

# Table of Contents

<b>EXECUTIVE SUMMARY</b> .....	<b>I</b>
<b>PROJECT SPONSORSHIP</b> .....	<b>VI</b>
<b>PROJECT BACKGROUND</b> .....	<b>VII</b>
<b>INTRODUCTION</b> .....	<b>1</b>
<b>METHODOLOGY</b> .....	<b>3</b>
<b>SUMMARY OF FINDINGS</b> .....	<b>4</b>
ISD CHALLENGES .....	4
ISD CRITICAL SUCCESS FACTORS.....	12
<b>CASE STUDIES</b>	
<b>CANADA</b> .....	18
<i>eContact Project</i> .....	18
<i>Victoria Connects</i> .....	22
<b>ALBERTA</b> .....	26
<i>Service Alberta</i> .....	26
<i>Alberta Revenue</i> .....	32
<i>Alberta Government Services</i> .....	35
<i>Alberta Energy</i> .....	38
<b>BRITISH COLUMBIA</b> .....	42
<i>Ministry of Management Services</i> .....	42
<i>Service Delivery Project</i> .....	46
<i>Government Agents Branch - British Columbia</i> .....	53
<b>MANITOBA</b> .....	60
<i>Service Manitoba</i> .....	60
<i>Winnipeg Integrated Service Delivery Initiative</i> .....	64
<b>NEW BRUNSWICK</b> .....	69
<i>Service New Brunswick</i> .....	69
<b>ONTARIO</b> .....	73
<i>OPS Excellence and Innovation Office</i> .....	73
<i>Ontario Rental Housing Tribunal</i> .....	76
<i>Integrated Service Delivery Division</i> .....	82
<b>PRINCE EDWARD ISLAND</b> .....	86
<i>Access PEI</i> .....	86
<b>SASKATCHEWAN</b> .....	90
<i>Canada-Saskatchewan Career and Employment Services</i> .....	90
<i>Saskatchewan Public Service Commission</i> .....	94
<b>YUKON</b> .....	<b>96</b>
<i>Service Yukon</i> .....	96

<b>ENABLERS.....</b>	<b>100</b>
GOVERNMENT OF CANADA .....	100
<i>The Funding Agreement</i> .....	100
<i>The Vancouver Agreement</i> .....	101
<i>Working Agreement for Delivery of Business and Government</i>	
<i>Services through Victoria Connects</i> .....	102
<i>Victoria Connects - Responsibility Matrix</i> .....	102
ALBERTA.....	102
<i>Initiative Strategic Plan, 2003-06</i> .....	102
<i>Accountability Framework</i> .....	103
<i>One Window Initiative Advisory Committee – Terms of Reference</i> .....	103
<i>Results of the Service Alberta Pre-Implementation Citizen</i>	
<i>Input/Feedback Process: Survey of Albertans, August 2002</i> .....	103
<i>Results of the Service Alberta Post-Implementation Citizen</i>	
<i>Input/Feedback Process: Survey of Albertans, March 2003</i> .....	104
<i>Service Alberta Survey of Albertans, February 2003 – Topline</i>	
<i>Results</i> .....	105
<i>Access to Over-the-Counter Services Focus Groups Summary</i>	
<i>Report, November 2002</i> .....	106
<i>Service Alberta Website Usability Tests and Group Discussion,</i>	
<i>Summary Report, September 2002</i> .....	106
<i>Survey of Albertans</i> .....	107
<i>Focus Group Report</i> .....	108
BRITISH COLUMBIA.....	110
<i>Service Delivery Project – Project Charter, July 2003</i> .....	110
<i>Ministry of Management Services – Service Plan, 2003/04 –</i>	
<i>2005/06</i> .....	110
<i>Results of the Government Agents Branch Customer Satisfaction</i>	
<i>Survey, March 21, 2003</i> .....	111
MANITOBA .....	112
<i>Family Services and Housing Integrated Service Delivery Initiative</i> .....	112
NEW BRUNSWICK.....	112
<i>Service Agreement between the Department of _____ and Service</i>	
<i>New Brunswick</i> .....	112
<i>Handbook on Operations Customer Service Standards for Service</i>	
<i>Delivery at SNB</i> .....	113
ONTARIO.....	114
<i>Partnership Strategy and Framework</i> .....	114
<i>Partner Workbook</i> .....	115
<i>ISD Business Architecture</i> .....	115
<i>Integrated Service Delivery – Beyond the Barriers</i> .....	115
<b>SELECTED RESOURCES.....</b>	<b>118</b>
<b>APPENDIX A: ISD INTERVIEW QUESTIONNAIRE.....</b>	<b>121</b>

