, “to be recognized for meeting or exceeding customers’ expectations with our service, solutions, leadership and people - EVERY TIME (sic)”. ServiceOntario accomplishes its mandate through working with its partners to be the retail experts for government services. By focusing on what is important to customers, it wants to be at the forefront of service delivery on behalf of individuals and businesses in Ontario. Their goal is to operate as a single, high performing, agile organization with a commitment to excellence, professionalism and results and want to be seen by Ontarians as reliable, constant, trustworthy, cost effective and efficient provider of government services that contributes to the quality of life and economic well-being of Ontario.

ServiceOntario is the Ontario government’s primary public-facing service delivery organization, with responsibility for delivering information and high-volume routine, rules-based transactions to both individuals and businesses. As a result of the formation of ServiceOntario, ministries ceased providing those services that are delivered on their behalf by ServiceOntario. Through managing, operating and continually improving upon an integrated network of public facing service delivery channels comprised of in-person access points (i.e. counters), kiosks, call centre and the internet, ServiceOntario, determines which services are offered over which service channel (telephone, in-person, Internet and kiosk) and emphasizes the migration of services to the e-channel and manages the service delivery process on an end-to-end basis. Their process also entails on-going process re-engineering designed to improve the customer experience, improve operating efficiencies and reduce costs.

The ServiceOntario business model integrates various government functions under a common “retail face”, as part of the Ontario government’s move to modernize government and enhance customer service. ServiceOntario’s business model is based on the principle of enhancing customer service, with service and channel enhancements focused on providing a benefit to the customer. These enhancements, in concert with streamlined workflows, allow staff to work more effectively, increasing customer satisfaction and consistency.

2011 Ontario Budget

The Government of Ontario announced that it will explore opportunities to expand ServiceOntario’s one stop network to other lines of business including delivering services on behalf of other governments in partnership. Citizens expect governments to work with each other and private sector partners to find better ways to deliver service efficiently. To address the fiscal realities of today’s economic climate, ServiceOntario has been given the direction to demonstrate good value for money and find innovative ways to attract investment to modernize their service delivery businesses. With respect
to government partners, ServiceOntario has a history of working with municipalities and the federal government - reliable, accountable and agile partnerships with external and corporate partners have been critical to the success of ServiceOntario’s transformation. Examples of partnerships that are already underway include,

- Government of Canada and aboriginal birth registration,
- Co-location of service counters (e.g City of Ottawa),
- The availability of ServiceOntario public Internet workstations at 390 libraries and at First Nation band offices extends information and electronic access to citizens and enables self-help and self-directed e-transactions to government programs and services.
- Improving service to business with City of Toronto
- Contracting Smiths Falls, Halton, Chatham and Simcoe to run the in-person centres with ServiceOntario information and services.

As the City of Hamilton is focused on Sustainable Services (2010 Corporate Priority Plan (CM09021) and Senior Management Team (SMT) 2011 Work Plan (CM11005)), investigating partnership opportunities with other levels of government is a potential strategy to improve service quality and access to citizens (e.g. reduces the burden on citizens from figuring out which level of government is responsible for which service; creates consistent service standards, improves access to service) and manage costs. This is aligned to the vision and mandate of ServiceOntario.

The MOU attached (Appendix 1) outlines various service delivery opportunities for investigation between the administrations of each level of government.

**POLICY IMPLICATIONS**

There are no policy implications regarding this MOU.

**RELEVANT CONSULTATION**

The CEO/Deputy Minister, Assistance Deputy Minister, Business Development and Director of Director, Inter-Jurisdictional Services at ServiceOntario have met with City of Hamilton staff in the City Manager's Office and Finance and Corporate Services department.

---

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Values: Honest, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
Similar MOU’s have been presented to several Ontario municipalities. Municipalities were identified where there is a size and state of readiness for a common vision with ServiceOntario to offer an integrated and customer-centric service experience that may allow for easier 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:

(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.

This MOU is not legally binding and are aligned to mutual areas of interest for the administrations of the City of Hamilton and Service Ontario and could include these areas:

(a) Opportunities for the City or Service Ontario to use a single shared service counter, contact centre for incoming calls or web site to serve citizens.

(b) Create a common service experience through the development of common service training for staff (e.g. Customer Service Representatives), shared service standards and use of common language when serving citizens. The goal is to create the same high quality experience regardless of which level of government the service is delivered.

(c) Investigate linking together municipal and provincial services around life events like bereavement, arriving to Ontario, students, etc. These service bundles could potentially streamline services so that a citizen or business only needs to provide information once for a variety of services.

(d) Establish and expand a unique identifier for businesses (and explore similar authentication models for citizens) through work already underway to use the Canadian Revenue Agency unique identifier for businesses for all government-to-business transactions.

(e) Investigate sharing technology (either provincial, municipal or third-party) for online service delivery. Examples could include ONe-Source for Business or the seniors’ portal.
This MOU builds on prior discussions with Service Ontario. With the City’s focus on sustainable service this MOU will foster investigating new ways to deliver service which manage cost and improve service to citizens. The signing of the MOU demonstrates the City’s interest in improving service to citizens. It will also provide a formal means for the two administrations to continue to work together once the provincial election is called.

**ALTERNATIVES FOR CONSIDERATION:**
(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

**Continue to Work Bilaterally with ServiceOntario without an MOU**

Although not recommended, the City of Hamilton can choose not to sign an MOU with Service Ontario at this time. The disadvantage is that it will send a message to the administration of ServiceOntario that the City is not yet committed to a shared vision and direction of citizen centred service delivery.

The timing is good for an MOU – it demonstrates to the Ontario government that the City of Hamilton is focused on improving service to citizens and is focused on ways to mutually manage service delivery costs. The City can leverage the learning’s and experience of ServiceOntario in the areas of governance over service delivery, consolidating contact centres and service counters, using lower cost service options like the Internet and measuring the performance and value of services from the citizens’ perspective.

**CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)**


**Skilled, Innovative & Respectful Organization**

- A culture of excellence
- More innovation, greater teamwork, better client focus

**Financial Sustainability**

- Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner


**Intergovernmental Relationships**
- Influence federal and provincial policy development to benefit Hamilton
- Maintain effective relationships with other public agencies

**Growing Our Economy**
- Competitive business environment
- An improved customer service

### APPENDICES / SCHEDULES

Appendix 1: Memorandum of Understanding
MEMORANDUM OF UNDERSTANDING
FOR SERVICE DELIVERY COLLABORATION

BETWEEN:

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

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 the 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 the 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:

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.
Values: Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
(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.
(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:**

The Municipality understands and agrees that this MOU and any materials or information provided to ServiceOntario through the performance of this MOU 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 (FIPPA).

ServiceOntario understands and agrees that this MOU and any materials or information provided to the Municipality may be subject to disclosure by the Municipality pursuant to the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as amended (“MFIPPA”).

Both Parties understand and agree that there can be no guarantee that the confidentiality of any information that is provided by one party to the other pursuant to or as a result of this MOU will be preserved if a request for access to it is made under either FIPPA or MFIPPA however the Parties shall inform one another in writing should they receive a request for access relating to this MOU and shall assist each other with responding to such request.

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 enter into a separate legally binding agreement pertaining to each initiative. Every such agreement shall specify, at a minimum, the obligations and responsibilities of the Parties in carrying out the initiative, and the details of the financial arrangements between the Parties in respect of the specific initiative.

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 three (3) 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.

<table>
<thead>
<tr>
<th>[INSERT LEGAL NAME OF MUNICIPALITY]</th>
<th>HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO as represented by the MINISTER OF GOVERNMENT SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature: _________________________</td>
<td>Signature: _______________</td>
</tr>
<tr>
<td>Name: ______________________________</td>
<td>Name: _______________</td>
</tr>
<tr>
<td>Title: _____________________________</td>
<td>Title: _______________</td>
</tr>
<tr>
<td>Date: ______________________________</td>
<td>Date: _______________</td>
</tr>
</tbody>
</table>