

PSSDC Service to Business Update: Business Number Adoption Playbook

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MEETING OUTCOMES



Present the **Service to Business Update: Business Number Adoption Playbook** to the Public Sector Service Delivery Council (PSSDC) members

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Walk through the Business Number Adoption Playbook and **receive feedback**



Share **Next Steps** for the Service to Business Working Group



TAB 1: Service to Business Presentation

ACCELERATED PRIORITIES

Business Number (BN) Adoption Playbook

The purpose of the Playbook is to provide information to jurisdictions to help them either initiate or accelerate BN Adoption.

- Promotion of the Playbook will support incremental adoption of the business number that will reduce red tape for business start-ups as well as existing businesses.
- The BN Playbook will provide insights into BN adoption and operations for practitioners, including an overview of the BN, BN models, considerations and step-by-step guides for adopting the BN, tools, checklists, best practices, and any other relevant content based on the experiences of participating jurisdictions.

Expedited Business Start (EBS) Pilots

- The purpose of the EBS project is to support entrepreneurs to start and grow businesses easier and faster with an “Tell Us Once” information model.
- Following the Winter 2018 session of Joint Councils and Public Sector Service Delivery Council (PSSDC), jurisdictional feedback was provided on various challenges facing the identification and implementation of a Pan-Canadian EBS pilot.

EBS | Existing Barriers and Gaps

- In February 2018, PSSDC agreed that the EBS vision, as articulated in the *2017 Pan-Canadian EBS Solution Call to Action*, is not viable at this time due to existing barriers and gaps including:



Maturity of **system interoperability** across levels of government and jurisdictions



Pan-Canadian **digital identity and identity management** solution still being scoped by the Joint Councils in collaboration with DIACC



Governance challenges such as the lack of coordinated leadership in the context of the above-mentioned environment



Legislative barriers to enable two-way information flow of business start information between different jurisdictions

- The PSSDC also re-affirmed that full adoption of the BN is needed to effectively achieve the “Tell Us Once” vision of EBS, and, in the interim, to focus effort on developing the practical *BN Adoption Playbook*.

EBS | Working Towards A Common Vision

- Jurisdictions have either launched or are in the process of launching programs and services that are on the spectrum of integrated service bundling for businesses, which build towards the EBS vision.

LAUNCHED



Small Business Access



BC Registry
Services

OneStop Business Registry



Business Start-up Service Online



BizPal



Business Registration Online

IN DEVELOPMENT



Business
Registration
Modernization



TheOrgBook
(VON)



Single Digital
Identity,
Authentication, and
Management



Multi-Jurisdictional
Registry Access
Service

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TAB 2: BN Adoption Playbook

BN Adoption Playbook | Progress Update

- In February 2018, DAVIS PIER Consulting was retained by the Institute for Citizen-Centred Service (ICCS) on behalf of the PSSDC S2B Working Group to develop the *BN Adoption Playbook*.
- The lead consultant is James Brown, and project management support has been provided by ServiceOntario with the assistance of ISED Canada and ICCS.

BN Adoption Playbook | About the Authors

Davis Pier is a consulting firm that works with public, not-profit, and private sector organizations and delivers core services around strategy and analytics, design, transformation, people and technology. Projects included work in a variety of domains, including: healthcare, education, employment, social services, public safety, business regulation, citizen services, and diversity and inclusion.

Mike Davis, Founder / Partner

Mike has a background in consulting, the public sector, and regulatory environments with an expertise in strategy, analytics and the design and implementation of organizational.

James Brown, Principal

James is a senior consultant and architect. James's focus is on enterprise architecture in public sector and regulatory environments, having consulted with provincial governments and for the World Bank Group on a number of eGovernment initiatives in Africa, Asia, the Caribbean, the Middle East, and Eastern Europe.

BN Adoption Playbook | Playbook Development

	Phase 1 Project Initiation	Phase 2 Documentation Review	Phase 3 Research & Consultation	Phase 4 Synthesis	Phase 5 Presentation
Deliverables	<ul style="list-style-type: none"> • Project Initiation Document • Project Plan & Status Report 	<ul style="list-style-type: none"> • Table of Contents • Progress report to PSSDC members 	<ul style="list-style-type: none"> • Interview Schedule • Interview guide • Research materials • Draft BN Playbook 	<ul style="list-style-type: none"> • BN Playbook • Case Studies • Tools, templates 	<ul style="list-style-type: none"> • BN Playbook
	February	February	February - July	April - July	September

BN Adoption Playbook | Summary of Consultations

During Phase 3, we conducted interviews with representatives from the following federal departments / agencies, provinces / territories and municipalities:

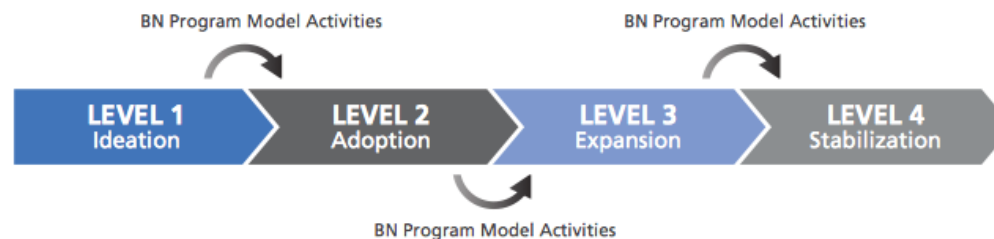
Federal Departments / Agencies	<ul style="list-style-type: none">• Canada Revenue Agency• Innovation Science and Economic Development Canada• Employment and Social Development Canada	
Provinces / Territories	<ul style="list-style-type: none">• British Columbia• Manitoba• Newfoundland and Labrador• New Brunswick	<ul style="list-style-type: none">• Nova Scotia• Northwest Territories• Ontario• Saskatchewan• Yukon
Municipalities	<ul style="list-style-type: none">• The City of Toronto• The City of Winnipeg	

BN Adoption Playbook | Content Overview

Due to the nature of BN adoption, and goals of the BN Playbook, the playbook was split into two sections based on level of detail for senior executives and practitioners:

- The main body which provides a high-level overview of the BN adoption process and value proposition for senior leadership.
- A series of appendices, targeted at practitioners, that include detailed descriptions of BN models, step-by-step guides and checklists and other tools, and further examples.

The playbook adopts two companion models: a maturity model and program model. These models enable jurisdictions to assess the maturity of their adoption program, and identify steps that they can take to improve their program.



The program model identifies activities in each of the 4 maturity levels logically grouped in strategy, legislation & governance, organization, policies & processes, and technology & data.

BN Adoption Playbook | Maturity Model

LEVEL 1 Ideation

Business Number is not typically used by government programs

- Define current state
- Identify foundational partners
- Identify Business Number Champion
- Identify Business Number model
- Determine desired level of data sharing / exchange
- Mandatory or optional adoption by programs
- Develop business case or value proposition
- Develop funding model for long term stability
- Preliminary discussions with CRA (for provinces / territories), or ISSED (for federal departments)

LEVEL 2 Adoption

Implementing the Business Number for foundational partners

- Agreements with CRA or Terms of Reference
- Develop Legislative Framework to enable the use of the Business Number
- Identification of business process changes
- External stakeholder engagement
- Governance model implementation
- Technology implementation (data architecture, CRA integration, and partner integration)
- Development of BN adoption processes
- Identification of additional programs

LEVEL 3 Expansion

Expansion of the Business Number to additional programs

- Prioritization of additional partners / programs
- Adoption of the Business Number by additional partners / programs
- Identification of opportunities for municipal government adoption

LEVEL 4 Stabilization

Maintenance and continued enhancement of Business Number services

- Enhancement of Business Number service, and services for business
- Continued maintenance and operation of the Business Number service

The maturity model provides a macro-level overview of the BN adoption process. The maturity model levels are used to describe stages of adoption – from ideation (or concept) through initial adoption, expansion, and finally stabilization – and provides insight into the characteristics of the business environment at each stage.

BN Adoption Playbook | Program Model

BN Program Model

STRATEGY	LEGISLATION & GOVERNANCE	ORGANIZATION	POLICIES & PROCESSES	TECHNOLOGY & DATA
Vison & Strategy	Act & Regulations (Municipal Charter)	BN Champion	Registration & Updates	Data Architecture & CRA Integration
Funding Model	Governance Model (service & data governance)	Business / Service Owner	Data Management (including remediation)	Data Sharing
Outcome Evaluation (KPIs, objectives, insights)	Agreements (LOI, MOU, SLA, Data Sharing)	Business Development Unit	Client Support (e.g. support for businesses)	Digital Service Enhancement
		Foundational Partners	Partner Support	Integration & Standards
		Additional Partners	Promotion	
			On-boarding	

How The Business Number Makes It Easier

1

REDUCES ADMINISTRATIVE BURDEN ON BUSINESSES

The introduction of the BN provides:

- A single identifier to interact with government
- Support for the “Tell Us Once” principle

2

ENABLES INFORMATION SHARING

Enables information sharing across all levels of government, providing opportunities:

- To streamline information collection, simplify internal processes, reducing duplication and creating efficiencies, and improve data quality and integrity
- To improve compliance through meaningful comparison and analysis across programs

3

ENABLES DIGITAL-BY-DEFAULT SERVICE DELIVERY

The BN enables digital-by-default service delivery:

- The BN enables association of individuals to businesses permitting them to interact with government services on behalf of the business through digital channels
- Streamlined services and information collection allows for the bundling of common services (e.g. business start-up)



TAB 3: Next Steps for the Service to Business Working Group

Next Steps – Service to Business Working Group

- The S2B Working Group met on September 5, 2018 to discuss the current Terms of Reference and work plan.
- It was agreed that the mandate of the S2B WG, Terms of Reference and work plan need to reflect the evolving vision of its membership.
- The S2B Working Group has committed to presenting the S2B WG Terms of Reference and work plan at an upcoming PSSDC meeting for approval in December 2018.