



# **Governing the 211 National Initiative**

July , 2007



# Governance Proposal

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Establishment of national organization:

## 211 Canada :

- 211 Canada will be a non-profit, federally incorporated, charitable organization
- It's role will be to ensure overall stewardship of 211 system in Canada:
  - Will provide centralized information-sharing
  - Will provide system-wide planning, development, evaluation and accountability
- 211 Canada will oversee the establishment of 211 as a sustainable, national system, governed by a common set of brand, service and operational standards



# Governance Model

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- 211 Canada to be governed by a volunteer Board of Directors
- Committees will include Standing Committees and other ad hoc committees as needed
- Board will be talent-based and reflective of Canadian society
- Governance structure to be implemented in two-phase approach



# Board of Directors

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## ■ Role:

- Provide strategic direction for the 211 system
- Ensure fiduciary and legal accountabilities
- Ensure oversight of key functional areas
- Ensure succession planning (Board and senior staff)
- Develop a multi-year business plan

## ■ Qualifications:

- Knowledge and talent based
- Reflective of society (in skills, cultural, regional, linguistic and gender representation)
- Bilingual capacity
- Voluntary; not remunerated except for Board-related expenses



# Interim Board of Directors

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- Derived from existing 211 Canada Steering Committee: 5-9 Directors; minimum of one representative each from UWC-CC and IC
- Permanent Board
  - 9-15 directors; plus the senior staff member from 211 Canada (non-voting)
  - Officers include Chair, Vice Chair, Treasurer, Secretary and the Senior Staff member of 211 Canada
  - The two original founding members, UWC-CC & IC, will each have one dedicated position on the Board appointed by UWC-CC or IC Boards

» *Permanent Board Continued...*



## Permanent Board, con't...

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For Initial Board, the following are to be elected by members:

- 1/3 to be recommended by nominating committee of IC Board
  - 1/3 to be recommended by nominating committee of UWC-CC Board
  - 1/3 to be recommended by the nominating committee of 211 Canada
- Subsequently, the 211 nominating committee will bring forward a slate of candidates for election by the members



# Members

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There are 2 classes of Members: both are voting members

1. Individuals who are the 9-15 incumbent Directors of the 211 Canada Board
2. Member Organizations: Regionally appointed members by constituted provincial organizations, or, in the absence of provincial organizations, the individual licensees.
  - Regional representation would be determined according to a population-model as follows: BC/Yukon: 3; Prairies/NWT: 3; Ontario:4; Quebec: 3; Atlantic: 2



# **Functional Responsibilities of 211 Canada**



# Functional Responsibilities

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- Brand Management, Marketing Initiatives & Awareness Building
- National Policy Development
- Stakeholder Relations and Advocacy
- Internet and Web Presence
- Fundraising & Resource Development
- Resource Management : Facilitating Effectiveness



# Functional Responsibilities (con't)

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- Standards for Operating a 211 Service
- Service Provider Licensing
- Technology Infrastructure
- Intellectual Property and System Level Assets
- System Evaluation and Learning



# Brand Management, Marketing Initiatives & Awareness Building

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- 211 Canada would be responsible for the design, development, application and management of the 211 logo and brand identity, for effective public representation of a national system.
- 211 Canada would undertake marketing and communications activities, including awareness building, on behalf of the 211 Canadian system, ensuring effective information sharing.
- 211 Canada would promote the benefits and value of 211 for all Canadians.



# National Policy Development

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211 Canada would be responsible for:

- The development and implementation of a coherent national policy framework for the national system, through various components of responsibility;
- The development of other policy areas including those pertaining to social service policy, emergency preparedness, telecommunications policies, social justice policy, community impact developments, and other emerging policy areas of relevance to N11s;
- Development of policy framework for Federal Government and other stakeholder relations;
- Policy development for the 211 system - including matters related to licensing, system standards, and branding etc.;
- Coordination and alignment of 211 development across North America;
- Undertaking research and communications.



# Stakeholder Relations and Advocacy

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The national role is to do advocacy on behalf of a 211 Canadian system with groups such as emergency response, N11's, government and other stakeholders. The objective would be to put in place and sustain a 211 system by promoting its benefits and value to Canadians.

- 211 Canada would have responsibility for:
  - Managing relationships with the CRTC and other national organizations necessary to promote, protect and maintain the 211 designation;
  - Coordination of system level relationships with emerging N11 systems;
  - Government relations with principle focus on the federal government and related resource development for system level supports;
  - Relationship management with national associations (e.g.: Federation of Canadian Municipalities (FCM));
  - Coordination and support for learning exchange within the 211 system;
  - Undertaking advocacy on behalf of the national 211 system with national stakeholders, promoting the benefits and value of the system.



# Internet and Web Presence

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- Public information and learning materials to support 211 development in Canada
  - Ensure there is a comprehensive national, bilingual web-site for 211 for the purposes of public information about 211 and as a repository and learning forum for 211 providers and partners.
- 211 Client Service portals
  - Need to ensure consistent look and feel for 211 client service portals;
  - Provide appropriate links to navigate between 211 service portals;
  - Promote inter-operability of 211 databases.
- 211 Canada would also identify future opportunities for the use of the internet to provide 211, by leveraging existing or new technology platforms.



# Fundraising & Resource Development

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- The objective of 211 Canada with respect to fundraising and resource development would be to secure financial and other resources from public and private sources to support the implementation and sustainability of a strong national 211 organization that is capable of fulfilling its mission and mandate.
- 211 Canada would undertake advocacy for system-wide sustainable funding



## **Resource Management: Facilitating Efficiencies**

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- **211 Canada would help to maximize the consistency and effectiveness of procedures/practices, and interoperability of systems. It would also enable the 211 system to leverage economies of scale and increase efficiency. 211 Canada can facilitate the delivery of resource services through out-sourcing.**



# Standards for Operating a 211 Service

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- 211 Canada would ensure that 211 is delivered in a consistent, high quality manner by all 211 providers, creating a positive experience for 211 callers.
  - Updated IC Minimum Standards
  - AIRS accreditation for I&R personnel



# Service Provider Licensing

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- 211 Canada would be responsible for licensing service providers to use the brand and logo and for maintaining related standards.
- Organizations that currently hold licenses: These organizations would be responsible for adhering to conditions of the license, delivering 211 in a manner consistent with national standards and working in a national context.



# Technology Infrastructure

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The following would be the key elements of responsibility of 211 Canada:

- Establish national technology standards for the national system;
- Ensure that interoperability and integration of technology is part of the long-term planning, development and implementation of 211 centres in Canada;
- Help to develop system integrity and redundancy to allow 211 centres to support each other during times of emergency;
- Identify best practices in technology from organizations across Canada, highlight them, and encourage their adoption;
- Evaluate technology developments by other N11 and US systems, keeping abreast of key trends;
- Provide stewardship for technology for consistency and to sustain ability.

It is noted that there are many existing telephony and database standards that have already been developed with regards to these areas, and that there may not be a need to reinvent/recreate standards in this area.



# Intellectual Property and System Level Assets

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- The goal for 211 Canada is to ensure any 211 Intellectual Property (IP) and system level assets are used in the best interest of the 211 system.
- The role of 211 Canada is to confirm intellectual property rights of ownership and access, undertake licensing, and ensure appropriate stewardship of those components.

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# Intellectual Property and System Level Assets (con't)

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- IP products which were developed post-211 Charter, and up to the launch of 211 Canada, would still be owned by the developer, but would be subject to negotiations re their use in a pan-Canadian system. Any of these assets, developed by organizations, would be retained by those organizations (“grand-fathered”).
- The development of new IP products would be brought to the attention of 211 Canada with the intent of ensuring that the products could be leveraged for the system as a whole and be considered in connection with an overall 211 system strategy. System-level IP is owned by 211 Canada.
- For new 211 IP development of local and/or regional use, there would be an opportunity for local or regional collaboration, depending on the nature of the property.



# System Evaluation and Learning

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- Evaluation Strategy: ensuring accountability and confidence in 211
- Evaluation of 211 Canada itself
- Appropriate reporting and publishing
- Support for system-wide learning opportunities:
  - 211 days
  - National Implementation Committee
- Evaluation of gaps in social services



# Annual Budgetary Considerations

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- Management of functional responsibilities: \$637,000
  - Board Meetings: \$60,000
  - Management & Planning: \$125,000
  - NIC Support: \$5,000
  - Support for Annual Event: \$50,000
  - Accommodation/Supplies: \$50,000
  - Translation: \$60,000
- Total: \$987,000**

## 211

# Approvals

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- The proposed governance structure was presented to United Way Canada - Centraide Canada Board of Directors in May 2007 and approved.
- The proposal was approved by the InformCanada Board of Directors in June 2007.



# Appendix 1

## 211 Governance : Historical

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- January 2005: 211 Canada Steering Committee (CSC) members agreed national presence important in linking local 211's within a national system
- Deloitte study of September 2005 recommended establishing national entity to govern 211 system
- August 2006: enhanced CSC developed elements of governance proposal
- March 2007: CSC reached consensus re details of governance model and functional responsibilities based on working group engagement and NIC discussions.