

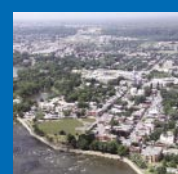
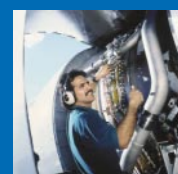
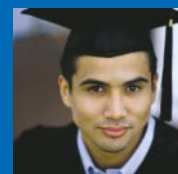
Report on  
E-Government

# Connecting Québec to Its Citizens



Presented by  
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Québec, June 2004

Mr. Jean Charest  
Premier of Québec  
Assemblée Nationale  
Hôtel du Parlement  
1045, rue des Parlementaires  
Québec (Québec)  
G1A 1A4

Mr. Premier,

It gives me great pride to present this report on e-government to you today. This project is especially dear to you: You made it a focal point of the 2003 campaign that brought us to power, and when you appointed me as your parliamentary assistant, you asked me for a report that identified the pitfalls to avoid and the routes to follow to ensure the implementation of this project.



The e-government project is a project for society, for all Quebecers, both citizens and businesses alike. It will profoundly alter not only the relationship between the State and its citizens, but also between citizens themselves. Just as the Jean Lesage government will forever be associated with the foundation of the Québec State, and the Robert Bourassa era with the development of our hydroelectric potential, your government could well go down in history for the establishment of e-government.

The e-government project is not a technological one; rather, it is a project that harnesses the potential of new information and communication technologies to improve the quality of life of our fellow citizens. Its core objectives are a change in the relationship between government and citizens, a search for more efficient health and education services, and enhanced political debate.

Current circumstances in Québec and elsewhere in the world highlight the relevance of such a project. The state of public finances and the need for Québec to occupy a competitive place on the world stage force you to strive for greater efficiency in the way public services are delivered. The renewal of the public service and the review of the State's role in citizens' lives and in the development of businesses are a unique window of opportunity to reexamine the way in which the State communicates with its citizens and businesses. Finally, your wish to give citizens back their right to be heard within a democratic society propels you to stimulate political debate. The establishment of e-government will enable you to reach these objectives and, in so doing, place Québec among the leading knowledge-based societies.

The shift toward e-government will require major efforts over the coming years. It will require leadership, coordination and a sharing of knowledge between the State, its various constituent bodies and the various social agencies. It will be worth the effort.

This report is testimony to the real enthusiasm for this project, which, I am convinced, will showcase Québec's full innovative capabilities within a modern, restructured government.

Yours truly,

Henri-François Gautrin  
MNA for Verdun  
Parliamentary Assistant to the Premier

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First, I would like to thank Stéphanie Yates, who has been an exceptional collaborator throughout this project. This report would not have been possible without her thoroughness, enthusiasm and extraordinary editing skills.

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I also own a debt of gratitude to everyone in the private sector, the government network and the university community who helped me define the boundaries of e-government. I started this project humble in how little I knew, and I have emerged knowing a great deal. I owe it in large part to these individuals, who, each in their own field, patiently shared their expertise with me.

Lastly, I would like to express my thanks to the members of the Premier's cabinet and the *ministère du Conseil exécutif*, in particular the Chief of Staff, Stéphane Bertrand, and the General Secretary, André Dicaire, for their unwavering support throughout the preparation of this report.



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### *A Crucial Project for Québec*

With the publication of the Liberal Party's program in September 2002, Mr. Charest made the implementation of e-government one of the priorities of his future government. This was not just an election promise—it was a firm commitment to begin the process of modernizing Québec.

One year after the Liberal Party came into power, the road to e-government is being mapped out. The project, which harnesses the potential of new information and communication technologies for citizens, is the driving force behind the modernization of the State.

Some of the objectives to be achieved during the government's mandate through the implementation of e-government include: Better government services accessible from everywhere 24/7, enabling all citizens to benefit from a better quality of life and businesses to be more competitive regionally and internationally; a review of public servants' work methods in order to incorporate value-added components; improved accountability on the part of the government to its citizens; modernization of the political debate process; a bridging of the digital divide; and completion of the high-speed Internet network.

The current government must set clear objectives by the end of its first mandate. **It is possible to contemplate a “connected” Québec by 2007, delivering at least 50% of services to citizens and businesses on-line, 24 hours a day, 7 days a week.** Tangible results in terms of closing the digital divide must also be achieved by 2007—every citizen, regardless of age, education, ethnicity or socioeconomic status must be able to access on-line services if they so wish.

### **1. What is E-Government?**

E-government can be defined as a process of institutional development whereby information and communication technologies (ICTs) are used to effectively guide government actions and better respond to the needs of citizens and businesses and other members of society. In short, it means using technologies to improve the capacities of institutions, i.e., the governance of the State. E-government therefore involves redefining not only the relationships between citizens, businesses and the government, but also all other activities within society and its organizations that may be related to the use of ICTs.

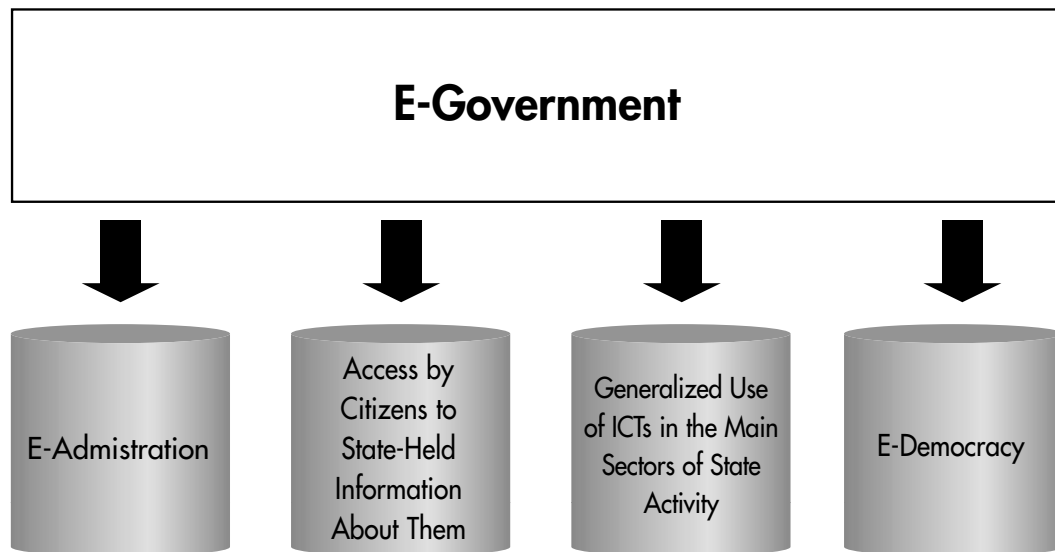
Far from being just the delivery of e-services, the e-government project is designed around four major principles—access by citizens to State-held information about them, generalized use of ICTs in the major areas of State activity, e-democracy and, of course, the delivery of e-services.

#### **a) The Delivery of E-Services**

The delivery of e-services, or e-administration, consists in offering citizens and businesses the possibility of carrying out their government transactions on-line to benefit more fully from the main programs and services offered by the Departments and Agencies. The Québec government has already made major efforts in the area of e-services, with several services already being offered in transactional mode. As citizens become increasingly demanding of their government, they must eventually be able to obtain most services on-line at any time of day, quickly and efficiently.



## The Four Elements of E-Government



The challenge of e-government lies in presenting services in a manner suited to the logic of citizens and businesses rather than of the administration of government structure. While all government departments or agencies currently have Web sites comprising thousands of pages of detailed information on programs, services and activities, a citizen or business looking for a specific service must search through all of these Web pages to find the relevant information.

To better meet these needs, the Québec government will create a **one-stop service portal** where citizens and businesses can go to find the answers to all their questions. Government services and information about those services will no longer be organized according to the departments' missions, but rather according to the **life events** of citizens and businesses. Services will also be grouped by **specific themes**, for example, a Business section, which is currently being developed, and a Youth section. With the aim of delivering services that best meet the needs of citizens and businesses, the one-stop government portal must, in the medium term, incorporate the services delivered by other levels of governments, whether federal or municipal.

The government must consider people who, for demographic, socioeconomic or personal reasons, cannot or do not wish to use e-services. Other than the Internet, government services will also be accessible via several routes, such as service counters, mail and telephone. **Multiservice centres** to be set up across Québec will offer counter and telephone services and will be the method used to meet the needs and preferences of all citizens.

This will ensure increased public satisfaction with government services. For their part, local businesses will be more competitive on the regional and international levels. The economic climate will be more attractive for foreign investors, since the simplified, more efficient relations between businesses and the public administration as a result of e-government will significantly spur economic activity. Moreover, the Québec government will



be more innovative, more effective and more efficient. Finally, e-administration will significantly reduce the costs associated with running public programs. These savings could then be reinvested, for example, in social programs such as health, the fight against poverty and education.

### ***b) Citizens' Access to State-Held Information About Them***

The government holds a great deal of information which, in fact, belongs to citizens and businesses. The e-government project aims to make this information, as well as the modalities related to its management and use, more transparent for the persons involved. Accordingly, citizens and businesses must be able to access all State-held information about them.

The **creation of the "My Gov. Info." citizen's page** meets this objective. Once citizens have properly identified themselves, they could access the specific information they need from among all the State-held personal information about them, whether this be their address, driver's license, medical files, status of a bursary application, etc. Similarly, businesses could access information about themselves, including grant applications, or the status of a permit application.

It will also **enable citizens to send information about themselves to anyone they wish**. Similarly, we also foresee the day when citizens will be able to send their medical file to their new family physician via the "My Gov. Info." citizen's page. The basic principle behind this project, which will take several years to implement, is that citizens have the right not only to consult this information, but also to use it as they see fit.

Finally, citizens and businesses can customize the "My Gov. Info." citizen's page to **access public information and organize it according to their preferences**. Information on a specific topic could be sorted and displayed on this page, which would cut down on search time. Access to public documents is a basic right that enables citizens to make quicker, more informed decisions.

Without a doubt, this project will enable citizens and businesses to better manage information and their personal data. The stakeholders—both in society and in the public administration—will be and should be held more accountable and responsible for the use of such information. By enabling the tracking of requests, the "My Gov. Info." citizen's page will significantly increase the efficiency of services. Finally, the project will lead to better transparency within the public administration.

### ***c) Generalized Use of ICTs in the Main Areas of State Activity***

The State is the main service provider in three key sectors: Health, education and justice. Moreover, its decentralization strategy grants significant importance to relations between the regions and the municipalities. This initiative is in keeping with Québec's progression toward becoming a knowledge society in which information becomes the cornerstone of the new economy.

This is why the current government must ensure the generalized use of ICTs in the main areas of State activity, as well as in municipalities. In fact, ICTs must be used to help transform the services offered, not only by the public administration itself, but also by all stakeholders in the health, education, justice and municipal sectors. These stakeholders must be able to use ICTs to transform their services to citizens and businesses with the ultimate goal of improving them. The use of ICTs will also enable the stakeholders, as well as citizens and businesses themselves, to obtain and exchange quality information efficiently in order to make better decisions.



This will also lead to greater coherence and increased complementarity in Québec's efforts to realize the technological revolution. Finally, the use of ICTs will contribute to economic growth, as the economy will be more competitive and innovative.

Already, several pilot projects have confirmed that the appropriate use of these technologies results in much more efficient delivery of services. Nevertheless, the use of ICTs is for the most part fragmented in Québec. The government must work with all stakeholders in the health, education and justice networks and with municipal leaders so that ICTs are used as systematically as possible. Government leaders must be called upon to secure these efforts and bring about the technological shift that will propel Québec to the forefront of knowledge societies.

With the aim of building a true knowledge society, the government must create **theme information sites** in each of its main sectors of activity. The sites will be accessible to citizens and businesses via the one-stop government service portal (theme sites on health, education and justice).

Finally, the government must forge strong partnerships with municipalities. In this case, municipalities will be able to access ICTs and make use of the advantages they offer in order to provide the best possible services to their clientele.

### ***d) E-Democracy***

The establishment of e-government is also an opportunity to draw on the potential of new information and communication technologies to improve the democratic workings of our society and preserve the values inherent in the system. This will also enable Québec as a society to maintain some degree of control over its own destiny, which is particularly important in the context of globalization, where the State must increasingly justify its existence to its citizens. When used judiciously, technologies can stimulate participation in democratic life and improve the transparency of its constituent processes. Finally, ICTs can be used to keep citizens better informed and enable them to become more involved in social debates.

In fact, ICTs ensure better transparency of information, both by facilitating access to government documents and by requiring the government to justify its choices and decisions to citizens. Moreover, through new communication methods, such as e-mail, citizens who have used a government service could be asked to answer an on-line survey, which could then be compiled and published.

**Public consultation** can also be made easier by ICTs : Citizens will be able to express their opinions on draft bills or government policies through e-government without necessarily taking the traditional route of the parliamentary committee. The government must also implement the tools that will facilitate **active participation on the part of citizens in public debate on major social issues**. Discussion groups can be created for public dialogue and broader public debate. To guarantee the non-involvement of the government in debates, the discussion groups must be governed by an independent authority. This is a vast undertaking that will take several years and involve all of Québec society.

The new possibilities related to e-democracy must be complementary to traditional communication methods, since all citizens, whether or not they have access to ICTs, must be able to participate in democratic debates.



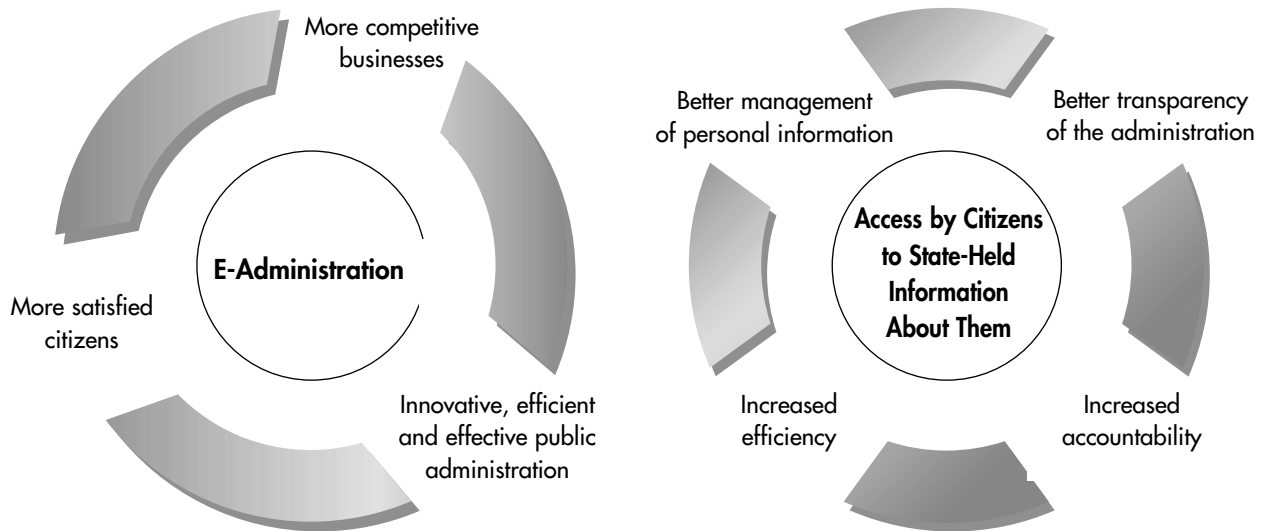
### ***e) Québec's Place on the World Stage***

Québec, like Canada, is well positioned on the world stage in terms of the development of information and communication technologies. Whether in the area of e-administration, the democratization of access to information or, more generally, the development of new technologies to improve citizens' quality of life, the government has the responsibility to combat the digital divide between Northern and Southern hemisphere countries. Accordingly, Québec, as the largest French-speaking society in the Americas, must, through its expertise, take its place on the international scene and actively participate in making the Internet the foundation of the knowledge society.

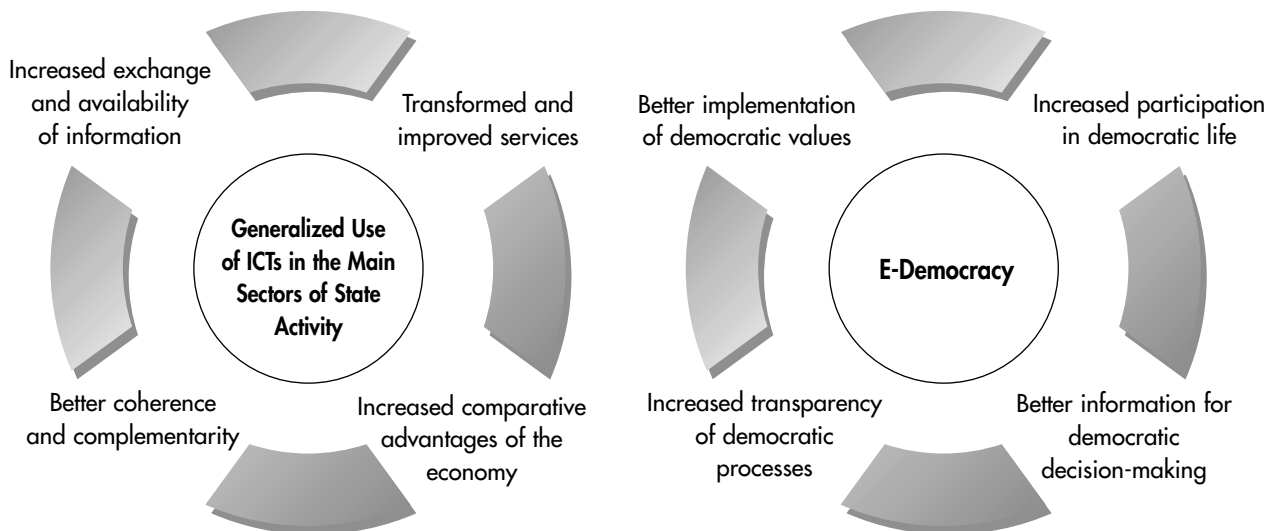
Furthermore, Québec has a key role to play in the use and promotion of French in information and communication technologies and in the respect for cultural diversity. Accordingly, the government must encourage the development of Web sites with Québec content.



## E-Government Advantages



## E-Government Advantages

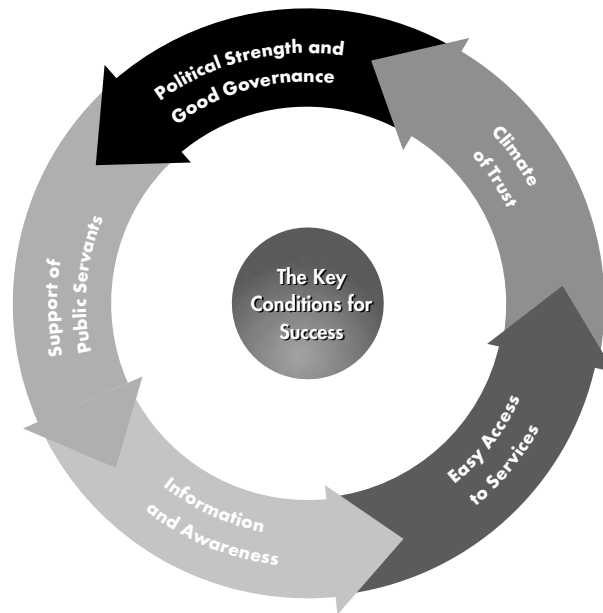




### 2. Conditions Needed for the Success of E-Government

Far more than just the implementation of new technology, e-government raises political, economic, social and cultural issues which must be addressed before the project can be considered a success.

#### Conditions for the Success of E-Government



#### a) Governance

The development and deployment of the e-government project requires strong leadership characterized by a governance structure capable of implementing all planned projects in order to solidify the government's vision and orientations in this regard. This is key for the success of the project.

This is why we recommend that the Premier assume a leadership role in the development of e-government and make it a priority of his government. The Premier's leadership in getting all of the various stakeholders to commit to the development process according to a comprehensive vision is imperative. E-government far exceeds the simple delivery of e-services—it involves all of the networks, particularly the health and education networks, as well as all municipalities. It also aims to improve the democratic process.

To ensure government consistency, we recommend creating **the position of Chief Information Officer (CIO)**, mandated to oversee the *Secrétariat au développement du gouvernement en ligne*. The *Secrétariat* will be responsible for drafting e-government strategies and ensuring implementation of projects. We recommend mandating an **independent service delivery agency** to commission the projects. The networks, specifically the health and education networks, must play a major role in the projects developed.



We also suggest using external resources related to e-government that are already present in Québec through the creation of a **strategic committee on e-government** that will advise the Premier and support the CIO. To break through the isolationist structure, we recommend creating a **committee of champions**, comprised of the senior managers of the major business sectors related to citizen services (health, education, justice, municipalities, etc.). The committee of champions would act as a liaison between the D/As, the networks and the municipalities, and the CIO to apply e-government policies and strategic orientations consistently.

Furthermore, to reflect the government's priorities and especially to harmonize all procedures within each department and agency, steps should be taken so that all briefs submitted to Cabinet include a section on the implications of the proposed development measures for e-government.

Finally, to ensure that e-government is a priority for the D/As, it is recommended that each minister sign a performance and accountability agreement with any person he/she designates regarding e-government. This agreement must contain an annual action plan for the development of e-government, as well as the indicators to be used in measuring results. At the end of each year, a management report describing the results achieved must be produced and tabled in the National Assembly by the minister concerned.

### ***b) Establishing a Climate of Trust***

The support of citizens rests primarily on the presence of a **climate of trust** associated with the delivery of e-services. This is a prerequisite if citizens and businesses are to use the e-services offered. The government must not only establish a climate of trust, but also implement the necessary means for maintaining it. The climate of trust essentially depends on an adequate legal foundation, effective measures for the protection of personal information, a positive identification process and the assurance of secure systems.

### ***The Legal Foundations of a Climate of Trust Within E-Government***

First, the *Act to establish a legal framework for information technology*, adopted in 2001, forms the main legal basis for the use of information and communication technologies in the delivery of services to citizens and businesses. By identifying the various issues and possibilities related to new information and communication technologies, the *Act* is the first major step toward implementing true e-government. However, the e-government project can only be successful if the entire legislative corpus is adapted in order to respect the principles laid out in the *Act* and to permit the adoption of transactional laws.

Second, the challenge of the dazzling rise of new information and communication technologies since the 1970s and the repercussions in terms of the protection of privacy is a pressing reality that the government must take seriously by constantly examining the impact of these new technologies on the right to privacy. This said, it is imperative that the Québec government equip itself with clearly defined legal and institutional mechanisms that must then be consolidated to guarantee its citizens that the personal information used when delivering e-services is protected against any infringement on their right to privacy. These mechanisms must also be defined so they can be adapted to rapidly changing technologies.





### ***Act respecting access to documents held by public bodies and the protection of personal information***

In the context of the implementation of e-government, it is appropriate to ask whether the current legal framework ensuring the protection of privacy, specifically the *Act respecting access to documents held by public bodies and the protection of personal information*, must be reformulated to cover the circulation of information needed for the smooth and efficient delivery of government e-services. In fact, the future development of integrated on-line public services for citizens and businesses, as well as their smooth operation, rests essentially on the use of and the increased exchange of personal information between the various stakeholders. This sharing of information is vital to enable the government to optimize the quality of its services.

Moreover, it is important to design a legal framework in which personal information can be assigned varying degrees of protection depending on its sensitivity. In other words, the goal of the legal framework must be to provide technological systems in which measures taken to protect personal information can be changed to meet the circumstances. Lastly, to meet the new realities generated by e-government more completely, the legal framework must encompass the use of personal information by departments other than those for which it was initially collected.

### ***Strengthening of Institutional Mechanisms (Structural and Technological)***

The government must also promote an approach in which the technological systems and organizational rules implemented keep the potential for infringements on the right to privacy to a minimum.

To this end, the *Modèle de pratiques de protection des renseignements personnels dans le contexte de développement des systèmes informatique par les organismes publics*, recently developed by the *Ministère des Relations avec les citoyens et de l'Immigration* (MRCI), is a tool that must be systematically applied in the development of any project related to e-government. In addition to this practice model, it is crucial that the project be subject to risk assessments regarding privacy so that the stakeholders can manage them effectively by creating specific organizational rules or by including new technological functions. On this point, a Risk Impact Assessment grid must be developed as quickly as possible. Lastly, to solidify these organizational mechanisms, it is crucial to actively involve the D/A personnel responsible for protecting personal information (PRPPI) at the project design stage.

Even when technological measures are implemented, they are still subject to human factors, which the government cannot totally prevent. This is why the training and awareness-raising programs for public servants must be implemented to ensure the rules and the framework for risk management are understood, assimilated and applied in compliance with the spirit of the law.



At the technological level, the government must also implement institutional mechanisms, and even laws, to promote the use of specific technologies for protecting personal information and privacy. Technologies are currently available that are specifically designed to improve the protection of privacy (known as privacy-enhancing technologies-PETs). These technologies seem to have certain features that not only guarantee, but also strengthen the protection of personal information. They enable a better protection of the right to privacy by restricting the use of personal information to only those situations where it is actually necessary, but without limiting the performance of computer systems or the management of the delivery of e-services. Accordingly, the government must take the necessary steps to raise awareness among public servants of the importance of considering these technologies at the design stage of the systems. Furthermore, research into the development of these technologies must also be encouraged.

### ***Toward a Culture of Security***

The protection of personal information is the outcome of numerous components, security being just one of them. However, security also includes many other components. As part of the new virtual reality in general, and the implementation of e-government in particular, security takes on significant importance. Most stakeholders—businesses, individuals and the government itself—still do not seem to be fully aware of the issues related to information and network security, relying for the most part on the efficiency of common tools such as firewalls and antivirus software. And yet, systems are becoming increasingly complex and involve interconnected networks and infrastructures. The risks are therefore considerable: Loss of information, breach of confidentiality and, above all, lack of citizens' faith in ICTs. Lastly, the financial losses resulting from computer security incidents can result in not insignificant costs for the economy.

It is for these reasons that information and network security in Québec is a major issue for everyone involved. Accordingly, it is imperative that measures be taken to develop a security culture in Québec by raising awareness and making everyone involved accountable at every level, including the citizens who use e-services. Several years ago, the Québec government initiated actions to ensure the security of technological systems within the public administration, among others, by adopting the *Directive sur la sécurité de l'information numérique et des échanges électroniques dans l'administration gouvernementale* and by creating the CERT/AQ, which supports the D/As in managing security incidents.

To counter these growing security issues in civil society, the *Centre de recherche informatique de Montréal* (CRIM) is proposing the creation of the *Institut de la sécurité informatique du Québec* (ISIQ) under a public-private partnership. The institute would be intended as a catalyst for services, expertise and the best security practices for digital information. Its mission would be to promote and coordinate actions aimed at assuring the security of digital information in Québec society. The creation of such an institute must be supported by the government.



### ***On-Line Identification***

Lastly, in the context of developing e-government, in which the government is increasingly called on to offer interactional, transactional and integrated services, the identification of users becomes a major issue. In a virtual world where services are delivered remotely and where there is no physical interaction, a secure identification mechanism for users is essential to ensure that the person sitting at the computer is eligible for and entitled to receive an e-service. The actions taken must prevent identity impersonation, although without infringing on the right to privacy. The Québec government is currently developing an identification system called the *Service québécois d'authentification gouvernementale* (SQAG). The objective is to deploy an identifier that can be used by any government department. It must provide an acceptable level of certainty and be able to move toward higher levels of certainty. The SQAG was also designed to be compatible with the authentication system developed by the federal government. This could eventually give citizens and businesses access to both federal and provincial government e-services using the same identifier.

The SQAG represents a promising avenue to resolve the issue of on-line identity authentication. However, the current system does not fully eliminate the risks related to the protection of privacy. These risks can be managed by adopting additional organizational measures or by reviewing the design of the system with the aim of adding privacy-enhancing technologies.

### ***c) Simplifying Access to Government Services***

The e-government project aims to improve services to citizens and businesses by **simplifying access to government services**.



### How Can Access to Government Services Be Simplified?



#### *The Democratization of Access to Services*

On this point, it is important that the e-government project not be reserved solely for citizens who have Internet access. Accordingly, it is necessary to develop, parallel with the government's one-stop service portal, **multiservice centres** that can provide access to all services offered by the government via telephone or at service counters. Public servants working in these centres will see their work decompartmentalized to enable them to answer any general queries or requests that go beyond the strict boundaries of a department or agency.

Accommodating citizens who do not have Internet access in no way indicates that the government is abandoning the possibility that these citizens gradually switch over to e-services. It is the government's responsibility to combat the digital divide between those familiar with the Internet and those who are not **by favouring the possibility of free Internet access and by supporting citizens unfamiliar with new technologies** to help them acquire the necessary skills. Access to information must be viewed as a right, just like any other basic right in a democratic society. An individual's personal financial situation should not prevent him/her from accessing the Internet. This is why the government must promote the multiplication of free public access terminals, for example, at public libraries or in the multiservice centres being developed. Community action groups have already initiated several projects to make free public Internet access stations available to Quebecers. The government must support these initiatives by promoting partnerships with these groups.



### ***Extending the Broadband Network***

Generalized access to broadband or high-speed Internet is also a factor to consider in the process of democratizing access to government services. In fact, access to broadband services is necessary to be able to profit from the full potential of services offered on the Internet. Québec telecommunication companies estimate that over 90% of Quebecers are able to access high-speed Internet. Although this proportion is encouraging, the government still has a responsibility toward the remaining portion of the population that does not have access to these services, all the more so since it is often the most remote populations that could benefit the most from these services. **The Villages branchés du Québec program** involves a partnership between school boards, municipalities, private firms and the government in order to extend high-speed Internet access to remote regions. By connecting schools and municipal buildings to the broadband network, the program provides leverage to accelerate the deployment of private sector infrastructure. This type of initiative must be encouraged by the government so that high-speed access is a reality for almost all Quebecers by the end of 2007.

### ***Acknowledging People with Motor, Sensory or Cognitive Limitations***

People with motor, sensory or cognitive limitations must not be left behind by the project, especially since the Internet can be a particularly rich sea of information for this specific clientele, as well as a way to communicate with others in similar situations. The Internet not only gives them a more practical way to access government services, but also opens up possibilities that would otherwise be inconceivable. Québec has already moved ahead in this matter by adopting the *Cadre de diffusion de l'information gouvernementale sur l'Internet*, which proposes several minimum guidelines for accessibility. This *Cadre de diffusion* should be enhanced, and the government must take the necessary steps to ensure its systematic application. Also, the user-friendliness of Web pages is critical in gaining the support of users (use of signs and pictures to explain actions, for example). Moreover, the level of language must be understood by as many users as possible and satisfy the need for fast, even instantaneous communication provided by the Internet. The government must take the necessary steps to ensure that efforts in this direction continue at an accelerated pace.

### ***d) Informing the Public and Raising Awareness about New Ways of Interacting with the State***

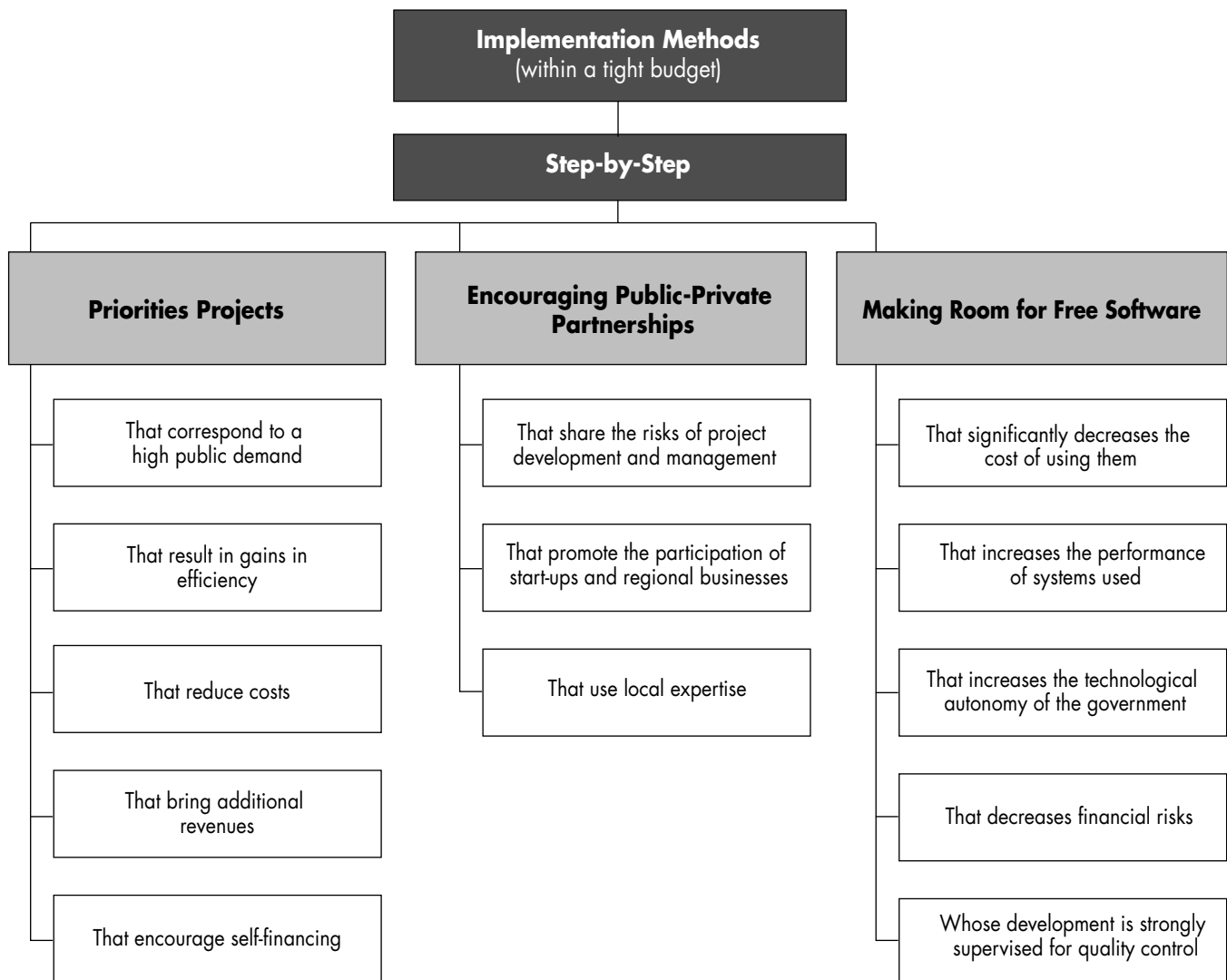
Taxpayers' money risks being invested needlessly if the reflex to use e-services for dealings with the State does not develop. The government must therefore provide adequate information so that **citizens and businesses are informed about and made aware of the new possibilities offered by ICTs**. The government must show that using these new methods to deliver services translates into real gains in efficiency. To implement such a strategy, the government must mount a large-scale communication campaign. The government must also contribute to facilitating the posting of content useful to Quebecers and, above all, sites with Québec content.



## ***e) Commitment of the Public Service and Networks***

The implementation of e-government creates a unique opportunity to enhance the role of many public servants by assigning them tasks that require their situational judgment and ability to provide training and simple explanations. Public servants must view the transformation of services stemming from the implementation of e-government as an opportunity rather than an imposition. The implementation of e-government must be achieved by involving public servants in the resulting changes. To assist public servants through these changes, training programs must be planned in terms of decompartmentalizing their roles and the technological innovations they will have to deal with regarding the various mechanisms for protecting personal information.

## ***3. Implementation Methods***





All actions required to make e-government a reality by the end of the government's first mandate are spread over a three-year period. Over the coming years, other State priorities will surely compete with the e-government project for available funding. However, the departments and agencies already spend a great deal of money on the delivery of e-services, whether to develop or maintain direct services to the population, or for management systems that incorporate information and communication technologies. Overall, *Conseil du trésor* estimates indicate that the budget for all information resources, including the delivery of e-services, is in the order of \$851 million for the 2002-2003 fiscal year. This figure includes the continuation of projects and the development and administration of new projects. Expenditures for the 2003-2004 fiscal year are estimated at over \$1 billion.

By using the amounts already spent more judiciously and by pooling elements that can be reused or shared between the D/As for the delivery of e-services, we can do more and we can do better. It is a question of political willingness, good governance, increased coordination and systematic sharing of expertise and infrastructures.

To minimize the risks associated with implementing large-scale projects, the government must implement e-government projects gradually. In addition to providing tangible results for citizens and businesses in the near future, this approach—which breaks down project implementation into several steps—has the advantage of allowing adjustments to be made as they are identified. Several functionalities must therefore be placed on-line, even if project completion is not expected for several years.

### ***Projects for Citizens and Businesses***

As the current budget is limited, it is essential to set priorities in order to invest in the right places. Meeting the needs of citizens should be the foundation of all choices related to e-government. E-services must therefore meet a strong demand on the part of the public. Placing these services on-line must result in significant gains in efficiency and reduced costs for the government. This will lead to optimized management of public funds and better delivery of services for citizens. This is why, in the first phase of the implementation of the project, i.e., by the end of 2007, the projects that result in what citizens and businesses consider concrete applications should be systematically favoured. Finally, the government must also consider projects that both bring in additional revenues for the public treasury and can be self-financing.

### ***Public-Private Partnerships***

The current government intends to refocus the State's role on its essential missions. In a context where Québec companies have shown remarkable innovation in recent years, and given their accomplishments in this regard, they must be called upon to play a major role in the e-government project. This project is counting on the active participation of the private sector within public-private partnerships (PPPs) that promote and encourage participation on the part of emerging and regional businesses in Québec by using their expertise to the maximum. These agreements must set benchmarks for successful partnerships that encourage a sharing of the risks of implementation and project management.



### ***Making Room for Free Software***


Finally, with the aim of reducing costs, free software is an avenue of interest for the future that the government intends to explore in more depth. In fact, free software leads to a significant decrease in acquisition costs. Moreover, the use of free software offers greater technological independence and does not rely on the financial future of one or more companies. In addition, the supervised development of free software applications in many ways increases their efficiency and performance. Most of the time, a group of programmers collaborates in designing and upgrading these applications. In assessing the benefits of free software, we must systematically take into account the benefits and drawbacks of each system, the total cost of ownership, the durability of data and the respect for government standards. This systematic assessment will enable the government to create an environment conducive to a policy on free software, provided the assessment criteria show it to be desirable.





## NOTE TO THE READER

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A number of features have been included in the text to make it easier to read. First, there are inserts throughout the document. These complement the text itself and provide examples, identified by 

or more detailed explanations of the concepts presented, identified by



However, since they are not critical to understanding the text, reading them is not essential. Figures are included to illustrate some of the concepts proposed to help the reader understand them.

The recommendations are presented as inserts and are identified by



Also, please note that throughout the document the term citizen is used in its broadest sense to include individuals, businesses, interest groups and other for-profit and non-profit organizations.





MFQ:	<i>Ministère des Finances du Québec</i>
MILLE:	<i>Modèle d'infrastructure de logiciel libre en éducation</i>
MJQ:	<i>Ministère de la Justice du Québec</i>
MRCI:	<i>Ministère des Relations avec les citoyens et de l'Immigration</i>
MRI:	<i>Ministère des Relations internationales</i>
MRNFP:	<i>Ministère des Ressources naturelles, de la Faune et des Parcs</i>
MRQ:	<i>Ministère du Revenu du Québec</i>
MSP:	<i>Ministère de la Sécurité publique</i>
MSSS:	<i>Ministère de la Santé et des Services sociaux</i>
MTQ:	<i>Ministère des Transport du Québec</i>
OECD:	Organization for Economic Cooperation and Development
OFPC:	Office of the Federal Privacy Commissioner (Australia)
OLF:	<i>Office québécois de la langue française</i>
PET:	Privacy-Enhancing Technologies
PIN:	Personal Identification Number
PKI:	Public Key Infrastructure
PPI:	Protection of Personal Information
PPP:	Public-Private Partnership
QST:	Québec Sales Tax
RAMQ:	<i>Régie de l'assurance maladie du Québec</i>
RCM:	Regional County Municipality
RDPRM:	<i>Registre des droits personnels et réels mobiliers</i>
REQ:	<i>Registraire des entreprises du Québec</i>
RETEM:	<i>Réseau de télécommunication multimédia de l'administration publique</i>
RISQ:	<i>Réseau d'information scientifique du Québec</i>
RRQ:	<i>Régie des rentes du Québec</i>
RTSS:	<i>Réseau de télécommunication sociosanitaire</i>
SAAQ:	<i>Société de l'assurance automobile du Québec</i>



## LIST OF ACRONYMS (cont'd)

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SCIAD:	<i>Suivi clinique intelligent à distance</i>
SCT:	<i>Secrétariat du Conseil du trésor</i>
SDGL:	<i>Secrétariat pour le développement du gouvernement en ligne</i>
SECR:	<i>Services électroniques Clic Revenu</i>
SÉPAQ:	<i>Société des établissements de plein air du Québec</i>
SIGAT:	<i>Système d'information et de gestion en aménagement du territoire</i>
SIIJ:	<i>Système intégré d'information de justice</i>
SIM:	Senior Information Manager
SIRU:	<i>Système d'information sur la recherche universitaire</i>
SMB:	Small and Medium-Sized Businesses
SNB:	Service New Brunswick
SQAG:	<i>Service québécois d'authentification gouvernementale</i>
SQCA:	<i>Service québécois de changement d'adresse</i>
SRAD:	<i>Soin régional à domicile (Hôpital Maisonneuve-Rosemont)</i>
SSIGRI:	<i>Sous-secrétariat à l'inforoute gouvernementale et aux ressources informationnelles</i>
UN:	United Nations
UNCITRAL:	United Nations Commission on International Trade Law
UNESCO:	United Nations Educational, Scientific and Cultural Organization
VSB:	Very Small Business
WNV:	West Nile Virus



For reasons of simplicity, frequent use is made of acronyms throughout the text. The most commonly used acronyms are given below with their full definition.

## List of Acronyms

ADAE:	<i>Agence pour le développement de l'administration électronique (France)</i>
ADELE:	<i>Administration électronique 2004/2007 (French project for e-government)</i>
BAPE:	<i>Bureau d'audiences publiques sur l'environnement</i>
BDGE:	<i>Bureau pour le développement du gouvernement électronique</i>
BDSQ:	<i>Banque de données satellitaires du Québec</i>
CAI:	<i>Commission d'accès à l'information</i>
CAMO:	<i>Comité d'adaptation de la main-d'œuvre</i>
CAN:	Canadian
CC:	Committee of Champions
CCGP:	<i>Comité consultatif de gestion du personnel</i>
CDGA:	<i>Conseil des directrices et directeurs généraux de l'administration</i>
CEFRIO:	<i>Centre francophone d'informatisation des organisations</i>
CIDREQ:	<i>Centre informatique du registre des entreprises du Québec</i>
CIO:	Chief Information Officer
CLSC:	<i>Centre local de services communautaires</i>
CRDP:	<i>Centre de recherche en droit public</i>
CRIM:	<i>Centre de recherche informatique de Montréal</i>
CRISP:	<i>Conseil des responsables de l'informatique du secteur public</i>
CSGL:	<i>Comité stratégique du gouvernement en ligne</i>
CSJ:	<i>Commission des services juridiques</i>
CSRI:	<i>Comité stratégique des ressources informationnelles</i>
CSS:	Cascading Style Sheets
CSST:	<i>Commission de la santé et de la sécurité du travail</i>



## LIST OF ACRONYMS (cont'd)

CTQ:	<i>Commission des transports du Québec</i>
CV:	Curriculum Vitæ
D/A:	Department(s) and Agency(ies)
DAS:	Deductions at Source
DGÉ:	<i>Directeur général des élections</i>
DGÉQ:	<i>Directeur général des élections du Québec</i>
FADQ:	<i>Financière agricole du Québec</i>
FAPAQ:	<i>Société de la faune et des parcs du Québec</i>
FQRNT:	<i>Fonds québécois de recherche sur la nature et les technologies</i>
FQRSC:	<i>Fonds québécois de recherche sur la société et la culture</i>
FRSQ:	<i>Fonds de recherche en santé du Québec</i>
GST:	Goods and Services Tax
HTML:	Hypertext Markup Language
ICT:	Information and Communication Technologies
IP:	Internet Protocol
IPC:	Information and Privacy Commissioner (Ontario)
ISIQ:	<i>Institut de la sécurité de l'information du Québec</i>
ITHQ:	<i>Institut de tourisme et d'hôtellerie du Québec</i>
ITU:	International Telecommunication Union
LEC:	Local Employment Centre
MAMSL:	<i>Ministère des Affaires municipales, du Sport et du Loisir</i>
MAPAQ:	<i>Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec</i>
MCC:	<i>Ministère de la Culture et des Communications</i>
MCÉ:	<i>Ministère du Conseil exécutif</i>
MDER:	<i>Ministère du Développement économique et régional et de la Recherche</i>
MENQ:	<i>Ministère de l'Environnement du Québec</i>
MEQ:	<i>Ministère de l'Éducation du Québec</i>
MESSF:	<i>Ministère de l'Emploi, de la Solidarité sociale et de la Famille</i>





## ***A Commitment to Be Respected***

In the Premier's inaugural address to the 37<sup>th</sup> legislature on June 4, 2003, Jean Charest stated that one of the four management principles underlying the government's administration would be transparency and efficiency. The Premier asserted that his government "was going to give Quebecers a more effective, less expensive, less bureaucratic government, a government of today."

Following on from this commitment, the Premier added, "that he would use modern technological methods to support the vitality of our democracy. One of the results of reengineering the State is the creation of an e-government that will provide citizens with all applicable services via the Internet more efficiently and at a lower cost. This e-government will also make it possible to consult citizens on public policy and on their satisfaction with services provided by the State."

This report is intended as an initial step toward solidifying this commitment. It is the result of a broad consultation of various stakeholders in Québec, especially the growing number who have already begun studying the prospect of e-government with the goal of helping to improve the services rendered to citizens. However, far more than just an election promise, e-government is a project that over the long term will profoundly alter the relationships between the State and its citizens, organizations and businesses. The current government must set clear objectives by the end of its first mandate in 2007. By then, it will be possible to contemplate a "connected" Québec, delivering at least 50% of services to citizens and businesses on-line, 24 hours a day, 7 days a week. Tangible results in terms of closing the digital divide must also be achieved by 2007—every citizen, regardless of age, education, ethnicity or socioeconomic status must be able to access on-line services if they so wish.

## ***What Is E-Government?***

E-government can be defined as a process of departmental development that uses information and communication technologies (ICTs) to more effectively guide the government in its response to the needs of citizens and businesses and other members of society. In short, it means using technologies to improve the performance of departments, i.e., the governance of the State. E-government therefore involves redefining not only the relationships between citizens, businesses and the government, but also all other activities within society and its organizations that may be related to the use of ICTs. This redefinition also affects the structure and internal workings of public administrations, as well as the relationships between these bodies and citizens, businesses or any other public agency. The development of e-government is essential in a context of globalization in which the public administration is in a state of flux. In such circumstances, the State has no choice but to redefine its role.



The concept of e-government means different things to different people. Some just associate it with on-line administration—for them, simply developing Web sites for the main departments is a form of e-government. Others, however, view it more as a set of innovations that both simplify the undertakings of citizens and businesses and provide access to a broader knowledge base. For them, e-government leads to a better life within society and even contributes to society's development through greater involvement on the part of citizens and businesses made possible by more accessible democratic processes.

Accordingly, e-government will be designed around four major elements—delivery of e-services, access by citizens to State-held information about them, increased use of ICTs in the major sectors of State activity (health, education, justice) and the networks (such as the municipalities), and e-democracy (see Figure 1, page 32).

### ***Why E-Government?***

E-government does not result from a political affiliation or an individual preference—it is a must for any State wishing to enter the 21<sup>st</sup> century through the use of new information and communication technologies for the benefit of its citizens. Today's States are undergoing profound transformations that could greatly affect societies' ability to shape their own destinies. Québec, like all other States around the world, cannot delay redefining its role. Our institutions must be redefined and improved to guarantee ongoing economic and social development and ensure better sustainable development so that future generations can profit from a viable environment. Accordingly, in its 2003 report, the Government On-Line Advisory Panel, which is responsible for monitoring the e-government project at the federal level, stated that:

“If the federal government transforms its services along the lines we recommend, it will improve the efficiency of its operations and provide higher quality services to Canadian citizens and businesses. Canada will be branded internationally as a service leader, and positioned to compete effectively for skilled immigrants and new investments.

If the federal government does not transform its services, they will deteriorate in the face of rising demands resulting from demographic, economic and social trends. As services deteriorate, government will lose its relevance to Canadians.”<sup>1</sup>

E-government is therefore one of the driving forces behind the modernization of the State. It is crucial to bear in mind that e-government is not a technological project, but rather a project that harnesses the extraordinary potential of new information and communication technologies (ICTs) to improve services to citizens. This is why:

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<sup>1</sup> Government On-Line Advisory Panel, *Connecting with Canadians: Pursuing Service Transformation*, December 2003, p.6.





- a) The project must take all Quebecers into consideration, including those who do not have access to a computer by providing alternate methods of accessing government services (counter services, telephone).
- b) The project must also give consideration to citizens unfamiliar with new technologies and to citizens with motor, cognitive or sensory disabilities.
- c) The project must also fit in with the logic of citizens who wish to obtain a service; this objective can only be achieved through the flexibility and decompartmentalization of the government structure.

It is important to specify from the outset that our fellow citizens' questions and needs in terms of services are not the exclusive domain of the provincial government. Focusing government actions on citizens' needs will require access to a variety of information sources, i.e., provincial or federal government databases, or even those in municipal administrations, where necessary. This is why there must be harmonization between projects at different levels of government.

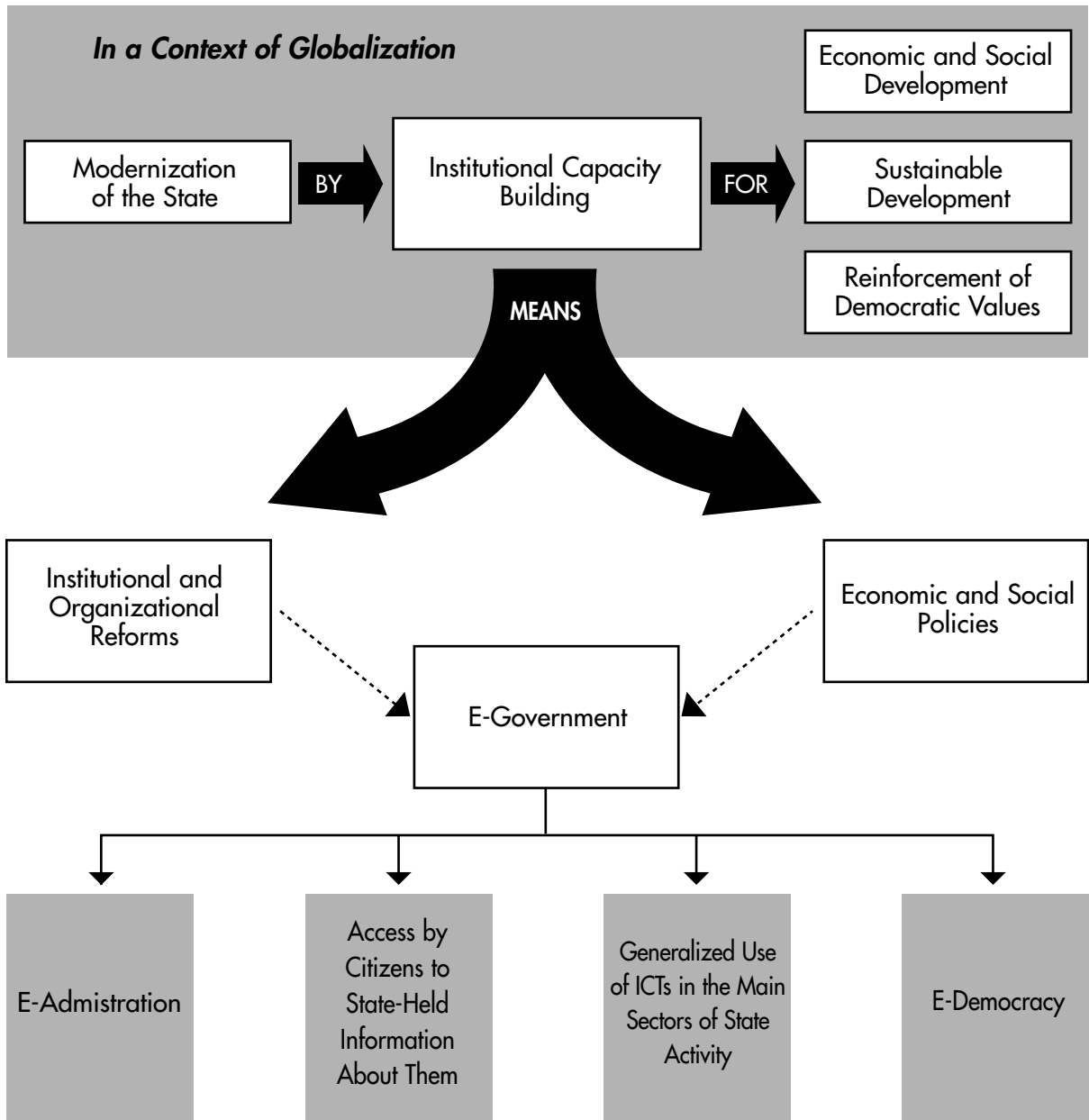
### ***A Unique Opportunity***

Québec must take advantage of an opportunity that will not occur again for several decades. In fact, in order to deal with the simple issue of retirement over the coming years, Québec will have to renew its public service significantly. This, therefore, is a unique opportunity to redefine the role of the State and to reexamine the work of public servants with a view to integrating elements of added value.

The Québec project must also take into account the considerable expertise developed here in terms of information and communication technologies, accessibility, training and public awareness by involving the various partners at every step of the project, including members of the public service, community groups and other non-profit organizations, private enterprise, etc.



Figure 1: E-Government and the Modernization of the State





## GLOBAL EXPERIENCES AND THE CANADIAN PERSPECTIVE

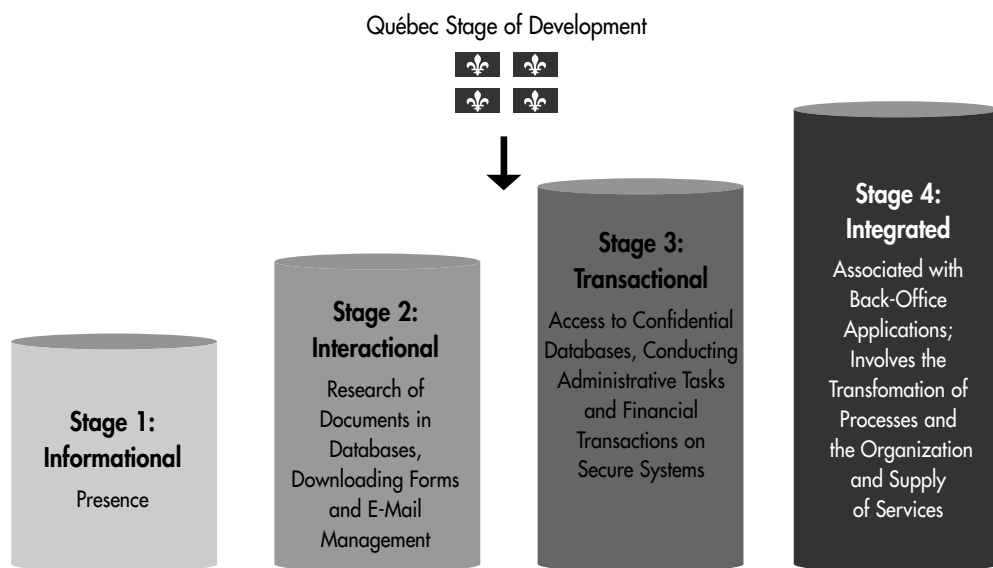
As stated in the introduction to this report, e-government can be viewed according to four major elements, i.e., citizens' access to State-held information about them, the increased use of information and communication technologies in the main areas of State activity, e-democracy and the delivery of e-services.

In defining e-government, many people focus on the delivery of e-services and often marginalize the other three elements of this concept. Accordingly, this component has been widely studied, among others, by the international consulting firm Gartner, which has developed a scale to measure the development stages of the delivery of e-services. This classification is generally accepted for evaluating progress made in the delivery of e-services. These development stages are: Informational, interactional, transactional and integrated (see Figure 2 below).

The informational stage focuses solely on ensuring a presence with a Web site. The main objective is to disseminate basic information, such as a department's or agency's mission, its addresses, business hours and, on occasion, other official documents of relevance to the public.

The interactional stage goes beyond the static presentation of general information to enable users to search documents and e-mail civil servants. Information on programs and services can be very detailed depending on the department/agency and the target clientele. On these sites, citizens should be able to find procedures to follow and whom to contact, as well as download the necessary forms for a specific program or service. The challenge in this stage is to implement powerful search tools and the most important processes for managing content and e-mails.

**Figure 2: The Four Stages in the Development of E-Services**



Source: Gartner

Focused on Citizens and Business based on Identified Needs



## GLOBAL EXPERIENCES AND THE CANADIAN PERSPECTIVE (cont'd)

The transactional stage focuses on conducting electronic transactions and eliminating most, if not all, interpersonal dealings with the government. Requests from users trigger a series of automated or semi-automated procedures until the transaction is completed. In a subsequent stage, it would be acceptable to duplicate information and periodically update it. The problems stemming from isolated applications and information sources become evident in the transactional stage. Accordingly, a cooperative environment must be implemented to allow for better integration of the government's internal activities, in this case, modernizing the way the government does business to serve its users more efficiently.

Lastly, the integrated stage is in part an in-depth review of the government's activities, namely its interactions with citizens, businesses, its own employees and other government stakeholders, including the various service levels. The government will use the Internet, automated voice response systems and other technologies to review service delivery, voter participation and governance on a regular basis. Regarding its interactions with citizens, the focus will be on implementing interfaces that correspond to the logic of the people using the services. Two types of presentation are preferred: Theme portals that combine services addressing a specific category of citizen—aboriginals, the elderly, youth, etc.—or, alternatively, according to a citizen's life events—birth, education, job search, retirement, etc. The fourth stage of the Gartner model also includes electronic procurement, as well as the need for various government stakeholders to be able to exchange information to avoid situations in which users and public servants would have to reenter the same information.

### ***E-Democracy***

E-democracy is another important element of e-government which could contribute to strengthening the application of democratic values in Québec.

Parallel with the four development stages established by Gartner, initiatives to promote and solidify what is known as e-democracy comprise another level of development of e-government. E-democracy allows for better communication between governments and the public:

“Electronic democracy can be understood as the capacity of the new communications environment to enhance the degree and quality of public participation in government.”<sup>2</sup>

For its part, the Bertelsmann Foundation defines e-democracy as follows:

“E-democracy [is the] use of the Internet by government, political parties and advocacy groups to provide information, communicate, deliver services or boost participation to generate a more robust debate among citizens.”<sup>3</sup>

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<sup>2</sup> Kakabadse, A., N. K. Kakabadse et A. Kouzmin, *Reinventing the Democratic Governance Project through Information Technology? A Growing Agenda for Debate*, *Public Administration Review*, January/February 2003, Vol. 63, No 1, p. 47.

<sup>3</sup> Phil Noble & Associates, *E-Democracy around the World, A Survey for the Bertelsmann Foundation*, Summer 2001, p. 1.



### GLOBAL EXPERIENCES AND THE CANADIAN PERSPECTIVE (cont'd)

In this regard, several administrations have distinguished themselves by proposing initiatives to boost citizen participation and involvement in the democratic process, for example, by holding on-line consultations and even on-line voting. This is the case, among others, in Arizona, where an experiment enabled some 40,000 people to vote on-line during the March 2000 primaries, and in the city of Markham, Ontario, which experimented with Internet voting during municipal elections on November 10, 2003. Clearly, governments are using information and communication technologies to boost voter turnout through on-line voting.

Information and communication technologies can also be used to encourage communication between political leaders and citizens in order to raise citizens' interest and increase involvement in the political life of a given society. In terms of releasing information, e-mail is an inexpensive and highly effective communication tool that several progressive politicians have already put to successful use. The Prime Minister of Japan, Junichiro Koizumi, was one of the first to launch an e-mail magazine, which is estimated to have close to one million subscribers.<sup>4</sup> The Premier of Québec, Jean Charest, recently started using this communication tool to send a weekly circular letter to interested citizens. The e-mailing of information by government officials appears to be a growing trend. This strategy enables them to circumvent traditional communication methods to address the population directly with messages that cannot be distorted.

ICTs can also be used to solicit citizens' opinions and to structure the information efficiently so that it features prominently in the development of public policy and the improvement of services to citizens. Increased participation on the part of citizens in the democratic process can be achieved through sites featuring newsgroups or on-line chat sessions with politicians heading up major projects. In fact, in France, Prime Minister Jean-Pierre Raffarin announced on April 21 that he planned to hold frequent chat sessions with his fellow citizens.<sup>5</sup> More systematic public consultation can also be encouraged through on-line surveys, an inexpensive tool that can gather firsthand information on more specific issues. For example, last February, the New Brunswick government launched an on-line questionnaire to consult its citizens on the upcoming provincial budget.<sup>6</sup> In summary, new information and communication technologies must be used to recreate a virtual agora that enables citizens to take part in debates on the issues facing the government.

This is how e-government promotes such exchanges between the State and its citizens. Public administrations are still at the experimental stage in this regard. Additional studies may be needed to determine the real benefits of these measures and the related costs. Nevertheless, e-government is still one of the most promising innovations of the future. This appears even more relevant in the current context, where a major portion of the population appears to have lost interest in politics. The initiatives to encourage citizens to participate in social debate could counter this trend to the benefit of the democratic health of our modern states.

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<sup>4</sup> Phil Noble & Associates, *E-Democracy around the World, A Survey for the Bertelsmann Foundation*, Summer 2001, p. 19.

<sup>5</sup> Memo from the Prime Minister, April 21, 2004, <http://www.premier-ministre.gouv.fr> [on-line], site consulted April 23, 2004.

<sup>6</sup> <http://www.gnb.ca/news/fin/2004e0186fn.htm> [on-line], site consulted April 23, 2004.



## GLOBAL EXPERIENCES AND THE CANADIAN PERSPECTIVE (cont'd)

### 1. A Global Trend

The number of Internet users is increasing yearly in most countries around the world, although the growth rate varies significantly from one region to another. The most significant increase in adult Internet users has been in Germany, Japan and urban areas of China.<sup>7</sup> Several countries, provinces and states of the Organization for Economic Cooperation and Development (OECD) are already committed to the “electronic revolution,” each one progressing according to its own timetable and priorities. By tapping into its significant knowledge in the field and committing concretely to e-government, Québec is in a position to catch up quickly to governments that are the most advanced in this sector and even become a world leader.

Since it has the necessary human and technical resources, Québec could quickly pick up the pace with the proper funding by relying on leaders in the field.

In moving toward e-government, Québec can learn from the example of several governments which have made impressive strides in the field. For example, France, the United Kingdom, the United States and Australia are among the countries that are most often cited for the advancement of their e-government.

#### France ([www.service-public.fr](http://www.service-public.fr))



By creating the *Agence pour le développement de l'administration électronique (ADAE)* (e-government development agency), which reports directly to the Prime Minister, France developed a structure to provide the leadership needed to implement such a project. Adopted in fall 2003, the *Plan stratégique de l'administration électronique, RE/SO 2007* states that France will have developed e-services within the next four years. As part of this plan, several innovative projects have already been implemented, including the *carte de vie quotidienne* (everyday life card). This smart card makes citizens' lives easier by enabling them to obtain local services, such as registration for sports activities, school meal services, public transit, parking meters, etc. Based on the results of this pilot project, authorities will decide whether to implement an even larger project, the *carte citoyen* (citizenship card), a smart card encoding a citizen's name, address, passport number and driver's license. The site [www.forum.gouv.fr](http://www.forum.gouv.fr) is an interdepartmental platform managed by the government that aims to stimulate public debate. Citizens can express themselves on-line on various suggested topics and seek the opinions of their peers. Lastly, the Web site [www.service-public.fr](http://www.service-public.fr) will allow individuals and professionals to create their own administrative space by customizing the home page of the French government portal according to their specific needs and by displaying the e-services and information that concern them. This customization will eventually enable them to track their dealings with the government and monitor exchanges of personal information between government bodies.

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<sup>7</sup> Respective growth of 40%, 37% and 35% from 2002 to 2003. With 128 million Internet users, which corresponds to 40% of the world adult Internet population, the United States remains the country most represented on the Web (Ipsos-Reid, *The Face of the Web*, January 2004).



### **France adopts ADELE: *pour vous simplifier la vie***

Tabled by the Prime Minister in January 2004, project ADELE (*ADministration ELectronique 2004/2007 – ADELE pour vous simplifier la vie*) aims to provide a framework for the development of e-government in France. This project establishes four requirements for the government of the future: Constant listening to users, better access to services, creation of a relationship of trust with French citizens and better management of State spending. The project lists 140 measures for 300 new services, including, in addition to the measures mentioned above, a single telephone number to access public services, a national electronic identity card, an improved everyday life card (smart card that includes health information, i.e., insurance and medical files), a corporate employment service (single management centre for companies) and a geographic information system.

Source: *ADministration ELectronique 2004-2007, Projet ADELE: pour vous simplifier la vie*, press release, Prime Minister of France (<http://www.adae.gov.fr> [on-line], site consulted March 21, 2004).

### **The United Kingdom ([www.direct.gov.uk](http://www.direct.gov.uk))**



The United Kingdom has set an ambitious goal of ensuring that 100% of government services are available on-line by the end of 2005. The implementation strategy is under the responsibility of the Office of e-Envoy, which reports directly to the Prime Minister. Several projects to improve services delivered to citizens have already been implemented, including UK Directgov ([www.direct.gov.uk](http://www.direct.gov.uk)), a one-stop portal from which all government services can be accessed on-line; the Land Registry's Web site, which enables potential buyers to obtain information on the average property value in a given region (determined by a postal code); the Knowledge Network, which informs citizens about the protection of transactions, the use of intermediaries and other security-related issues; and finally, the e-procurement service, which enables citizens to obtain various forms electronically.

### **The United States ([www.Firstgov.gov](http://www.Firstgov.gov))**



The U.S. federal government made a firm commitment to e-government by implementing a strategy to ensure easy access to government e-services, with the main objective being that citizens can access these services in only three clicks. In September 2000, the U.S. government launched the [www.Firstgov.gov](http://www.Firstgov.gov) portal, which encompasses all government services, with several theme sites related to this central site, including [www.GovBenefits.gov](http://www.GovBenefits.gov), [www.Regulations.gov](http://www.Regulations.gov), [www.GoLearn.gov](http://www.GoLearn.gov), [www.usafreedomcorps.gov](http://www.usafreedomcorps.gov), [www.Volunteer.gov](http://www.Volunteer.gov) and [www.Recreation.gov](http://www.Recreation.gov). By adopting the E-Government Act on December 17, 2002, the United States confirmed that e-government was one of its major priorities. This Act immediately gave rise to the Office of E-Government and Information Technology, which reports to the Office of Management and



## GLOBAL EXPERIENCES AND THE CANADIAN PERSPECTIVE (cont'd)

Budget and whose senior manager is appointed directly by the President of the United States. The E-Government Task Force, a group comprising some one hundred government managers responsible for identifying issues and selecting priority projects, was also created further to adoption of the Act in December 2002. Today, U.S. citizens can perform many transactions on-line, including income tax returns (IRS Free Filing program) and government employee payroll management (E-Payroll). For its part, the Federal Technical Data System ([www.FedTeDS.gov](http://www.FedTeDS.gov)) is used to send and release information securely that is related to the acquisition of goods and services, while the Past Performance Information Retrieval System ([www.PPIRS.gov](http://www.PPIRS.gov)) provides background information on contractors' pasts for individuals interested in acquiring goods or services.

**Australia** ([www.australia.gov.au](http://www.australia.gov.au))



The firm Accenture ranks Australia fourth in the world in the development of e-government.<sup>8</sup> The new central government portal features services aimed at target clientele to facilitate transactions and the circulation of information to the various agencies. The government sites feature several transactional functions. For example, the Health Insurance Commission enables citizens to register on-line for organ donations in a secure manner. Parents can also access their children's vaccination records on-line to note the dates of booster shots, required doses, etc. Under the Government On-line Vision, each department and agency is responsible for posting its action plan on-line, as well as a project implementation schedule, which is updated regularly.

### 2. The Canadian Perspective

With 71% of its adults using the Internet,<sup>9</sup> Canada is one of the countries with the most widespread use of the Internet. Governments appear to have kept pace with the population in adopting this new Internet technology. Accordingly, governments in Canada, specifically the federal government and the government of Ontario, rank far ahead of other countries in terms of e-government. A recent United Nations report ranks the Canadian government 6<sup>th</sup> worldwide in the delivery of e-services<sup>10</sup> and 3<sup>rd</sup> worldwide in dialogue with citizens and participation in the democratic process.<sup>11</sup> In addition, according to the Center for Public Policy of Brown University, which established a list of 25 criteria for evaluating the national Web sites of 198 countries, Canada ranked 2<sup>nd</sup>, behind Taiwan and ahead of Chile.<sup>12</sup> The criteria used in this study were, specifically, the quality and accessibility of information, security and the protection of privacy, commercial annoyance and public outreach. The Accenture study, whose main criteria involved the scope and range of services, ranked Canada 1<sup>st</sup>, Singapore 2<sup>nd</sup>, and the United States 3<sup>rd</sup>. Note that the same study ranked the United Kingdom 6<sup>th</sup>. Lastly, a recent study by the Bertelsmann Foundation (an American-owned German company) on the benefits of Internet use (efficiency, transparency and participation) ranked the UK government site 1<sup>st</sup>, followed by the city of Seattle (the United States) and the Ontario government. The Canadian federal government site placed 5<sup>th</sup>.<sup>13</sup>

<sup>8</sup> Accenture, *eGovernment Leadership-Realizing the Vision*, April 2002.

<sup>9</sup> Ipsos-Reid, *The Face of the Web*, January 2004. This same study ranked South Korea 2<sup>nd</sup>, with 70% of its adults using the Internet, and the United States 3<sup>rd</sup>, with 68%.

<sup>10</sup> United Nations, *World Public Sector Report 2003: E-Government at the Crossroads*, Department of Economic and Social Affairs, New York, October 2003, p. 129. The UN Study ranked the United States 1<sup>st</sup>, with Sweden, Australia, Denmark, the United Kingdom, Chile and Mexico following close behind.

<sup>11</sup> Called *e-participation*, the UK ranked 1<sup>st</sup> in this category, followed by the United States.

<sup>12</sup> <http://www.brown.edu/Departments/Taubman-Center/>, according to this study, the UK ranked 5<sup>th</sup> and the United States 9<sup>th</sup>.

<sup>13</sup> Phil Noble & Associates, *E-Democracy around the World, A survey for the Bertelsmann Foundation*, Summer 2001.





### GLOBAL EXPERIENCES AND THE CANADIAN PERSPECTIVE (cont'd)

#### ***The Canadian Federal Government ([www.canada.gc.ca](http://www.canada.gc.ca))***



Having developed several features that incorporate new information and communication technologies, although in a more eclectic manner, Canada now intends to group these initiatives into a coherent policy. Two projects will further this objective: Service Canada and Government On-Line. Service Canada aims to provide Canadians with one-stop access to government services, be it in person, by telephone or electronically. Government On-Line aims to make all government services available on-line by 2005. Major efforts have already been made to create a portal that groups together government services according to target clientele: Canadian citizens, businesses and non-Canadians.

Several government services are already available in transactional mode, for example, on-line income tax returns, various permits, access to a job bank and an electronic placement service. Specific efforts have been made by the federal government to facilitate access to government e-services. Also, major investments have been made in recent years to provide Canadians with authentication mechanisms on the Internet, in particular the e-pass project. Finally, note that certain on-line consultation processes developed by the federal government make it one of the most innovative in the field. For example, citizens can give their opinion on-line of various working documents. The site <http://www.consultingcanadians.gc.ca> features a list of current consultations, some of which participants can comment on directly on the Web site (the comments gathered are automatically recorded in a database). We believe that these consultations contribute to Canada's ranking at the top of the list of OECD countries in terms of government Web sites (as is the case of the UN study). However, our own analysis indicates that current evaluation criteria in this regard could be adjusted to take into account the accessibility and user-friendliness of these sites, as well as efforts to promote them.

#### ***New Brunswick ([www.snb.ca](http://www.snb.ca))***



Showing remarkable innovation, the province of New Brunswick has created Service New Brunswick (SNB), a one-stop access to government services for citizens and businesses. Citizens can access government services at 36 SNB offices (service points located across the province) or on the Service New Brunswick Web site. As with the Canadian federal government, the Service New Brunswick site groups services according to the main clientele served: Citizens and businesses. Accordingly, 37% of transactions between citizens, businesses and the government are done electronically, whether it be consulting the land registry, registering property, paying taxes, renewing a driver's license, etc.<sup>14</sup> The site also allows for on-line public consultation. For example, citizens can fill out an on-line pre-budget consultation questionnaire and, if desired, publish these comments on the Web site. The government is committed to considering these comments in preparing the budget.

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<sup>14</sup> 2002-2003 Annual Report, Service New Brunswick (<http://www.snb.ca> [on-line], site consulted March 5, 2004).



### **Service New Brunswick: A One-Stop Service Point at Counters, by Telephone or via the Internet**

New Brunswick decided to mandate a provincial Crown corporation to manage public informational and transactional services through which citizens and businesses manage their private and professional lives. Service New Brunswick (SNB), a trademark of this corporation, also has a mission to ensure the accessibility of government services to all citizens and businesses. In addition to offering 176 government services on behalf of various departments and agencies, SNB provides property assessment and geographic information for the province and accepts payments for certain public service companies and 39 municipalities. This is how SNB is playing a role in modernizing the process of delivering government services and information.

### **Ontario ([www.gov.on.ca](http://www.gov.on.ca))**



A strong political willingness enabled Ontario to enter the electronic era of service delivery. In three years, 75% of government services have been made available on-line, ranking the province ahead of several jurisdictions in terms of e-government. The user-friendliness of the site was a major element of the strategy to convince citizens to use the Internet. In keeping with global trends, the province divided the services offered on its government site into two categories: The target audience and the stages of life (birth, education, job search, retirement, etc.). The Ontario government portal provides the necessary links with other levels of government and delivers several services in transactional mode, for example, course registration, payment of tuition fees and on-line application to eight business-oriented programs. On the subject of e-democracy, Ontario has already held several public consultations, notably on the integration of technology into education. The province decided to facilitate access to on-line services by installing interactive terminals throughout its territory. These initiatives seem to be yielding results, with 71% of users satisfied with the on-line services used.



#### RECOMMENDATIONS

- 1.1 We recommend that the Québec government reaffirm the implementation of e-government as one of its priorities.
- 1.2 We recommend that the Québec government aim to make Québec a world leader in e-democracy and the delivery of e-services to citizens by 2007.
- 1.3 We recommend conducting strategic monitoring of e-government developments in Canada and abroad and releasing the results of such monitoring to Québec departments and agencies.





**P**rogress in information and communication technologies now enables the State to deliver services that were previously unimaginable. Information is essential for government activities; the way in which it is handled largely determines the government's efficiency. However, the e-government project is not simply a matter of using ICTs to carry out government activities in the traditional way.

With its focus on the needs of citizens and businesses, the e-government project involves a profound change in the way the government does business. The entire mechanism is justified by an improvement in services to citizens. The programs proposed must be selected according to the needs of clients, citizens and businesses. In this context, ICTs are only one means of transforming relations between citizens and the State. By no means should they be considered an end in themselves. The e-government project also affects several other spheres of society, including the economy, employment, regional development and cultural diversity, which are only a few examples of the far-reaching impact of the increased use of ICTs.

Accordingly, an increased use of ICTs requires major changes within public administrations and society in general, which, as we have seen in the previous pages, are already in progress in most OECD countries. Not only is this new technology necessary to deal with global competition and the new demographic reality, it also appears to be something our fellow citizens want, in Québec as elsewhere.

As confirmed by a 2003 survey of Québec citizens, businesses and self-employed workers conducted by the *Centre francophone d'informatisation des organisations* (CEFRIO), Quebecers want the Internet to play an increasing part in their personal and professional lives; 60% of Québec adults already use the Internet on a regular basis.<sup>15</sup> Québec's e-government project therefore meets this collective desire.

Québec's e-government project revolves around four major elements (see Figure 3, page 44):

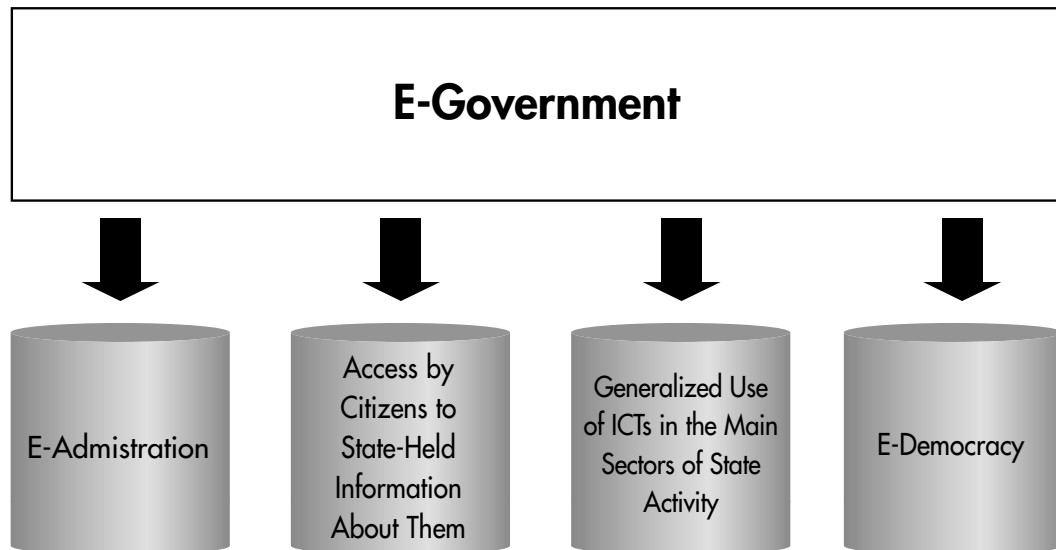
- The implementation of e-administration, which requires focusing government services on the needs of citizens and businesses;
- Access by citizens and businesses to State-held information about them;
- Generalized use of ICTs in the main sectors of State activity, i.e., health, education and justice, as well as within regions and municipalities;
- Improved democratic practices and government accountability through the new tools offered by ICTs (debate forums, consultations, transparent decisions).

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<sup>15</sup> This trend appears to apply across Canada: 73% of Canadian adults consider the Internet to be an essential part of their lives (CyberTENDANCES, November 2003).



**Figure 3: The Four Elements of E-Government**



#### **Québec Has Already Joined the Internet Age**

- In early 2004, 60% of Québec adults were using the Internet (3.5 million) (CEFRIO-NeTendances);
- 1.8 million adults use the Internet at work and approximately 3 million have Internet access at home (CEFRIO-NeTendances);
- 80% of businesses with five or more employees are connected (CEFRIO-NetGouv 2003).

#### **Government Sites: Resources Used**

According to CEFRIO (NetGouv 2003), Québec government sites were consulted at least once by:

- 57% of businesses;
- 30% of citizens;
- 38% of self-employed workers.

Moreover, according to a Taylor Nelson Sofres poll conducted in collaboration with Léger Marketing (2003), 51% of adult Canadians used government e-services in the past twelve months.



#### 1. E-Administration

##### **One-Stop Portal for Government Services**

E-administration consists in presenting information in a manner suited to the logic of users, citizens and businesses rather than of the government by providing accessible information and user-friendly electronic applications.

Currently, all government departments and agencies have Web sites comprising thousands of pages of detailed information on programs, services and activities. However, a citizen or business with a problem must search through all of these Web pages to find the relevant information, which is generally posted on more than one site. Despite several attempts by Communication-Québec, it becomes clear when browsing government Web sites that each department and agency still functions in isolation.



##### **Baby Is on the Way: An Example of a Group of Services on the Government Portal (Communication-Québec), [www.gouv.qc.ca](http://www.gouv.qc.ca)**

Communication-Québec has already grouped several services under major themes that correspond to life events, such as birth, death, moving, separation or a natural disaster. This initiative is the first step toward breaking down traditional administrative barriers and adopting a broader view of the delivery of services to citizens. For example, the “Baby Is on the Way” group of services includes information on parental leave, financial assistance for parents, daycare, special employment insurance benefits and registering births, as well as links to federal government Web sites. Certain applications can be made on-line in transactional mode. The services also include general information on parent-child relationships and the health of mothers and babies.

To better meet these needs, the Québec government will create a one-stop service portal where citizens or businesses can go to find the answers to all their questions. Government services and information about the services will no longer be organized according to the departments’ missions, but rather according to the needs of citizens and businesses. Accordingly, services will be grouped under two major sections, i.e., the life events of citizens (birth, education, retirement, etc.) or businesses (start-up, merger, acquisition, etc.) and by specific theme or clientele (businesses, youth, education, justice, etc.). It will still be possible to access services on the department/agency Web sites. In this way, citizens will no longer have to deal with a complex government structure to find answers to their questions. They will be given a simple, comprehensive answer. It is the system, or the back-office functions, that will search the various department or agency databases on behalf of the citizen to find the information requested. In addition, information requested by the government, for example, a change of address, will no longer have to be provided more than once by citizens and businesses—the system will process the information to make it accessible to the corresponding departments.



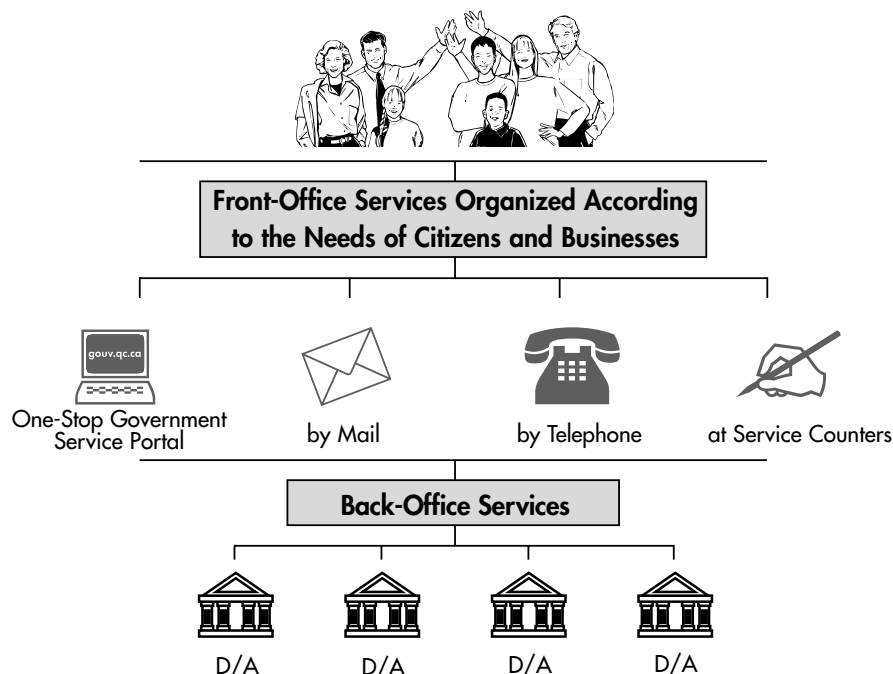
## A VISION FOR QUÉBEC (cont'd)

The portal will also include sections organized by specific themes, for example, a Business section, which is currently being developed, and a Youth section.

Government services will be accessible via several routes, namely the Internet, as well as more traditional methods, such as service counters, mail and telephone (see Figure 4 below). The multiservice centres to be set up across Québec, which will offer counter and telephone services, will be the method used to meet the needs and preferences of all citizens (the Communication-Québec offices and local employment centres seem to be the ideal network for this purpose<sup>16</sup>). However, while respecting the choice of citizens and businesses that wish to use traditional communication methods, it is desirable that the Internet become the main access to government services through a one-stop government portal. The design of the portal will be based on the needs and expectations of users. It will be organized by themes marking the life events of citizens and businesses (see Figure 5, page 48).

Certain current government sites are already transactional, i.e., citizens and businesses can fill out forms directly to pay their government bills on-line, as is the case with Clic Revenu. We want what is now the exception to become the rule; the greatest majority of transactions between citizens/businesses and the government must eventually be performed on-line.

**Figure 4: Several Ways to Access Government Services**



<sup>16</sup> The makeup of the network of multiservice centres will be addressed in Chapter 3.





#### **Several Sites Are Already Transactional: The Example of Clic-Revenu ([www.revenu.gouv.qc.ca](http://www.revenu.gouv.qc.ca))**

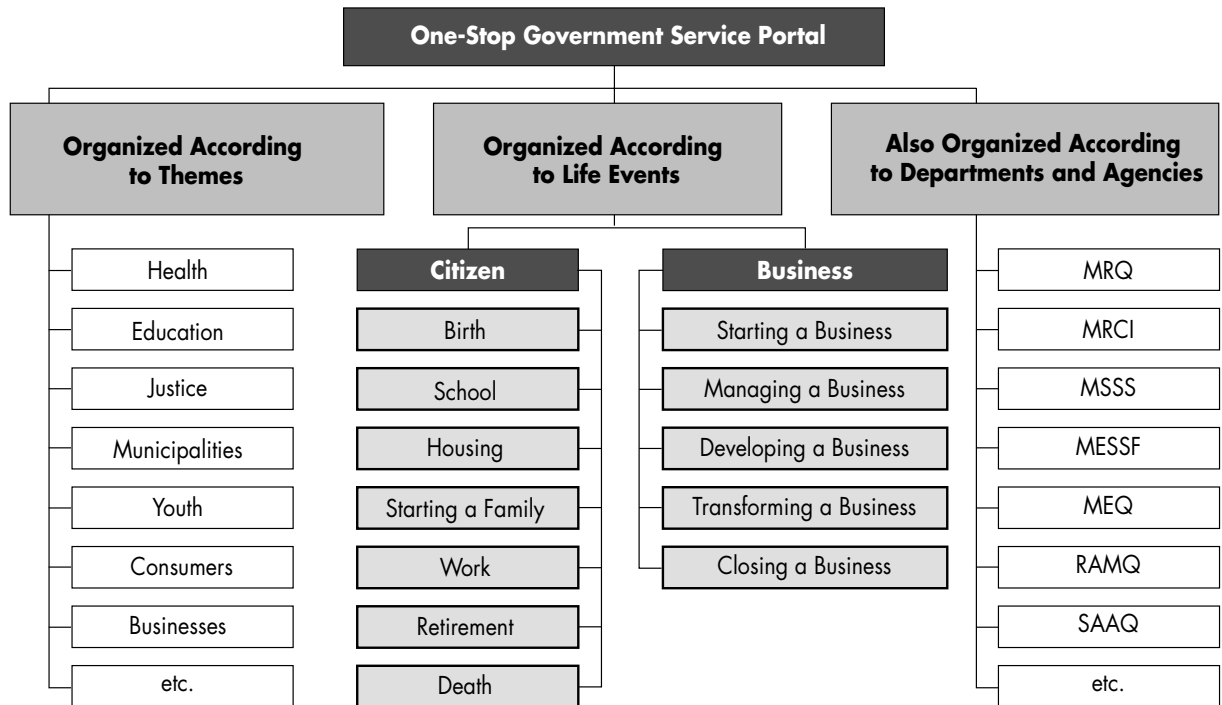
To facilitate relations between businesses and the government and, specifically, to simplify the administrative process they must follow, the *Ministère du Revenu* has created *Clic-Revenu*, an interactive transactional service. Using *Clic-Revenu*, businesses can consult their files on-line, send information about income tax and other taxes electronically (data are validated immediately) and even make payments on-line (depending on their financial institution). This system, which is based on a secure identification process, improves the quality of information sent and reduces processing time, which results in substantial savings in time and money, both for the government and the businesses.

E-government will imply a profound change in how the public administration works. Information must circulate beyond the traditional barriers of government departments and major Crown corporations. We will move from a vertical structure based on an allocation of tasks among government service providers to a horizontal structure focused on the needs of applicants and the imperative to provide applicants with simple and consistent answers. Government employees must become actively involved in this shift.

With the goal of delivering services that best meet the needs of citizens and businesses, the one-stop government portal must, in the medium term, incorporate the services delivered by other levels of governments. Accordingly, we plan to make it possible for citizens to conduct a search via the central portal that includes related services that are a part of citizens' daily lives and that are provided by public administrations that offer direct services to citizens, businesses and municipalities. In this way, a citizen could locate his home on a map, and then access a section which provides links to local municipal services and community resources.



**Figure 5: One-Stop Government Service Portal**



### An Example of a Local Portal: Arrondissement.com ([www.arrondissement.com](http://www.arrondissement.com))

Arrondissement.com, created with the financial support of the Québec government's *Fonds de l'autoroute de l'information*, among others, is the portal for residents of Montréal boroughs. The site posts services offered by all levels of government—municipal, provincial and federal—and also lists community and business resources for the specific boroughs. Citizens can conduct their searches under several different themes, such as employment, family, housing, health, culture, etc. The information comes from the sites of various public administrations and is posted on the portal in a user-friendly manner. In this way, users do not need to know which administration is responsible for a specific service. As an added benefit, the commercial and business sections are run by the organizations themselves, which access site management functions with a user name and password.



#### How Arrondissement.com Can Simplify Your Life: The Case of Marie-Ève

Marie-Ève, age 34, has decided to do something about her health. She goes to Arrondissement.com to search for sporting activities at her local recreational centre. She clicks on the *Santé* icon and obtains the list of all quit-smoking programs. While she is there, she discovers a discussion group on the subject and seeks the opinions of others, like her, who are also trying to quit. She clicks on the link *J'arrête: J'y gagne* and is immediately routed to this site to register. On returning to Arrondissement.com, she clicks on a heading about vegetarianism and notes the date of an upcoming lecture on the subject at her local community centre announced under the *Calendrier* heading. Imagine, all this on just one site!

## 2. Citizens' Access to State-Held Information About Them: The "My Gov. Info." Citizen's Page

The government holds a great deal of information which, in fact, belongs to citizens and businesses. The e-government project aims to make this information more accessible. Access to this information is particularly relevant when a citizen or business wants to use a government e-service. Accordingly, citizens and businesses must be able to access all State-held information about them.

Once citizens have properly identified themselves, they could access the specific information they need from among all the State-held personal information about them, whether this be their address, driver's license, medical files, status of a bursary application, etc. Similarly, businesses could access information about themselves, including grant applications or the status of a permit application. As we have already mentioned, certain department sites, specifically the Ministère du Revenu, already enable businesses to access their tax files. We simply need to generalize this procedure and incorporate access functions into one Web site. This is what we are suggesting with the "My Gov. Info." citizen's page.

The "My Gov. Info." citizen's page (see Figure 6, page 50) will enable citizens to consult information about them held by departments and agencies. For example, it would certainly be of interest to a person awaiting heart surgery to know the length of waiting lists for this surgery at each hospital in the province. But it would be much more useful to know where he ranks on the list and how quickly his case is moving along. This is what the "My Gov. Info." citizen's page will be able to do. It will also enable citizens to send information about themselves to anyone they wish. Similarly, we also foresee the day when citizens will be able to send their medical file to their new family physician via the "My Gov. Info." citizen's page. The basic principle behind this project, which will take several years to implement, is that citizens have the right not only to consult this information, but also to use it as they see fit. In addition, both citizens and businesses alike will be able to edit information about themselves directly on the "My Gov. Info." citizen's page, which will result in significant time savings for the public administration. Lastly, since it will be possible to edit the "My Gov.

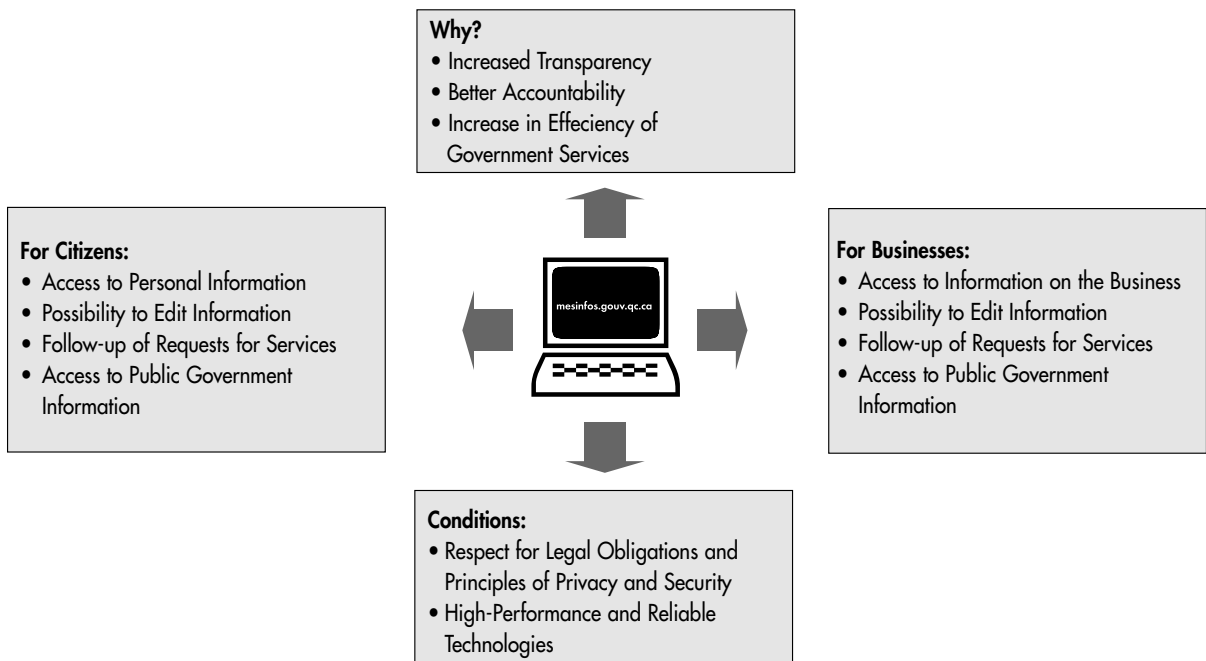


## A VISION FOR QUÉBEC (cont'd)

Info.” citizen’s page, users will have easier access to public government information. By being able to view this information, use and edit it as needed, the stakeholders—both in society and in the public administration—will be held more accountable for its use. Lastly, since it will be possible to edit the “My Gov. Info.” citizen’s page, users will have easier access to public government information.

This large-scale project will clearly require the implementation of powerful, reliable technologies, in addition to operating rules and procedures to ensure the protection of personal information. Moreover, it is technically possible to implement the project without the need for the various departments and agencies to exchange personal information. In fact, once a citizen’s/business’s identity has been confirmed, he/it can access a search engine which goes through each government file for the information and displays it on the citizen’s/business’s home page, without duplication or copying of the files into databases. This would avoid the creation of megafiles of Orwellian proportions. In fact, according to the *Commission d’accès à l’information (CAI)*, citizens’ access to State-held information about them can, on the contrary, increase the protection of private information by keeping citizens abreast of the use of this information: “[...] if each public agency could, at all times, through the delivery of e-services, keep citizens informed about the information held on them and its use and enable citizens to make on-line corrections to this information, we would have a model privacy protection regime.”<sup>17</sup>

**Figure 6: “My Gov. Info.” Citizen’s Page**



<sup>17</sup> *Commission d’accès à l’information du Québec, 2002 five-year report, Une réforme de l’accès à l’information: le choix de la transparence*, CAI complementary document on public consultations by the Parliamentary committee, October 30, 2003, p. 37.



### *3. Generalized Use of ICTs in the Main Sectors of State Activity*

The State is the main service provider in three key sectors: Health, education and justice. Moreover, its decentralization strategy grants significant importance to relations between regions and municipalities. For this reason, the current government must encourage the creation of theme information sites for citizens and businesses in each of these sectors. This initiative is in keeping with Québec's progression toward becoming a knowledge society. In such a society, information essentially becomes the "centre of gravity of the new economy."<sup>18</sup> This enables all players in society to exchange quality information more efficiently in order to make better, more informed decisions. Already, several social organizations have the expertise needed to provide quality content for these sites. This is why collaboration and partnerships between government bodies and these organizations could preserve the quality of information provided to citizens and businesses, while promoting systematic updates of the content. Citizens, as well as businesses, would therefore benefit from the knowledge of specialized resources.

The State must also use information and communication technologies to transform the services delivered to citizens and businesses, not only within the public administration itself, but also for all players in the health, education and justice networks (see Figure 7, page 54). By enabling better coherence and complementarity between the various entities, ICTs are contributing to improving services to citizens and businesses. This is how the technological revolution is promoting the competitiveness of our economy and the advantages that such competitiveness offers.

#### *3.1 Health, Education and Justice Theme Sites*

The government should encourage the creation of a **health theme site**, accessible via the one-stop portal for government services. The health theme site will initially provide general information: Awareness, information about diseases, treatment of minor problems, etc. This information is currently available on the Internet, but spread over a large number of sites, not all of which inspire the same degree of confidence. How can we be sure that health information found on the Internet is reliable? The government's health theme site will address these concerns. The objective of this site is twofold: Better public education and better service to address citizens' concerns more quickly. The health theme site will also provide citizens with information about the civil health network, for example, real-time information about waiting times in emergency rooms, the status of family medicine groups, etc. Sections featuring constantly changing information must be updated regularly. Throughout the implementation of the project, links must be established with other levels of government to share existing resources on the topic. Our intention is not to reinvent the wheel, but rather to take what already exists and make it better.

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<sup>18</sup> Michel Cartier, [www.michelcartier.com](http://www.michelcartier.com)



#### British Columbia Health Guide, A Health Portal for British Columbia Citizens

Québec would do well to follow the example of British Columbia in implementing a health theme portal. Under the BC HealthGuide project (<http://www.bchealthguide.org>), citizens in this province have access to information (verified by medical organizations) on prevention and awareness, as well as screening tests and first-aid procedures. The database, which includes 2,500 health topics, can be accessed by several methods, with the Internet being the preferred one. Citizens can also access this resource by telephone via the BC NurseLine. By calling a single number, they can speak to a nurse or a pharmacist depending on their needs. Finally, all households in the province have been given a paper version of the BC HealthGuide, which lists the most common health problems. The BC HealthGuide initiative helps citizens better manage their health, thereby making them informed partners in their province's healthcare system.

Similarly, the government should create an **education theme site**, which would include all information related to this major provincial jurisdiction: Information on training profiles, limited-access programs, extracurricular activities in each institution, etc. Project implementation will require sharing existing resources on current government Web sites. The education theme site could also include a list of distance learning programs, as well as inter-school collaboration pilot projects (with information and communication technologies) in schools in remote areas.



#### Inter-School Collaboration in Rural Regions

In the past two years, the *École éloignée en réseau* [remote school network] project, initiated by the CEFRIO and the *Ministère de l'Éducation du Québec*, has experimented with a new inter-school collaboration model using information and communication technologies (ICTs) in rural areas where population decline is a critical problem. The CEFRIO closely monitored the trial of a new collaboration model between school teams through the innovative use of ICTs with the aim of developing rural schools.

The model of the remote school network is not a distance learning approach. Rather, it is a new approach involving collaboration within a network which enables teachers and students to expand the horizons of the classroom and the school to improve the overall teaching environment. This project consolidates—and even accelerates—the teaching changes stipulated by the education reform and opens up new possibilities regarding the use of broadband communication in rural regions. It gives real meaning to a region's local development capacities, since it requires participation by community players to maintain and develop educational services in a remote region. The *Ministère de l'Éducation*, in collaboration with the CEFRIO, wants to expand the trials and give some 30 rural schools throughout Québec the opportunity to implement the remote school network model over the next two years.



This type of project gives rural communities a chance to develop innovative approaches that go beyond networked educational services. They can seize the opportunity to develop an integrated vision of the use of broadband in rural regions, whether in the area of health, municipal services, business services, community actions, recreation, adult education, etc.

In the longer term, the government should encourage implementation of a **justice theme site**, which would help citizens understand the inner workings of the legal system. This site would describe the jurisdictions of each court, indicate how to file a suit before each one and help citizens understand all related procedures. The Web sites of the non-profit organization *Éducaloi* ([www.educai.qc.ca](http://www.educai.qc.ca)), funded in part by the *Barreau du Québec* and the federal and Québec governments, and of the *Droits sur Internet* ([www.droitsurinternet.net](http://www.droitsurinternet.net)), funded in part by the Québec government and the *Université de Montréal*, are a step in the right direction. Linking these sites to the justice theme site remains to be determined, although the goal is to improve existing resources.

Finally, in terms of **municipal services**, a partnership must be formed with the *Union des municipalités du Québec* and the *Fédération québécoise des municipalités* to facilitate integration between the municipal sites and those of the Québec government.

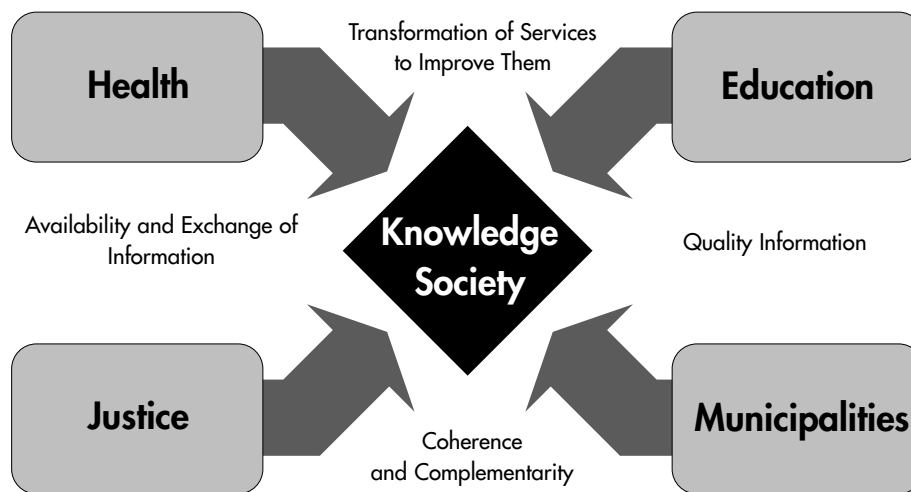
Experience has shown that a theme site that is not regularly updated quickly becomes obsolete and seldom visited. For this reason, the government must ensure that its theme sites are updated regularly. By using ICTs, existing resources in civil society (e.g., *Ordre des infirmières*, *Ordre professionnel des diététistes* and other non-profit organizations) could be used to validate and update Web site content with site information decentralized managing mechanisms. This type of updating mechanism is already being contemplated for the *Commission scolaire de la Beauce-Etchemin* (see insert) Web site and the government Youth portal project.

### 3.2 Using ICTs to Transform Services to Citizens

ICTs currently offer amazing possibilities that we could only dream of a few years ago. The integration of new technologies in the delivery of health, education, justice and municipal services to citizens is also part of the vast e-government project. Already, several pilot projects have confirmed that the appropriate use of these technologies results in much more efficient delivery of services. With e-government, we must go the extra mile and make the use of information and communication technologies the rule in order to improve services to citizens. We can imagine a time, for example, when a citizen could check the waiting time (in real time) at nearby hospitals before bringing his/her child to the emergency room, or when courses could be taken by computer in a virtual classroom and questions asked via chat sessions, or when evidence in a court case could be sent to the opposing party via the Internet, or when citizens could obtain municipal permits or pay municipal taxes on-line. The collaboration of civil organizations in the relevant networks is essential to achieving this goal.



**Figure 7: Generalization of ICTs Within the Main Sectors of State Activity**



### **An Example of Telemedicine: The SCIAD Program (Remote, Intelligent Clinical Follow-Up) Within the Local Service Networks in Montérégie, Gaspésie and at the SRAD at Hôpital Maisonneuve-Rosemont in Montréal**

With the SCIAD program, the result of a public-private partnership between the Verdun firm New IT and the Centre hospitalier Anna-Laberge, patients who would normally need to be hospitalized can remain in the comfort of their own homes and obtain remote clinical follow-up, similar to the care they would receive in hospital. Using a telemonitoring system connected to the Internet, patients can send their nurse information about their health, such as their pulse, blood pressure, glycemia levels and other signs and symptoms. The system triggers various alarms when data sent diverge from the established norms for the patient. Clinical protocols are established on a case-by-case basis, allowing for corrective measures or modification of the on-line treatment plan. This initiative enables patients to maintain a close relationship with their healthcare personnel. While nurses continue to provide homecare, the telemonitoring system helps them to set more effective treatment priorities according to anomalies reported by the computer system. According to initial statistics from these projects, the system enables healthcare workers to monitor patients more closely by sharing clinical information about them and to treat more patients. The quality of life of patients is improved since patients are able to remain in their own homes. Used mainly for chronic diseases, the system is easy to manipulate, even for a beginner who has never used new technologies. In fact, the average age of first-time users in the pilot project is over 67!





#### **The Beauce on the Cusp of Network Learning ([www.csbe.qc.ca](http://www.csbe.qc.ca))**

The *Commission scolaire Beauce-Etchemin*, faithful to its reputation as a homegrown organization, has shown remarkable innovation by providing its students with new information and communication technologies. Several on-line learning projects have been implemented to boost enrollment in summer school and increase the pass rate. Students can now choose from a range of courses they can take at a distance, while obtaining personalized on-line teaching support. The program appears to be yielding results: students having taken this type of course score an average of 76% on *Ministère de l'Éducation* examinations.



#### **Bromont: Connected City ([www.bromont.net](http://www.bromont.net))**

With 75% of its population regularly surfing the Web, the City of Bromont stands out clearly from other Québec municipalities for its use of ICTs. *The Bromont, ville branchée* [Bromont, Connected City] project is fully aware of this impressive usage rate. *Bromont, ville branchée* has a mission to permanently transform the way in which citizens communicate, live, govern themselves and do business. The project has four major components: E-government, the citizen, economic development and tourism. The goal of the e-government component is to place various municipal services on-line, such as municipal bylaws, permits, electronic payment of taxes and fees, an emergency measures plan, as well as access to elected officers and their debates. The second component, focused on citizens' needs, functions as a catalyst for community, social and cultural development. It includes all services offered by local institutions and organizations. The economic development component focuses on the integration of services provided by development agencies. Finally, the tourism component is a window on all activities in the territory.

In terms of e-government, the citizens of Bromont have access to information that enables them to play an informed role in the municipal decision-making process. Among others, they have access to meeting agendas, public notices and meeting minutes. More than half of the city's households are registered on a mailing list and receive the city's newsletter by e-mail. On-line consultations have also been set up and are becoming increasingly successful (for example, in March 2004, close to 400 citizens visited the section on the consultation to review the urban plan).

In summary, consulted heavily by many municipal administrators and elected officials in Québec, but also used as a reference for numerous international tribunals, *Bromont, ville branchée* serves as a model and is a clear leader in the area of municipal e-government.

Source: City of Bromont



#### ***Système intégré d'information de justice (SIJ)***

In March 2000, the *Ministère de la Justice* and the *Ministère de la Sécurité publique* tabled an opportunity study on the need to implement a *système intégré d'information de justice* (SIJ). This study was followed in 2001-2002 by a preliminary analysis in collaboration with the *Ministère de la Santé et des services sociaux*, in addition to some twenty other agencies. The SIJ will enable everyone involved in the administration of justice in Québec to produce and exchange the electronic information and documents they need for their work. The implementation of this system will also enable the main players in the justice system, more specifically the Courts, to offer on-line services to people appearing before the Courts and their legal advisors. Specifically, these services will allow for on-line filing of procedures before the Courts and remote consultation of documents. Moreover, it will give some 40,000 people working within the justice system the opportunity to use these services: Judges, attorneys, prosecutors, police officers, notaries, bailiffs, court personnel, Québec correctional services, the *Commission québécoise des libérations conditionnelles* and youth centres. The system will also make it possible for everyone involved in the justice system to obtain reliable information when they need it, thereby helping to improve public security and efficiency in the administration of justice. Lastly, the work of those involved in the justice system will be made easier and, ultimately, the system will contribute to sustainable development by reducing the volume of paper used.

#### ***4. E-Democracy***

The establishment of e-government is also an opportunity to draw on the potential of new information and communication technologies to improve the democratic workings of our society. If used carefully, these technologies can improve government accountability to citizens, facilitate public consultation and stimulate political debate (see Figure 8, page 57).

Currently, most departments and agencies post their activity reports on their Web sites, which is already a major step toward accountability. However, these documents make for heavy reading for citizens who want to consult them. E-democracy must offer much more—not only must information be organized and presented according to the needs of citizens and businesses, but the latter must also be able to question the government and get answers to the questions. The systematic use of e-mail is one of the first steps in increasing efficiency in communications between citizens and the government. A clear commitment must be made to answer any e-mail sent to a department or agency within a maximum of 72 hours.<sup>19</sup> The implementation of new communication methods also means that the government must justify its choices and decisions to citizens. In short, e-government is a government accountable to its citizens.

In particular, citizens will be able to give their opinion of the quality of services received from the government. In the private sector, these quality controls by clients have generally contributed to improving the final product. In this case, the process should also lead to improved services.

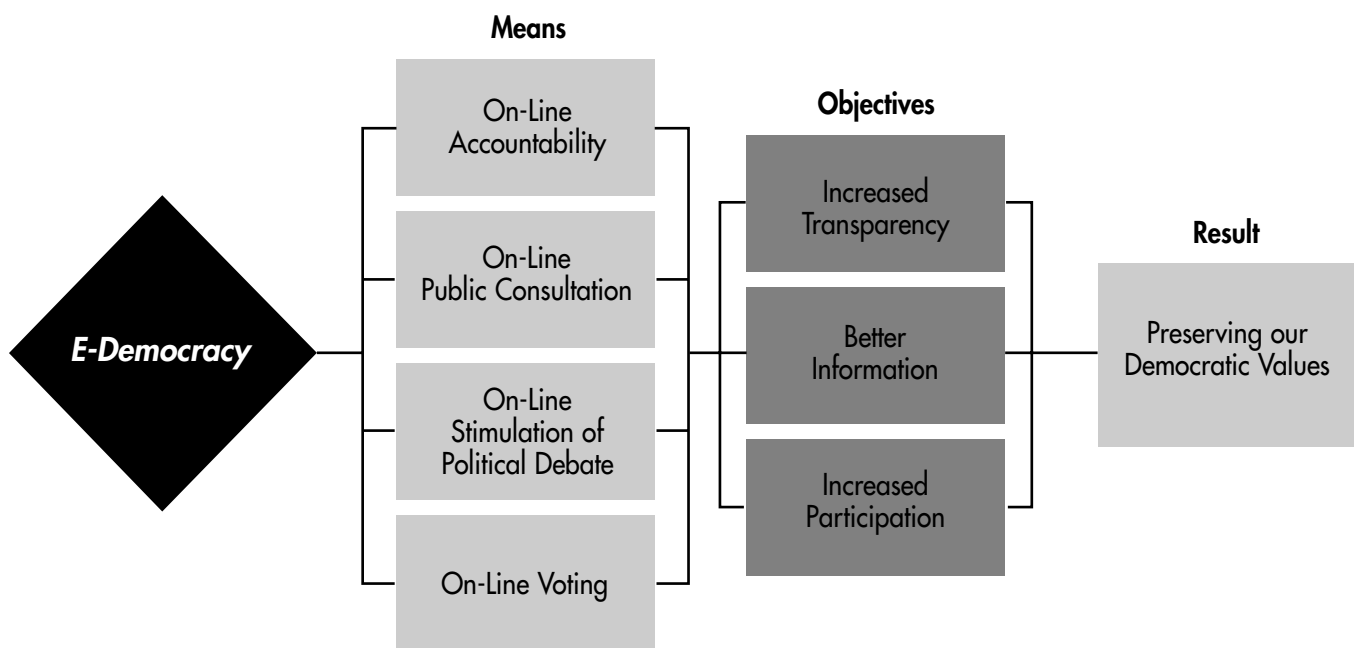
<sup>19</sup> Note that this is a minimum requirement and that certain departments and agencies have set even more stringent deadlines, which we strongly encourage.



The democratic debate must not be limited to simple interaction between citizens and the government. The government must also implement the tools that will facilitate public debate between citizens on major social issues. Discussion groups can be created for public discussions and broader public debate. To guarantee the non-involvement of government in debates, the discussion groups must be governed by an independent authority. This is a vast undertaking that will involve all of Québec society.

Finally, the electoral process is one of the most fundamental elements of a democracy. Again, the use of information and communication technologies can facilitate this process in the long term. Registering on the list of electors over the Internet and possibly voting on-line are objectives that could be achieved once certain technical issues have been resolved and several societal issues addressed. Specifically, the matter of identification must be dealt with in order to guarantee a completely safe and secure process. Also, consideration must be given to aspects related to the public's trust in these new democratic processes.

**Figure 8: E-Democracy**



### 5. Québec's Place on the World Stage

In addition to taking the necessary measures to implement the four elements of e-government, Québec must also take its place on the world stage in order to help combat the digital divide and to promote the use of French on the Web and the general preservation of strong cultural diversity on the Internet.



#### ***5.1 Québec's Contribution to Fighting the Digital Divide Between Developed and Developing Countries***

Many developing countries still have very limited Internet access, specifically countries in the Southern Hemisphere and in Africa. For the sake of comparison, 483 out of every 1,000 Canadians and 538 out of every 1,000 Americans have Internet access, while only 16 out of every 1,000 residents of North African countries and two out of every 1,000 residents of Sub-Saharan countries can say the same.<sup>20</sup> This reality is known as the “digital divide.” At the first session of the World Summit on the Information Society held in Geneva in December 2003 (the second session is scheduled for November 2005 in Tunis), southern countries appealed directly to northern countries to help them bridge this digital divide, which can only drive them further into poverty. In this vein, UN Secretary General Kofi Annan declared at the World Summit on the Information Society in December 2003: “From trade to telemedicine, from education to environmental protection, we have in our hands, on our desktops and in the skies above the ability to improve standards of living for millions upon millions of people. But an open, inclusive information society that benefits all people will not emerge without sustained commitment and investment.”<sup>21</sup>

Québec, like Canada, is well positioned on the world stage in terms of the development of new information and communication technologies. Whether in the area of e-administration, the democratization of access to information or, more generally, the development of new technologies to improve citizens' quality of life, we have the responsibility to combat the digital divide between Northern and Southern Hemisphere countries. Accordingly, Québec, as the largest French-speaking society in the Americas, must, through its expertise, take its place on the international scene and actively participate in making the Internet the foundation of the knowledge society. Specifically, Québec should become actively involved in the work of the World Summit on the Information Society, especially since discussions held at this summit directly affect Québec's spheres of competence, i.e., with respect to cultural diversity, governance and the legal and regulatory framework of the Internet, etc. Québec must also apply its expertise in ICT guidelines to projects in numerous fields such as health, education and justice, and use the resources of its experts—in the public service, civil society and the private sector—to prepare the final phase of the World Summit on the Information Society to be held in Tunis in 2005.

#### ***5.2 Québec's Contribution to Preserving Cultural Diversity***

In the area of information and communication technologies in general and the Internet in particular, the use of English tends to dominate, which could have the long-term consequence of diluting the French language and culture. In this respect, the government must play a leading role in the use and promotion of French in information and communications technologies. To this end, Québec adopted the *Politique d'utilisation de français dans les technologies de l'information* in June 1992, which aims to “generalize the use of French in

<sup>20</sup> L'État du monde, *Annuaire économique géopolitique mondial, 2004, Éditions la Découverte, Éditions du Boréal, Montreal.*

<sup>21</sup> Press release, *ITU Secretary-General Opens First Global Information Summit, Geneva, December 10, 2003, ([http://www.itu.int/wsis/geneva/newsroom/press\\_releases/wsisopen.html](http://www.itu.int/wsis/geneva/newsroom/press_releases/wsisopen.html)) [on-line], site consulted March 5, 2004.*



information technologies as the language of design, use, dissemination and training.<sup>22</sup> The policy testifies to the economic, social and cultural reach of French in information and communications technologies. The *Office québécoise de la langue française* (OQLF) must play an important advisory role in applying this policy. In 1997, the *Office* produced a guide called *Le français dans les technologies de l'information*. The government must not only take the necessary measures to ensure that the strategies stated in this guide and those set out in the policy are applied by all departments and agencies, but also ensure that they are embraced by all organizations in Québec. Accordingly, the government must encourage the development of Web sites with Québec content.

As the only French-speaking society in North America, Québec also has an important role to play in terms of respect for cultural diversity. As Québec has stated countless times to UNESCO, it must work with the rest of Canada and the international community to create a range of tools to ensure that its beliefs in terms of cultural diversity are respected. Québec must also encourage inter-cultural dialogue within the digital society in order to guarantee fair and equitable development. At the Johannesburg/Paris meeting in 2002, UNESCO declared cultural diversity to be essential to sustainable development.<sup>23</sup>

Finally, the government must continue the efforts undertaken by various forums, such as the Canadian Forum on Cultural Enterprise or UNESCO's Global Alliance for Cultural Diversity, to preserve and reinforce the institutional frameworks that protect copyright and intellectual property in the digital era.

### 6. Implementation Timeline – Horizon 2007

In summary, the objectives of e-government in Québec are divided into four categories, each of which corresponds to major work areas to be completed by the end of 2007:

**1. E-administration:** Via a one-stop portal for governmental services, provide easy access to services delivered by Québec departments and agencies, while maintaining the necessary links with federal and municipal administrations that deliver complementary or parallel services. Ensure that on-line delivery of services respects basic privacy rules. Create theme sites according to target clientele or life events. Propose transactional applications and projects for citizens.

**2. Citizens' access to State-held information about them:** Allow citizens to access State-held information about them whether or not this information is confidential via the "My Gov. Info." citizen's page, whether or not this information is confidential.

**3. More generalized use of ICTs in the health, education, justice and municipal sectors:** Systematically use ICTs to modernize the State's role in the essential sectors of health, education, justice and the municipal networks by promoting the implementation of pilot projects and encouraging the creation of theme information sites for these four sectors.

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<sup>22</sup> *Secrétariat du Conseil du trésor, Politique d'utilisation du français dans les technologies de l'information*, Cabinet, November 25, 1992, No. 92-262, Introduction 3.

<sup>23</sup> <http://portal.unesco.org/> [on-line], site consulted April 21, 2004.



### A VISION FOR QUÉBEC (cont'd)

**4. E-democracy:** Promote public participation in democratic debate by facilitating consultation on major government projects by encouraging debate and the expression of opinions on the part of the public and by exploring options for conducting on-line elections.



#### RECOMMENDATIONS

- 2.1 Our goal is to complete these work areas by the end of 2007; e-government will be a reality for Quebecers by 2008 as a result.
- 2.2 We recommend that the government gradually implement projects in the short term (i.e., starting next year) that improve services to citizens in a concrete manner in order to rapidly produce tangible results for citizens and win their support for this social project.
- 2.3 We recommend that over its first mandate, i.e., before the end of 2007, the government implement e-government according to the following four principles:
  - The creation of a one-stop government service portal;
  - The creation of a "My Gov. Info." citizen's page for each citizen;
  - The generalized use of ICTs in the main government sectors of activity (health, education, justice), as well as in municipalities;
  - The implementation of e-democracy.
- 2.4 In terms of e-administration, we recommend:
  - Grouping all department and agency services under a one-stop government service portal;
  - Ensuring the portal presents the services according to the needs of citizens and major life events;
  - Integrating sub-portals on related services into the government portal;
  - Taking into account citizens who do not have Internet access by providing other means of accessing government services (services at counters and by telephone).
- 2.5 We recommend that each citizen be given the means to create his/her own "My Gov. Info." citizen's page that provides access to personal information held by the government.
- 2.6 We recommend that the government accelerate the deployment of information and communication technologies in the health, education, justice and municipal sectors. We also recommend that theme sites be created on the first three sectors and that partnerships be formed to facilitate interactions between government sites and municipal sites.
- 2.7 We recommend that citizens be systematically consulted through information and communication technologies and that alternate ways to participate be provided for those who do not have access to ICTs.
- 2.8 We recommend mandating an agency independent from the government but reporting to the National Assembly to monitor public debate and consultations on e-democracy.
- 2.9 We recommend pursuing initiatives that will allow Québec to take its place on the world stage at events related to the Internet and e-government through the participation of Québec experts.



### THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED

In recent years, Québec has been very active in the area of delivering e-services. Every government department and most agencies have created a Web site for citizens and businesses. For the most part, these sites provide information about the D/As' programs and activities. On several of the Web sites, users can download the forms needed to obtain a program or service, which can then be mailed back to the government. However, very few sites enable citizens to perform these transactions on-line.

We took a thorough inventory of e-services already offered by the Québec government. For each department and agency, we created a summary sheet that lists its Web sites, on-line programs and delivery methods, as well as short-term projects. These summary sheets also list interdepartmental or interagency projects, i.e., those that require the collaboration of more than one department or agency to be implemented. Finally, the summary sheets include an estimate of the e-service development budgets for each department and agency. The summary sheets are included in Appendix 1.



#### Overview of the Municipal Web

At the request of the *Ministère des Affaires municipales, du Sport et des Loisirs* (MAMSL), the CEFRIO conducted a study to draw up a portrait of the municipal Web in Québec. An exhaustive survey of municipal Web sites in Québec was conducted between March 16 and April 5, 2004.

It revealed that among the some 1,090 municipalities in Québec, 393 have an interactive Web site. While this means that only 36% of Québec municipalities are on the Web, these connected municipalities account for 83% of Québec's population. The content of each site was analyzed on a grid according to various aspects: Democratic activity, site functions, transactional features, delivery of municipal services, etc. In terms of democratic services, 23% of the municipal sites post the minutes of city council meetings, and 22% offer users the possibility of downloading political documents. A small proportion (7%) of municipal sites enable citizens to consult the agendas of council meetings, while 4% accept complaints or claims from citizens.

Source: CEFRIO (study funded by the MAMSL)



### 1. Report/Comments on the Summary Sheets

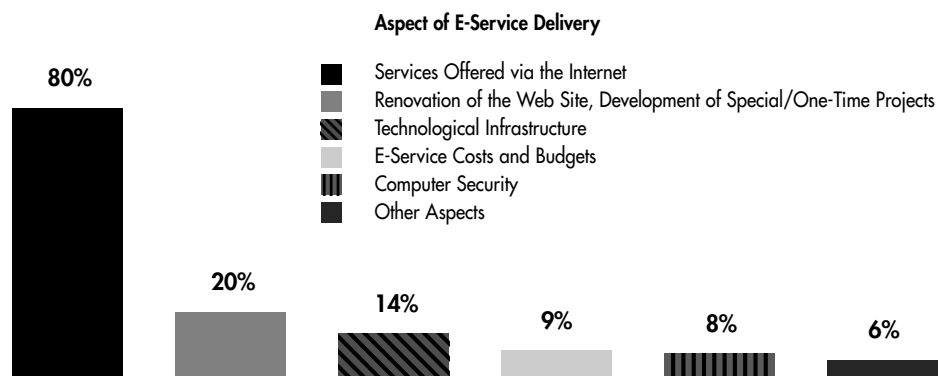
#### 1.1 Clear E-Service Delivery Objectives

For the delivery of e-services to play a key role in the modernization of the State, it must be made an important part of departments' and agencies' development strategies; otherwise, it risks becoming a simple automation of procedures without a review of the purpose of the services. However, the management reports of Québec departments and agencies suggest that there are still efforts to be made in this regard.

In fact, only a few departments and a minority of agencies have included e-service objectives in their development plans. These include the *Ministère de l'Emploi, de la Solidarité sociale et de la Famille* and the *Ministère de la Culture et des Communications*, which have both included e-service objectives in their strategic or master plan.

Conversely, most departments and agencies define their e-service objectives in their management report. In fact, of the 96 departments and agencies studied, 66 mentioned the delivery of e-services in their annual management report. However, the objectives, as well as the results obtained in terms of e-services, are not presented in a uniform manner in these reports. On the one hand, the objectives are often defined vaguely and in general terms. For example, the *Agence de l'efficacité énergétique* wants "to present a user-friendly, well-documented and up-to-date site that provides information on the Agency's programs and services," while the *Régie de l'assurance maladie* "plans to overhaul the Prescription Drug Insurance section to make the information more user-friendly and accessible." It then becomes difficult to determine whether or not these objectives have been achieved. On the other hand, the aspects considered in setting objectives differ from one agency to the next. For example, while 80% of the management reports studied mention e-services, only 8% mention computer security. The following table shows the percentage of management reports that mention the various aspects of e-services:

**Table 1: Aspects Mentioned in the Department/Agency Management Reports Studied**







### THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)

We feel it is necessary to standardize e-service delivery objectives in order to establish a comprehensive, clear portrait of e-services within departments and agencies. These objectives must be clearly stated so that results can be easily measured. Moreover, the integration of e-services must be part of the development strategy of all departments and agencies in order to play a role in the true modernization of the State.



#### RECOMMENDATIONS

- 3.1 We recommend adopting a standard analysis grid for all departments and agencies for use in setting clear e-service delivery objectives.**

### *1.2 Delivery of E-Services Within Québec Departments and Agencies*

While all departments and agencies that have a Web site provide relevant information about their mission, only a fraction provide transactional e-services. The decision on whether to deliver such services is obviously based on several parameters, such as the compatibility between e-services and the expectations of citizens and businesses, the volume of transactions, the return on investments, etc. However, in many cases, the possibility of delivering transactional e-services is one of the most effective means of facilitating access to services, resulting in greater flexibility in the delivery of services no longer affected by business hours.

In almost all cases, it would be possible to develop transactional e-services based on existing informational and interactive services. Accordingly, almost all D/As offer the option of downloading forms for requesting services. Users then print and fill out these forms and return them to the D/As via the traditional methods (mail or fax). In these cases, a transactional function would generate quicker, more user-friendly exchanges of information for users.

Several very interesting initiatives have been developed by Québec's D/As in recent years, especially by the municipalities, some of which are described below.



#### CANTOR System: For Researchers and Students

The CANTOR system (accessible via the Web sites of the relevant *Fonds de recherche*) is a one-stop service portal where researchers and students can conduct transactions with the *Fonds de la recherche en santé du Québec*, the *Fonds de recherche sur la nature et les technologies* and the *Fonds de recherche sur la société et la culture*. A powerful authentication system ensures the security of these transactions. Thanks to CANTOR, all applications for scholarships and grants are now done on-line, from the announcement of competitions to the awarding of scholarships and grants, including processing and scientific evaluations. This means that evaluators and international experts are not required to travel.

For the clientele, the system greatly facilitates dealings with the *Fonds*. Applicants have an on-line file that they can consult or change at any time. This file allows them to perform all of their transactions instantaneously. They must fill out the relevant application forms and a single curriculum vitae. Filled out on-line, the latter is used for all programs under the three *Fonds* and for several other similar Canadian organizations, which saves researchers precious time. The system also enables research teams, including multidisciplinary research teams, to submit a single, standardized grant application. It is also used by universities to approve and coordinate researchers' applications. An affiliated help centre provides support for on-line services.

Finally, CANTOR adds to and updates a database containing unique information about public research in Québec. This database enables researchers, journalists or any interested citizen to find experts in a given field. It also enables researchers to publish their work and students to locate potential research supervisors.



#### Plan Your Retirement with CompuPension

The *CompuPension* simulation tool, created by the *Régie des rentes du Québec* ([www.rrq.gouv.qc.ca](http://www.rrq.gouv.qc.ca)), is a must for determining your sources of income once you retire. Designed to compare different scenarios, *CompuPension* uses information about your contributions to the Québec Pension Plan, among others, in a highly secure environment. Depending on the income and financial objectives you enter during the simulation, *CompuPension* determines how much you need to put aside to make all your retirement dreams come true. Since it is possible to save your simulation, you can easily make changes to reflect your financial situation. Free and easy to use, *CompuPension* will help you make informed decisions now for later on.



### THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)



#### **On-Line Placement Site: To Help You in Your Search**

At the *Emploi Québec* Web site ([www.emploiQuebec.net](http://www.emploiQuebec.net)), not only can job seekers access a wealth of useful information (jobs in the regions, job search strategies according to age, promising sectors, how to find a job on the Internet, etc.), but they can also benefit from an innovative on-line placement service. Initially, users can peruse job offers posted by various employers using a powerful search engine that enables them, using specific commands, to search for a job that matches their interests and skills. However, the truly innovative feature of this site is the on-line placement service, which enables users to register as potential candidates for one or more types of jobs by posting their CV on-line. Employers can then consult the CVs and call the most promising candidates for an interview. With its on-line placement site, *Emploi Québec* has created a dynamic meeting ground between employers and job seekers.



#### **Registre des droits personnels et réels mobiliers (RDPRM): An Effective Tool That Eliminates Worries**

Administered by the *Ministère de la Justice*, the *Registre des droits personnels et réels mobiliers* (RDPRM) is a computerized register ([www.rdprm.gouv.qc.ca](http://www.rdprm.gouv.qc.ca)) that enables creditors to publish most registered rights on property (e.g., vehicles, boats, aircraft, business property, etc.) financed in Québec. Once registered in the RDPRM, a right is considered to be publicly known. Whether to purchase or finance such property, a potential buyer or a creditor can quickly find out by consulting the RDPRM whether the property in question has been pledged as security for a loan or if there is a lien against it. This would help them avoid future problems. For example, by first consulting the RDPRM, a potential car buyer can avoid being held liable at a later date for a debt that does not belong to him, or having to return the car without compensation. The RDPRM therefore promotes the economic activity of businesses, while protecting consumers from financial risks related to fraud when purchasing certain goods.

Without hesitation, the RDPRM can be considered a definite success, as evidenced by the various honours it has garnered: *Hommages 2000*, gold medal at the *Distinctions 2000* awards, 1<sup>st</sup> prize in the Security category, awarded at the 1<sup>er</sup> *Gala du commerce électronique* in 2000, and *Mérite du français dans les technologies de l'information 2001* for its Web site. Based on a traditional service delivery model, the RDPRM has developed a client-based operating method by identifying the most complex organizational and technological challenges, i.e., offering innovative and highly secure on-line services and promoting prompt, personalized relations with clientele, including citizens, lawyers, financial institutions, manufacturing companies, etc.

The RDPRM is now consulted almost 550,000 times per year, and there are over one million entries. E-services are preferred by 95% of the clientele for sending eligible registration applications and by 97% for consultations.



#### Plan Your Vacations with *Bonjour Québec* ([www.bonjourQuébec.com](http://www.bonjourQuébec.com))

The [www.bonjourquébec.com](http://www.bonjourquébec.com) Web site is an excellent tool for planning your vacations in the *belle province*. Available in five languages (French, English, Spanish, German and Japanese), it is the fastest and most practical way to organize an unforgettable stay in Québec in only a few clicks. Not only is the Web site overflowing with tourist information on the various regions of Québec (festivals and events, activities, attractions, driving information, etc.), but it can also be used to make on-line reservations for accommodation and tourism packages. From the comfort of home, tourists can search for suitable hotels and inns, obtain information about them (rating, size and location of rooms, amenities, services offered) and even book their rooms on-line. The Web site can also be used to order or download tourism brochures, reserve show, plane and train tickets, rent cars and purchase tourism guides and gift packages. In short, [bonjourQuébec.com](http://www.bonjourQuébec.com) is the first place tourists should visit in Québec, before they even get here!



#### The *Bureau municipal*: Using Technology to Ensure Efficiency

An innovative initiative in the municipal sphere, the *Bureau municipal* Web site ([www.portail.mamsl.gouv.qc.ca](http://www.portail.mamsl.gouv.qc.ca)) provides confidential and secure access to e-services of various departments and agencies. Intended for municipal stakeholders, it is a common access point which structures and facilitates electronic communications and transactions with a single identifier for all e-services available. For employees and representatives of municipal agencies, as well as Québec government employees who work in areas that fall under municipal jurisdiction, the *Bureau municipal* is a one-stop point from which to access common e-services.

For example, the *Système d'Information et de Gestion en Aménagement du Territoire*, commonly known as the SIGAT (layout diagrams of Québec's regional county municipalities (RCMs)), features a geomatic and textual database compatible with all Québec municipalities. This service is accessible by 18 Québec government departments and agencies and the entire municipal network under the *Act respecting land use, planning and development*.

In summary, the *Bureau municipal* is a good example of how information highway technologies can be used to create more efficient management by generating savings and centralizing services.



#### **Télé-Québec: The Internet as an Extension of its Mission ([www.teleQuebec.qc.ca](http://www.teleQuebec.qc.ca))**

*Télé-Québec* has been on-line since November 1995 and was one of the first TV channels in Canada to use this new medium to fulfill its educational and cultural mandate. The Internet has become *Télé-Québec's* preferred means of achieving its mission and reaching the public. Initially just a corporate showcase, the *Télé-Québec* site offers the public extensions of the shows it broadcasts. The services offered vary according to the type of show—they add to the content shown on TV and enable the public to contact the teams who work on the TV shows, specifically through interactive content. Through the Internet, *Télé-Québec* has extended its educational and cultural mission to the province's schools. Teachers can search the on-line catalogue of the *Collection de vidéos éducatives* and order videos related to their curriculum. Even better, schools subscribed to the downloading service can download the videos overnight onto one of their computers via a secure Internet link. Also, the *Carrefour éducation* (<http://carrefour-education.teleQuebec.tv/>) provides access to reviews of over 1,500 Web sites, 628 software packages and CD-ROMs and 2,503 educational videos, and includes over 700 proposed teaching scenarios. It also provides access to over 10,000 copyright-free images. *Télé-Québec* also produces multimedia teaching guides on various topics. These project-based teaching guides suggest an interactive approach that incorporates the use of educational videos in a learning context.



#### **Sainte-Brigitte-de-Laval: A World Leader in Public E-Services**

[www.ste-brigitte-de-laval.com](http://www.ste-brigitte-de-laval.com)

With only 12 permanent employees, Sainte-Brigitte-de-Laval, a town in the Québec City area with barely 3,400 residents, is rising to the challenge of implementing a true e-government. Among others, the town's project aims to provide citizens with e-services in the areas of recreation, civil security and public consultations. However, the cornerstone of the project is the component that enables citizens to obtain permits on the city's Web site. The goal is to reduce the time and resources needed to assess a project's compliance with municipal bylaws—a process that can often take several days or even weeks. Through a grant of \$240,000 from the *Ministère des Affaires municipales, du Sport et des Loisirs*, Sainte-Brigitte-de-Laval's administrators have developed a real-time assessment system for permit applications. Once the system has been implemented, citizens will be able to go to the town's Web site at any time where they can submit a permit application and receive a notice of compliance in just a few minutes. If the application is accepted, the permit will be sent to them by e-mail—without any intervention by municipal employees. The project designers estimate that this system will lead to a 72% gain in productivity.

The implementation of this innovative system is part of a vast restructuring of municipal services aimed at adapting the town's administration to the requirements of the knowledge economy. Technological innovations in Sainte-Brigitte-de-Laval have attracted the attention of several governments in Québec and around the world. The City of Toronto, the Québec government and the governments of Ireland and Great Britain have already expressed an interest. With such initiatives, Sainte-Brigitte-de-Laval's administrators have shown that municipalities can be on the cutting edge of international trends.

Sources: Municipality of Sainte-Brigitte-de-Laval, Bolduc, D. Sainte-Brigitte-de-Laval fera le tour du monde avec une percée technologique, *Le Journal de Québec*, September 5, 2003 and Normandin, P.A. Sainte-Brigitte...de-la Mauderne, *Le Soleil*, September 13, 2003.

The following is a list of services currently available in transactional mode by Québec departments and agencies that offer innovative solutions to facilitate the lives of citizens and businesses. The list shows that Québec has been working hard over the past several years and that its dynamic public sector has developed several interesting functions. Overall, however, the delivery of services remains isolated within each department and agency, as few projects have an **interdepartmental or interagency scope**.



#### Departments or Agencies Offering Innovative Transactional E-Services

##### Commission de la santé et de la sécurité du travail (CSST)

Via the worker and employer site, it is possible to issue notices of request for reimbursement (interactively through file transfers) and intervention reports, and to use the income replacement benefits simulator.

Healthcare institutions can view their accounts, make bank reconciliations and download diagnostics, employer data and their monthly statements.

##### Commission des services juridiques (CSJ)

The transactional component enables attorneys in private practice to send their invoices over the Internet.

The «network services» option enables legal aid employees to obtain and exchange information.

##### Commission des transports (CTQ)

The site is used to conduct an annual on-line update of information about the 56,000 carriers registered in the Register of owners and operators of heavy vehicles.

It is also possible for the 6,000 carriers registered in the *Registre du camionnage en vrac* to make updates annually and pay their fees on-line (*Ministère des Finances* payment solution).



#### **Fonds de recherche en santé (FRSQ) Fonds québécois de recherche sur la nature et les technologies (FQRNT) Fonds québécois de recherche sur la société et la culture (FQRSC)**

This site is used to submit funding applications on-line, accept or reject funding, endorse or approve an application, update a file, evaluate applications, etc. (secure transactions using a PIN and password via the CANTOR system).

#### **Hydro-Québec**

This site enables residential customers to pay bills on-line, access their personalized consumption profile, obtain meter-reading cards, change their address, register for equalized and authorized payments and request information.

Business customers can group accounts, pay bills on-line and use the remote meter-reading service.

Partners and suppliers can follow up on requests for master electricians and make on-line requests for proposals.

Lastly, the site enables all citizens to consult job offers on-line.

#### **Institut de tourisme et d'hôtellerie (ITHQ)**

The DECCLIC platform enables teachers and students to use the Internet to communicate for certain courses (discussion forums, chat rooms, e-mail, on-line documents and personal sites).





#### **La financière agricole (FADQ)**

Farmers can submit funding applications on-line and access their insurance file (which enables clients to consult their contracts and declare their insured volumes). The site also allows for the transfer of financial data.

#### **Société de l'assurance automobile du Québec (SAAQ)**

Users can change their address on-line via a secure form.

Via the SAAQ Clic service, 30 car dealerships can register new and used vehicles at the time of sale (this service is in the process of being implemented). This application also enables 25 approved mechanical inspectors to register their certificates with the SAAQ for inspections of all types of vehicles done at their garage.

The site allows businesses and citizens who are Desjardins and National Bank clients to renew their vehicle registrations, driver's licenses and handicapped parking stickers on-line.

#### **Société des établissements de plein air du Québec (SEPAQ)**

The site permits on-line reservation and payment of fishing, vacation and camping packages, as well as registration for various hunting and fishing draws.

It is also possible to sign up for the job bank.



#### Télé-Québec

Users can sign up for the *Infocourriel* service and order educational videos.

#### Régie des rentes (RRQ)

The site enables citizens to apply for pensions on-line, change their address and request a statement of contributions to the Québec Pension Plan. They can also request duplicate income tax slips and income tax withholdings with a personal access code that ensures the confidentiality of transactions.

#### Registraire des entreprises (REQ)

The electronic submission service enables businesses to submit their annual return without modifications via the Internet network, as well as benefit from fast, reliable processing of their annual return, thus eliminating the need to send a paper form.

The information grouping service enables users to obtain a list of businesses in the Register of sole proprietorships, corporations and legal persons (CIDREQ) and to select the order of presentation of files and the information to be included.



#### Ministère des Finances (MFQ)

The Online P@yment service enables on-line credit card payments and is available to other departments for their own e-services.

The CLIC-REVENU service (implemented jointly with the MFQ) allows businesses to pay their taxes and income taxes on-line.

#### Ministère de l'Emploi, de la Solidarité sociale et de la Famille (MESSF)

The *Placement en ligne* site enables job seekers to post their applications and employers to post job offers and search for candidates. This service has an automatic matching tool, i.e., it enables both clienteles to create a search query for a candidate/job offer and notifies them when items corresponding to their search are posted on the site.



#### Ministère de la Justice (MJQ)

The *Bureau des infractions et amendes* site allows for the payment of tickets on-line.

The *Registre des droits personnels et réels mobiliers* site permits on-line consultation of the Register and registration, as well as secure on-line payments. A public key infrastructure (PKI) authorizes the electronic transmission of registration applications to ensure the integrity, completeness and confidentiality of the information sent, the authentication of the sender, as well as non-repudiation via an electronic signature.

The *Registre des lobbyistes* site uses the same infrastructure as the RDPRM. Therefore, it also permits on-line consultation of the Register and registration, as well as on-line contextual help.

Finally, the *Service de certification* site creates keys and certificates for people who want to use a government service requiring a PKI.

The *Système intégré d'information de justice* (SIJ) centralizes a host of documents in an integrated information system that were previously spread among more than 50 offices, and also allows for remote consultation. Finally, the system permits the official electronic filing of procedures before the courts.

#### Ministère du Développement économique et régional (MDER)

The [www.bonjourQuébec.com](http://www.bonjourQuébec.com) site is used to make on-line reservations for accommodation and tourist packages. Through agreements concluded with private suppliers, the site can be used to order or download tourism brochures, reserve show, plane and train tickets, rent cars and purchase tourism guides and gift packages.

A secure extranet enables participating businesses to change their offers and prices and consult reservations made. The Web site is enhanced with a call centre and information counters throughout the province.



#### **Ministère des Transports (MTQ)**

The Department site offers an on-line car-pooling service. Users can also subscribe to various on-line publications. Applications for permits for oversized vehicles with on-line payment can also be made on this site.

The site also offers various functions, such as registration for specific events, ordering publications and on-line consultation of public-private partnerships.

#### **Ministère de l'Éducation (MEQ)**

On the Department's site (including those of committees, commissions and boards), users can request a copy of their transcripts and high school diploma, as well as a copy of their diploma of college studies.

On the site, teaching institutions have access to reserved documents and can add to the Department's data collection systems.

Finally, on the Student Financial Assistance site, students can submit applications for financial assistance on-line (full-time and part-time studies), as well as consult their file.



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## THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)

### Ministère des Affaires municipales, du Sport et du Loisir (MAMSL)

The Department site is used to compile and display the results of municipal elections. It permits on-line registration for Department programs.

Certain users, such as sports federations, who display information can update their information on the Department sites with a password.

The *Bureau municipal* is a one-stop service portal for municipalities. A secure section of the site enables them to access various e-services. The site uses a single identifier system with a customized menu so that municipalities can access the e-services developed by the Department and all other departments and agencies dealing with the municipalities.

The e-services offered by the *Bureau municipal* include the following: Entry and transmission of the municipalities' financial reports and budget forecasts to the Department; management tool for Québec's water filtration plants; access to a geomatic database compatible with all Québec municipalities; permanent inventory of fire-fighting equipment; sending of all construction and renovation permits issued by the municipalities; and finally, strategic monitoring.

### Ministère des Ressources naturelles, de la Faune et des Parcs (MRNFP)

The Department site permits on-line payment of fees (forestry companies) and rent (public land tenants). Mineral titles can also be obtained and purchased on-line.

The site permits consultation of property titles and cadastral lots, as well as ordering of certain products for specific clientele (notaries and surveyors, for example).

An extranet can be used to send client and partner data to the Department (technical information, tax data, files, etc.). The SQAG is used to identify users.

Finally, the site offers the on-line sale of documents and cards with secure payment, as well as the downloading of several electronic forms.



#### Ministère du Revenu (MRQ)

The site offers several on-line transactions for taxpayers:

- NetFile Québec: Electronic transmission of tax returns prepared with commercial income tax software (the Department issues each user a secret access code);
- Refund Info-Line: Enables taxpayers to track the progress of their tax return and determine the date of their refund;
- On-line change of address.

The site offers several on-line transactions for businesses:

- CLIC Revenu (SECR): After registering, users are given a user name and password, which they can use to obtain specific e-services related to the payment of taxes and income taxes (QST, GST and source deduction (SD) returns; annual production of *Relevé 1* slips and employer's summary; consultation of the business's tax file; information on their account statement);
- On-line registration with the Department: New businesses can obtain QST/GST numbers and request deductions at source on-line;
- Validation of QST numbers: Enables businesses to ensure their suppliers have a QST number;
- Businesses can manage their payroll services on-line, and financial institutions can send their statements electronically;
- On-line change of address;
- Ordering forms: To obtain paper forms by mail.



#### Ministère de la Santé et des Services sociaux (MSSS)

Innovative project:

- Development of an intranet for the network to enable the department to contact network personnel and provide them with information.
- Public health information program: Integrated support program for managing health problems, including an information manual (paper) for each household, a Web database and an improved *Info-Santé* line (single number and call centre for better service). Collaboration with network players so that all use the same work tools. Dissemination of content under specific themes.
- Public consultation tool at [www.opinionsante.com](http://www.opinionsante.com).
- Consultation of hospital waiting lists for surgery.
- Search tool to find a CLSC by postal code.
- Possibility of registering for a news service: E-mail notification to subscribers of new features on the site.

The department also supports the following sites:

- [www.allumelagang.com](http://www.allumelagang.com), which informs young people about smoking and prevention;
- [www.parlonsdrogue.com](http://www.parlonsdrogue.com), which informs young people about drugs and alcohol and prevention;
- [www.aimersansviolence.com](http://www.aimersansviolence.com), which informs young people about violence in relationships and prevention;
- [www.virusdunil.info](http://www.virusdunil.info), which informs the public about measures implemented by the Québec government to monitor and halt the spread of the West Nile virus and to protect their health; makes the public accountable for its health, i.e., in adopting measures at home and in the community to protect against and halt the spread of the West Nile virus.





## ***2. Future Projects – Horizon 2007***

Several projects must be implemented by December 2007 in order for e-government to become a reality in Québec by the end of the government's mandate. These projects can be broken down according to the four major components of the e-government vision, i.e., the delivery of e-services, citizens' access to State-held information about them, increased use of ICTs in the areas of health, education, justice and municipal networks, and e-democracy. E-government must be implemented step-by-step so that with each success, it permanently changes relations between the State, citizens and businesses. The following projects will be prioritized according to a profitability scale based on the amount of money saved, the value of the improved service and the improvement in quality. Major progress in each of the sectors must be achieved by 2007.

### ***2.1 Projects Related to E-Democracy***

E-democracy is often one of the more obscure aspects of e-government. However, ICTs are a powerful means of involving citizens in democratic debate by promoting their active and repeated participation in the development of public policies. Information and communication technologies in general, and the Internet specifically, can also contribute substantially to government accountability to its citizens by providing more immediate and comprehensive access to information related to State management. The current government plans to profit fully from these new possibilities by implementing concrete e-democracy projects with the ultimate goal of reestablishing citizens' trust in their democratic institutions. The e-democracy projects can be divided into four areas: The review of accounting procedures in departments and agencies; the implementation of mechanisms for public participation in government decisions; the creation of discussion forums; and the beginning of a study on on-line voting.

#### ***a) Review of Reporting Procedures in all D/As***

The reporting procedures of departments and agencies can and must be much more easily accessible to citizens. In fact, although available, D/A management reports are consulted very infrequently by most people. The Internet can be an effective means of facilitating the communication and availability of this information, as well as allowing for feedback and questions from citizens. Accordingly, we encourage the government, in collaboration with the departments and agencies, to specify the information that the D/As must make available to citizens on the Web. Their sites must explicitly address citizens' questions about how public funds are spent, and citizens must receive an answer within a time frame (to be determined) that must be respected.

In addition, ICTs must be put to better use in gauging citizens' satisfaction with the services provided by Québec departments and agencies in order to improve the quality of these services. Citizens could also be asked to reply to an on-line survey, which would then be compiled. For the sake of transparency, it is also important that the results of these surveys on customer satisfaction be made public.

This first component of e-democracy must be implemented as soon as possible and be operational by spring 2005.



#### ***b) Implementation of Mechanisms for Public Participation in Government Decisions***

For citizens to take an interest in the democratic debate, they must feel that they have a say in the matter and that they can participate and will be listened to in the political decision-making process. Among others, e-democracy aims to establish official lines of communication to enable the public to express itself and be heard systematically. This is how technology can enhance existing communication methods, while serving as the foundation for new methods of communication between governments and citizens.

##### **• *On-Line Consultations on Bills and Regulations***

The government must use the one-stop service portal to consult all Québec citizens on bills and regulations and major government policies. These consultations must be accompanied by formal methods used to take public opinion into account. These methods must be conveyed to citizens to assure them that once expressed, their opinions will be considered in the development of public policy. Accordingly, data must be compiled systematically and transparently. The government must therefore take full advantage of the possibilities offered by automatic scanning software used to sort the texts that result from consultations.

To promote widespread public participation, it is important that the consultations be advertised to as many citizens as possible and that alternative means of participation be planned for citizens who do not have access to a computer or the Internet (for example, a single telephone number could meet this need).

On-line consultations must be systematically set up starting in late 2004. Moreover, in its consultation on the future of Cégeps, the MEQ already plans to fully exploit the potential of the Internet. Moreover, consultations announced by the Premier will use Web resources to determine citizens' opinions on the issues of demographics and fiscal imbalance.

##### **• *Virtual Participation in Existing Consultation Mechanisms***

Technology can also play a role in democracy through the organization of virtual public consultations, such as virtual parliamentary committees. Accordingly, citizens would be summoned to table briefs, as is currently the case, on a given bill. These briefs would be available on the Internet. The presenters could answer questions in real time from the committee members via videoconferencing. The possibility that non-committee members send questions to the presenters could also be considered. The same type of virtual participation could also be implemented for consultations by the *Bureau d'audiences publiques en environnement* (BAPE).

The Premier should encourage the National Assembly to conduct one or two tests with virtual parliamentary committees before the end of 2005.



#### ***c) Creation of Discussion Forums***

Information and communication technologies are used to stimulate public political debate and, to a certain extent, recreate the public agora of ancient Athens through the use of discussion forums. However, while it is a good idea for the government to support such discussion forums, it cannot in any way regulate them. This is why an external regulatory body reporting to the National Assembly must oversee these debates. In this way, they will be viewed by all as a means of public participation void of any political affiliation. As proposed by Michel Dumais,<sup>24</sup> the government must begin a study to publicly test true e-government applications.

Such a study should be begun immediately in order to obtain concrete results by the end of 2005.

#### ***d) Beginning a Study on the Possibilities of On-Line Voting***

The government must also assess the possibility of enabling citizens to vote on-line. This step seems relatively natural and is similar to voting by mail. Before election day, the voter notifies the returning officer of his/her intention to vote on-line and is given an identifier that enables him/her to vote on election day. As with mail votes, these votes are counted separately and added to the final results. Experiments conducted to date, such as in the city of Markham, Ontario, are relatively conclusive, yet only a minority of voters exercised this option. However, if many citizens used it, the number of related problems would increase. Wisdom dictates that we keep an eye on these possibilities, and that we only adopt them once issues of security and protection of privacy in the virtual world have been resolved and the public has clearly indicated its trust in them.

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<sup>24</sup> *Le Devoir*, March 1, 2004.



### Warnings About Electronic Voting\*

- Since the act of voting electronically is intangible (voters receive no material proof of having voted), a doubt persists in the public's mind about the actual recording of votes in the electronic system.
- During a recount, this doubt is even greater. Moreover, the non-reliability of electronic voting has been confirmed during recounts in Belgium, among other places. These doubts risk eroding the public's trust in the democratic process.
- It is important that source codes of software used for electronic voting be open; otherwise, democracy will be dependent on software providers.
- Citizens' trust in the democratic system is based on the expertise of a handful of individuals appointed by the government.
- The savings related to electronic voting are far from proven: Maintenance of the computer systems, which would be used only once every four years, must be taken into account.
- Not all citizens are equally familiar with using computers: Electronic voting must not become a condition for participation in democratic life for citizens unfamiliar with ICTs.

### Specific Warnings About Electronic Voting

- In addition to the aforementioned warnings about electronic voting, there are also technological risks related to intense on-line traffic generated by elections. While on-line elections have taken place on a small scale, we are far from sure that computer networks have the capacity to support the traffic that could be generated by a large-scale electronic election.
- Finally, according to a study by the international firm Gartner, personal computers currently used by most citizens and businesses would not be secure enough to permit on-line voting. The intrusion of viruses could threaten the essential on-line voting criteria of authentication, confidentiality and non-repudiation. Certain factors, such as the use of a smart card or downloading of secure software specifically intended for elections could, however, lessen the risks, although without eliminating them completely.

Sources: Institut Emile Vandervelde, *Le vote informatisé*, January 8, 2001, Belgium. Welsh, B., Election Systems & Software, Internet Voting-Executive Summary, May 2002. Pescatore, J., Baum, C., Online Voting Can't be Trusted on Standard PCs, Research Note, Gartner Research, March 4, 2004.

\* These same arguments apply, perhaps even more strongly, to e-voting; taken from documents from the Belgian Senate.



## ***2.2 Projects Related to the Increased Use of ICTs in the Areas of Education, Health, Justice and the Municipalities***

As already specified, e-government implies much more than just the delivery of e-services. In fact, it involves a real transformation of services to citizens with the use of new information and communication technologies, among others. It is in this spirit that the government intends to benefit fully from the increased use of ICTs to improve services to citizens in its main sectors of activity, including health, education and justice. These services are delivered via networks that have some degree of autonomy. The government must intensify the use of ICTs in its daily practices in collaboration with these networks.

### ***a) Implementation of Health, Education, Justice and Municipal Pilot Projects***

First, the government intends to hold discussions with the organizations in the health, education and justice networks in order to identify and promote the implementation of pilot projects that could be extended to all citizens and businesses once evaluated. Emphasis must also be placed on projects related to municipalities, as the latter are responsible for providing many direct services to citizens and businesses.

Already, networks are planning a number of projects to use ICTs in their specific fields. The implementation of ICTs will be hastened by quickly setting up pilot projects in each of the three major areas identified. These projects must then be evaluated and their various conditions adapted in order to produce tangible changes in services to citizens and businesses by the end of 2007.

### ***b) Health, Education and Justice Theme Sites***

ICTs can also become a powerful public teaching tool in the areas of health, education and justice. The government must benefit from the full potential of ICTs to provide citizens and businesses with a wide range of information related to these areas via theme information sites. It is realistic to state that better public education in these areas will not only lead to the creation of a true knowledge society, but will also result in benefits for society as a whole. Simply think of how costs related to medical consultations could have been avoided had reliable information been available; or how a theme site on education could help students looking for a program save time; or how lawsuits could have been avoided had each citizen had better knowledge of his/her rights.

In this perspective, a theme site in each of these three major areas of government activity must be created in collaboration with the institutions in the networks and other professions. In fact, this is not a way of reinventing the wheel, but rather of building partnerships in order to group existing resources—public, community or private—under the same theme site accessible via the one-stop government service portal to facilitate public and business access to information. By 2007, citizens must be able to access a full range of information about these areas.



#### ***2.3 Creation of the "My Gov. Info." Citizen's Page***

Via the "My Gov. Info." citizen's page, the government must provide citizens and businesses with user-friendly access to all information that concerns them, specifically, personal information held by various departments, agencies and organizations in the health and education networks. To achieve this, interested citizens can create their own personalized citizen's page. Initially, citizens and businesses will be able to select government information relevant to them and be regularly notified of updates on their personal home page. Then, gradually and according to the development of identification systems needed to protect privacy, citizens will be able to access personal information about them stored in databases at the departments, agencies and various organizations in the health and education networks. In the medium term, citizens and businesses will also be able to edit information about themselves directly on-line through this page, and then have it sent to various agencies in the public administration.

Implementation of the citizen's page project will extend over several years, with several functions operational by the end of 2007.

#### ***2.4 Delivery of E-Services - Short Term (2004)***

##### ***a) Multijurisdictional Projects***

In the medium term, the government must make its one-stop service portal the gateway to all government services, whether provincial, federal or municipal. For the provincial government, this is not a matter of repeating information that already exists on other sites; rather, necessary links to information will be provided and presented according to the same logic as all other services, i.e., according to the life events of citizens or the clientele it serves. The implementation of this project stems directly from the creation of the one-stop government service portal, which is an essential first step. Moreover, the project to renovate the government portal already anticipates the inclusion of certain links to services offered by other jurisdictions. All that remains is to generalize this step.

It is important that a multijurisdictional dimension be added quickly to the government portal so that citizens and businesses can make it their gateway to government services, be they provincial, federal or municipal, and develop habits in this regard. In the longer term, the portal could even include links to the Web sites of community or sociocultural groups. In order for this project to be a success and for users to consider the one-stop government portal as having real added value, it is essential that site updates remain decentralized. Accordingly, it will be necessary to implement systems to manage personalized access and exchanges that can be accessed through appropriate mechanisms with the necessary security measures.



### THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)

#### ***b) Interdepartmental Projects***

Several e-service delivery projects are already being implemented by Québec departments and agencies. Work on all of these projects must continue so that tangible results become clear to citizens and businesses during the course of this year.

To present services that correspond to the logic of citizens and businesses rather than of existing organizational structures, several interdepartmental projects are planned for the short term. These projects are the first step toward the horizontal delivery of services.

- ***Government Portal (MRCI, SCT, MDER, MRI)***

This project consists in changing the current Québec government portal from a general portal into a one-stop service portal, which will include all informational and transactional services. Accordingly, the intention is to provide a one-stop access point for Québec government services already on-line. As it is developed, this one-stop access point will include sub-portals for specific clientele, such as a Youth portal or Business portal. The first generation should be implemented by the end of 2004 and should include the following sub-portals and services, among others:

#### ***Youth Portal (MCÉ)***

This site will provide easy, interactive access to information about government programs and services for young people aged 15 to 30. The site will also include information on the activities and services of various youth organizations. It will provide a discussion forum where young people can share their experiences. This project affects all D/As, as well as regional and local partners.

Time frame: End of 2004

#### ***Change of Address (SQCA and MRCI)***

This project involves the six departments and agencies most affected by address changes requested by citizens (MRQ, RAMQ, SAAQ, RRQ, MESSF and DGE). This service is offered via the Internet and at counters. It is a one-stop access point for address changes. The project aims to simplify the change-of-address procedure while standardizing addresses held by the D/As.

Time frame: End of 2004

#### ***Business Portal (MDER)***

This site will be the central portal from which businesses can perform all of their main transactions with the various Québec government departments and agencies. Businesses must be able to track the progress of all files submitted to the government. This project requires collaboration between the MDER, the MRQ and various other agencies.

Time frame: End of 2004



#### ***Electronic Follow-Up of Clientele Referred by Local Employment Centres (MESSF)***

This project will allow for electronic exchanges of information with external agencies regarding the follow-up and participation of local employment centre (LEC) clientele in various programs. The external agencies can enter information on-line permitting the follow-up of clientele referred by the LECs. This project aims to reduce waiting times and improve the quality of information exchanged, while ensuring better compliance of payments made to participants and external organizations.

Time frame: Spring 2004

#### ***On-line Payment of Fines to the Government (MJQ)***

This service allows for on-line payment of court-ordered fines that are collected by the *Bureau des infractions et amendes*. The goal of this project is to make the collection of fines more efficient and to reduce payment times and operating costs.

Time frame: Spring 2004

#### ***Government Geographic Information Site (MRNFP)***

This site will guide citizens, businesses and D/As in accessing government geographic information. It is a one-stop access point for geographic information that allows for content networking between the site and D/A sites. The project is developed in partnership with seven D/As (MRNFP, MAMSL, MSP, MTQ, MAPAQ, MENV and FAPAQ).

Time frame: Spring 2004

#### ***One-Stop Access Point for Carriers (CTQ)***

This project consists in creating a one-stop access point where carriers can register with the Register of owners and operators of heavy vehicles. The Web site will also enable users to make a single payment, regardless of the number of D/As concerned, and to obtain integrated services from various D/As. This service will eliminate the redundant collection of information.

Time frame: Spring 2004

#### ***Electronic Requests for Proposals System (SCT)***

The goal of this project is to create a one-stop access point for all Québec government requests for proposals. The main services offered are the publication of requests for proposals and their distribution in electronic and paper format, where applicable.

Time frame: Summer 2004

#### ***Digitization of RCM Layout Diagrams (MAMSL)***

This project involves the digitization of RCM layout diagrams. It aims to provide a minimal geomatic database that will be standardized and compatible with all Québec municipalities.

Time frame: Spring 2004





### THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)

#### ***Management of Territorial Data Related to Construction Permits (MAMSL)***

The goal of this project is to compile all construction and renovation permits issued by municipalities. It will allow for optimal use of resources, ensuring that work is entrusted to businesses recognized by the Régie.

Time frame: Spring 2004

#### ***c) Sectorial Projects***

In addition to interdepartmental projects, there are sectorial projects under the jurisdiction of departments and agencies. Several projects will be implemented during the coming year.

#### ***Proposed Exceptional Geological Sites (MRNFP, Mine Section)***

This project will enable individuals and businesses to propose exceptional geological sites likely to become protected areas and to consult a directory of geological sites to determine their status. It will also be used as a teaching and public awareness tool about the world of geology.

Time frame: Spring 2004

#### ***Registration of New and Used Vehicles Sold by Dealerships (SAAQ)***

This project will enable dealerships to register new and used vehicles they sell, sparing customers the inconvenience of registering the vehicles themselves. This will result in an updated registration file as soon as the vehicle is on the road, thereby making the information instantly accessible to police officers.

Time frame: A pilot project at 30 dealerships since 2003

#### ***Sale of Hunting and Fishing Licenses (FAPAQ)***

This project consists in the sale of hunting and fishing licenses at points of sale throughout Québec.

Time frame: Fall 2004

#### ***Drugs Requiring Prior Authorization (RAMQ)***

This project will establish a link between physicians and the RAMQ for processing requests for reimbursement of drugs that require prior authorization. When the form is sent, an instant evaluation will be carried out and an answer provided to the physician.

Time frame: Spring 2004

#### ***MAPAQ Client Files (Farmers, Fishers, Veterinarians, Researchers, Consultants)***

This project will allow for the renewal of farm registrations, updates of farmers' files and the consultation of the list of financial assistance programs available, as well as applications to this effect. It will also be used by new clients to submit registration applications to the MAPAQ.

Time frame: Spring 2004

## CHAPTER 3



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### THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)

#### ***Atlas du Québec – Views of Québec (MRNFP, Territory Section)***

This project consists in offering a collection of simple construction maps and images that illustrate the general distribution of various themes over Québec's territory.

Time frame: Spring 2004

#### ***Dissemination of Forestry Layouts and Themes (MRNFP, Forest Section)***

This project consists in disseminating the *Plans quinquennaux d'aménagement forestier*, the *Réseau routier forestier*, the *Affectations territoriales*, the *Aires communes* and the *Portrait évolutif de la forêt résineuse du Bas-Saint-Laurent* over the Internet.

Time frame: Summer 2004 in Region 01

#### ***Mechanical Inspection Report of Heavy Vehicles (SAAQ)***

This project enables garage owners mandated by the SAAQ to perform mechanical inspections, consult vehicle files and enter the results of inspections done, while specifying the level of seriousness of problems detected. After repairing a vehicle, the mandated garage owner enters the results of the new inspection.

Time frame: Implementation started in 2002, but the start of the service was delayed because of the need for technological migration.

#### ***Electronic Farm Plan – Geomatic Component (FADQ)***

This project will enable farmers to subscribe to a geomatic service enabling them, among others, to modify their farm plan or add one or two levels of information to it. This service will also permit the electronic filing of annual farm plans, as well as automatic operations with the insurance component.

Time frame: Spring 2004

#### ***Addition of Tax Return Forms (MRQ)***

This project consists in adding electronic tax return forms to the MRQ's *Clic-Revenu* site (SECR).

Time frame: Spring 2004

#### ***Collection of Financial Data for the Canadian Agricultural Income Stabilization Program (FADQ)***

This project will enable members to send financial data about their farms, which are needed for the administration of this program. This electronic communication will be carried out via the *Financière agricole* extranet through accounting firms.

Time frame: Summer 2004



### THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)

#### ***Banque de données satellitaires du Québec (MRN, Territory Section)***

This project involves the high-resolution viewing of Québec government satellite images contained in the *Banque de données satellitaires du Québec* (BDSQ). Via this service, the D/A can search for images in the BDSQ, view them and order them electronically.

Time frame: Summer 2004 for Region 01

#### ***d) Medium-Term Projects (by 2007)***

Finally, over the coming years, all of the departments and agencies plan to implement numerous projects related to the delivery of e-services. These projects will be prioritized according to a detailed cost/benefit analysis, a standardized evaluation grid and consultations. This will identify the projects that meet the real needs of citizens and businesses. Also note that the timelines for these projects will depend on the budgets allocated to them for each budget year.

- Real-time posting of waiting times in Québec hospital emergency rooms (MSSS).
- Making of appointments and consultation of electronic files - *Télesanté* program (MSSS).
- Posting of a virtual CV assistant (MESSF).
- Creation of an on-line integrated database on Québec statistics (MESSF).
- On-line submission and tracking of applications for financial assistance to the *Ministère de la Culture et des Communications* (MCC).
- Availability of real-time information on air quality (MENV).
- On-line registration for the Québec prescription drug insurance plan and file updates (RAMQ).
- Access to all research reports published by *Société de la faune et des parcs du Québec* wildlife specialists. Posting of a database on vertebrates in Québec, as well as a database on wildlife habitats to be protected. Posting of a section on wild animals that cause damage. On-line sale of hunting and fishing licenses.
- Addition of information capsules in Québec sign language (for hearing impaired users) on the *Protecteur des usagers en matière de santé et de services sociaux* site. Gradual adaptation of the site for visually impaired users.
- Digitization of the works in the collections of the *Musée des beaux-arts de Montréal*, the *Musée d'art contemporain de Montréal* and the *Musée national des beaux-arts du Québec* to make them accessible on the Internet (Artimage project).
- Possibility of various on-line transactions for students at the *Institut de tourisme et d'hôtellerie du Québec*: Schedules, grades, registration, update of student files.
- Enable guardians and private curators to fill out their reports and send them electronically to the *Curateur public du Québec*. The same will apply for health and social service professionals and for claiming property entered in the register.



### THE QUÉBEC GOVERNMENT'S REPORT CARD AND PROJECTS TO BE IMPLEMENTED (cont'd)

- Posting by the *Conseil permanent de la jeunesse* of two discussion forums, one for the public and the other for *Conseil* members.
- Improvement of on-screen positioning of locations searched for on the *Commission de toponymie* Web site through an agreement with the *Photocartotheque*.
- Posting of a new interactive portal for users of the *Bibliothèque nationale du Québec*.
- Pilot project for citizens to participate virtually (teleconferencing or audio system) in hearings of the *Bureau d'audiences publiques sur l'environnement*.
- On-line access for farmers, fishers and other clientele of the *Ministère de l'Agriculture, des Pêcheries et de l'Alimentation* to their files. Access to technical information for farmers about their herds. Possibility of electronically identifying genetically superior or high-performance cattle. Possibility of on-line applications for refunds by veterinarians and consultation of their interventions with farmers. Creation of several databases in the fishing and aquaculture sector, as well as the agrifood sector. Electronic license management for these sectors (MAPAQ).
- Electronic management of labour relations documents: Access (by subscription) to collective agreements, arbitration rulings on conflicts and grievances, as well as rulings by the *Commission des relations de travail*.
- On-line applications for licenses, payments, statement forms and account consultations for clients of the *Régie du bâtiment*.
- Creation of the new *Inspecteur général des institutions financières* Web site with the aim of creating the *Registraire des entreprises*, which, in its final phase, will host all electronic transactions with its clients (transactional forms for businesses, new name search tool, function to automate and digitize correspondence at high and low volumes, function to automate communications, process management, sending of register files to partners updated in real time, all on-line transactions with electronic signature).
- Harmonization of the research centre register of the *Fonds de recherche en santé* with the SIRU database (university research information system) to enable research centres to transfer the same information electronically to the FRSQ and universities in a single step.
- Posting of rent statements for institutions in the health network which are tenants of the *Société d'habitation du Québec*.
- Implementation of Phase 2 of the one-stop access point for carriers by the *Commission des transports*. Phase 2 will enable users to benefit from services already offered via the one-stop access point for carriers, but from their businesses or homes. The project will be harmonized with the *Démarrez votre entreprise* portal.



#### ***2.5 Developing Multiservice Centres***

The implementation of e-government in Québec cannot be to the detriment of a group of citizens who, through lack of knowledge or material resources, or simply by choice, does not have access to new information and communication technologies. To take this situation into account, the government must continue to provide access to services via traditional routes—telephone, mail and in person—parallel to the Internet.

This is why the government intends to create multiservice centres which will combine all of the services provided by the departments and main agencies. This concept has proven effective in other administrations: Similar initiatives have been undertaken in other jurisdictions, specifically New Brunswick (Service New Brunswick) and British Columbia.

##### ***a) Multiservice Centres at Service Counters***

The government intends to set up access points throughout Québec to provide the main services related to government programs. This solution respects the needs of citizens who do not have access to the Internet, while promoting their gradual switch to digital access pathway technologies. The goal of this project is to enable citizens to go to a single service centre for all their government business, be it to renew their driver's license and pay the related fees, have their photograph taken for a health insurance card, register for the Québec prescription drug insurance program, or even join a waiting list for a spot in daycare.

Two existing networks of government offices could serve as a basis for setting up multiservice centres: Local employment centres and the Communication-Québec offices.

The 154 local employment centres (LECs) located throughout Québec could serve as the basis for a network of one-stop service points or even multiservice centres. The LECs already allow users access to computer workstations in what are called multiservice rooms. In addition to the services already available to citizens at these centres (employment, income security, integration of immigrants), a range of other services could gradually be added and provided by multifunctional public servants.

Communication-Québec provides information services at its 25 offices located in every major region of Québec. These could also be used to create multiservice centres.

The government should conduct an in-depth study on the geographic distribution of multiservice centres with the goal of ensuring that every citizen has access to a centre. Accordingly, some LECs could be earmarked to become multiservice centres. Furthermore, collaboration with Communication-Québec offices seems necessary, particularly in large cities in order to ensure the fairest possible distribution of one-stop service



#### **Access to Information at Communication-Québec Offices**

A pilot project aimed at enabling visitors to find information for themselves by providing access to workstations connected to the Internet is currently underway in all of the agency's 25 offices. For the time being, citizens can surf the Web in these offices strictly for the purpose of finding out about programs and services offered on government sites. Accordingly, the navigation toolbar has been deleted from the browsers' interface to allow for better control over users' surfing. Resource persons are available if help is needed. A detailed report on the experiment will be submitted in 2004.

points throughout Québec. Also, business hours for multiservice centres must reflect the new realities of the labour market and offer citizens flexible access. Finally, careful attention must be given to ensuring that multiservice centres are also accessible to people with motor, cognitive or sensory disabilities, and that the resource persons at these centres have the knowledge needed to assist these specific clientele.

By more closely involving citizens in the decision-making process, the multiservice centres will make it possible to adjust the delivery of services to local needs. It is even plausible that the range of services could vary according to each region. For the project to be a success, the multiservice centres must enjoy a degree of independence, while respecting the government's major policy guidelines.

#### **b) Call Centres**

The government multiservice centres must also be accessible by telephone. Similar to the multiservice counters, call centres currently in operation could gradually be given a broader role, eventually becoming a part of the multiservice counters and the respondents for all government services. A single (free) number would be used by citizens and businesses to access the one-stop service point by telephone from anywhere in Québec.

Sectorial specialists based in different call centres throughout Québec could be available to deal with very specific requests from citizens and businesses. This solution has the added major advantage of maintaining specialized jobs in the regions. The single telephone number could also enable citizens who obtain e-services to receive on-line support.

In the medium term, e-mail traffic should be managed by the call centres. According to several experts consulted, managing these two components of customer service separately would lead to unwanted "turf wars." For example, employees assigned to call centres might not encourage citizens to use e-services or e-mail for their service requests for fear that their clientele would diminish. Accordingly, integrating call centres into the overall management of customer service on-line at counters and by telephone is essential.



#### RECOMMENDATIONS

- 3.2 We recommend setting up one-stop multiservice centres located throughout Québec. To do so, we recommend using the existing local employment centres and the Communication-Québec network as a starting point for these centres.
- 3.3 We recommend creating a single telephone number for government services at the same time as the service centres which will enable citizens to access specialized resources based in the call centres. Accordingly, we recommend taking the necessary measures to transfer the management of e-mail traffic gradually from each department to the government call centres.
- 3.4 We recommend that the one-stop government service portal include services offered by other jurisdictions in the medium term.







### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT

The development and deployment of the e-government project requires a strong political will and a well-defined governance structure capable of implementing all planned projects in order to ensure that the government's vision and orientations in this regard are put into practice. This is key to the success of the e-government project. The *Office de la langue française* defines governance as “a way of directing, guiding and coordinating the activities of a country, region, social group or private or public organization.”<sup>25</sup>

As it relates to ICTs, governance can be defined as “the system that enables leaders to manage, set objectives, guide and control with the goal of creating value. It means assuring shareholders that the organization is well managed.”<sup>26</sup> The Auditor General of Canada defines governance as it relates to e-government as “the organizational structures and processes to help ensure that the government achieves its vision for [this project].”<sup>27</sup>

As well-defined governance structure must include centralized mechanisms for overall strategic planning, coordination, risk management, and results follow-up and evaluation, as well as accountability mechanisms. The follow-up and evaluation of results necessarily involves drawing up and implementing standards and rules for the regulation of e-government projects.

## 1. Governance Structure

### 1.1 Current Situation

Currently, the governance of the development and administration of the delivery of e-services is shared by all departments and agencies. In addition to the responsibilities assumed by all of the D/As, those with a horizontal structure, including the MRCI, MDER and OQLF, play an additional role in development.

The *Public Administration Act* mandates the *Conseil du trésor* to determine the strategic orientations that will promote the optimal development of the delivery of e-services and the management of informational resources. The *Conseil du trésor* can establish measures to ensure government consistency and promote the pooling of infrastructures or services.

In support of the *Conseil du trésor*, the *Sous-secrétariat à l'infrastructure gouvernementale et aux ressources informationnelles* (SSIGRI),<sup>28</sup> assisted by the *Bureau pour le développement du gouvernement électronique* (BDGE), is responsible for:

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<sup>25</sup> <http://www.oqlf.gouv.qc.ca/>

<sup>26</sup> ACADYS, <http://www.acadys.fr>

<sup>27</sup> Office of the Auditor General of Canada, *Report of the Auditor General of Canada to the House of Commons*, November 2003, p. 13.

<sup>28</sup> The *Secrétariat de l'infrastructure de l'information* (now the *Direction de l'infrastructure de l'information*) originally reported to Cabinet. Subsequently, it reported to the Minister for Culture and Communications. In 1998, following the adoption of the *Politique québécoise de l'infrastructure de l'information*, the responsibility for implementing the government's information highway then fell to the *Sous-secrétariat à l'infrastructure gouvernementale et aux ressources informationnelles* (SSIGRI) of the *Conseil du trésor*.



### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

- Exercising government leadership to optimize the development of e-government and the management of informational resources;
- Advising the government on which strategies to adopt and informing the D/A of the selected orientations;
- Ensuring government consistency by coordinating the planning and follow-up stages;
- Proposing strategic projects that require close monitoring on the part of the *Conseil du trésor*;
- Collaborating with horizontally structured D/As, such as the MRCl, to consult citizens on their e-service needs, identify possibilities for pooling infrastructures and develop standards and support guides;
- Conducting a strategic watch to identify exemplary initiatives;
- Implementing support and guidance measures;
- Coordinating, developing, disseminating and ensuring security measures, and defining required reporting functions.<sup>29</sup>

In terms of **authorization**, only projects involving a departure from regulations or decisions already made by government authorities require prior authorization from the *Conseil du trésor*. Such authorization is not required for any other departmental or multidepartmental project, provided it is carried out under programs and budgets that have already been authorized.

In terms of **planning**, the exchange of information via strategic plans, expense management plans and annual management reports is the mechanism adopted to try to satisfy the need for consistency on the part of the government. Accordingly, the D/As must produce an informational resource management plan that draws a link with their strategic objectives. The plans are submitted to the *Conseil du trésor*. Moreover, the D/As must also provide an informational resource management report as a complement to their annual management report.

In terms of **follow-up**, projects deemed to be of strategic interest by the *Conseil du trésor* can be monitored more closely to ensure they are managed within an overall government policy.

In terms of **funding**, it is anticipated that departmental projects and specific infrastructure services will fall under the budgets of each D/A. The financing of interdepartmental projects and shared infrastructure services can be shared by the D/A involved or funded by the *Fonds de partenariat interministériel* and/or the *Fonds des services gouvernementaux*, depending on the circumstances. The management of certain projects can be charged and/or billed at a rate that ensures self-financing. Finally, funding of the development, implementation and management of any project can also be done as part of public-private business partnerships.

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<sup>29</sup> See *Cadre de gestion des ressources informationnelles 2002*, Conseil du Trésor, p. 15-17.



### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

There are several joint discussion groups for the D/As, such as the *Comité stratégique des ressources informationnelles* (CSRI), the *Table de concertation interministérielle*, the *Conseil des directeurs généraux de l'administration* (CDGA), the *Comité consultatif sur la gestion du personnel* (CCGP) and the *Conseil des responsables de l'informatique du secteur public* (CRISP). These groups can be consulted and used to develop and manage informational resources.

#### 1.2 Observations

Despite a real willingness by the *Secrétariat du Conseil du Trésor* to coordinate initiatives related to the delivery of e-services, several observations lead us to believe that the current governance structure will not enable us to reach our target objectives. Moreover, e-government involves sectors other than electronic administration, i.e., the “My Gov. Info.” citizen’s page, the systematic use of information and communication technologies in the networks and the establishment of e-democracy, which are incompatible with the current governance structure.

On this point, consultations with public servants indicate that the governance model has institutional limitations. In fact, it appears that:

1. The subject of governance is poorly defined;
2. Subjects of concern are quite limited;
3. Operating rules are mostly *ad hoc*;
4. There is no obligation to produce results;
5. There is a lack of political strength, i.e., a strong, clearly defined political willingness;
6. The current situation encourages and reinforces the compartmentalization of operations.

This is corroborated by the departments’ and agencies’ report sheets (see Appendix). In fact, the report on the delivery of e-services shows a contrast between the D/As: A digital divide exists within the very core of the government structure, which is due in part to the government’s compartmentalized operations and a lack of concern in the D/As.

First, the report clearly indicates the presence of this divide with respect to informational services on the various D/A sites. Some sites have very little content, particularly those of the agencies, while others have highly developed content. This is quite surprising, since it is simple and relatively inexpensive to create and update Web sites rich in content in this day and age. Also, the report on the D/A Web sites clearly shows little uniformity among the D/As regarding their priorities for implementing transactional services.

Second, the government’s strategic orientations do not always seem to be applied. The priority given to projects is determined according to individual preferences and opinions rather than a clearly defined vision and an exhaustive analysis of the needs of citizens and businesses. Moreover, certain departments and agencies are still developing their own e-service delivery solutions without regard for existing or pending infrastructures. Hence, the sharing of expertise and infrastructures developed by the departments and agencies is not generalized and is still done on an informal and voluntary basis.



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### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

Third, since it is difficult to know whether set objectives have been reached, accountability mechanisms seem insufficient. In fact, the management reports and statements of services to citizens suggest that certain D/As, particularly the agencies, have not clearly defined their e-service objectives. Moreover, when they are stated, they are not done so in a uniform manner, which makes it difficult to implement evaluation mechanisms.

Finally, external stakeholders have noted problems similar to those related to the governance structure and mechanisms in other public administrations, particularly in the federal government. They have unanimously petitioned for a stronger governance of the projects in question, supported by the management of these projects and the highest decision-making bodies.

Since Québec's e-government project is still in its infancy, it is not too late to change the current governance structure and mechanisms to take into consideration all of these observations, which have been inspired mainly by the experiences of other administrations. Clearly, some improvements have been made over the past year. However, it appears that only a new impetus marked by structural and organizational changes will enable Québec to implement the e-government project fully. In Québec, as elsewhere, the status quo is unacceptable. If the status quo is maintained, the public will perceive the government as being set in its ways and incapable of learning from the experiences of others.

### *1.3 Proposed Governance Principles*

In light of these observations, certain governance principles appear essential to ensure this project receives all the leadership necessary for its implementation.

The Premier's leadership in getting all of the various stakeholders to commit to the development process according to a comprehensive vision is imperative for the success of e-government. The project manager must have sufficient authority to ensure that the D/As participate in the project. Their autonomy in terms of implementation and management must be clearly defined so that projects can be prioritized according to the overall government policy. While implementation and management could be accomplished by other organizational bodies, it is crucial that the Premier show the leadership needed to implement the overall vision of e-government.

At the federal level, where the governance structure is similar to the one in Québec, the Government On-Line Advisory Panel (whose members come from the university, private, volunteer and high-tech sectors) concluded in its December 2003 report that the Government On-Line initiative should be headed by the Prime Minister, without whose leadership the planned transformation of services could not be achieved. It also stated that:



### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

“our experience demonstrates that it will be impossible for the federal government to transform its services without strong leadership from the very highest levels of the government and public service. [It is] essential that there be central leadership, management and governance of the service transformation initiative, ideally by the Prime Minister” (p. 20).

Moreover, in its final recommendations on leadership, management and governance, the Advisory Panel proposed that:

“the Prime Minister should [assume] responsibility for leading the [...] service transformation initiative, or assign this responsibility to the Deputy Prime Minister” (p. 33).

Finally, in terms of communication and promotion to the members of parliament, citizens, businesses and the media in Canada, the Advisory Board also considered the Prime Minister’s involvement as essential in supporting these groups:

“The federal government’s initiative must ensure that these groups are fully informed about the challenges and opportunities presented by service transformation, and that they are able to contribute to its success. This initiative must be led by the Prime Minister” (p. 8).

In a similar but different situation, i.e., that of creating a Department of Youth in Québec, Mr. Charest stated:

“I quickly learned that within government structures, it is virtually impossible to coordinate things from the bottom of the pyramid. Coordination only happens from the top down, where you can command a certain moral authority. We recommended [to the Bourassa government, which planned to create a Department of Youth] that if they wanted to do something significant, to create a secretariat within the cabinet so that the coordination of various measures aimed at youth and stemming from different departments could benefit from the full moral weight of the Premier. We told them this would be effective.”<sup>30</sup>

Finally, the role of the Premier appears invaluable, since his authority and leadership are needed to carry out the e-government project, which far exceeds the simple delivery of e-services. In fact, this project involves all of the networks, particularly the health and education networks, as well as all municipalities. It also aims to improve the democratic process. Mobilizing all network stakeholders, as well citizens and businesses, is one of the key conditions for the success of the project. It cannot be implemented under the direct control of a single administrative entity, but requires the involvement of the entire government and, above all, the Premier.

A survey of other experiences conducted abroad shows that similar choices have been made in other public administrations which have resulted in tangible, beneficial developments in terms of e-government. This is specifically the case in the United Kingdom, whose *e-Envoy Office* ([www.e-envoy.gov.uk](http://www.e-envoy.gov.uk)) reports directly to the Prime Minister, has 244 employees and a budget of approximately CAD\$50 million.

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<sup>30</sup> Jean Charest, *J’ai choisi le Québec*, 1998, p. 52.



### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

For its part, France has created the *Agence de développement de l'administration électronique* (ADAE), under the direct responsibility of the Prime Minister ([www.adae.gouv.fr](http://www.adae.gouv.fr)). The tabling of the ADELE, *pour vous simplifier la vie* project in February 2004 is indicative of France's progress since the implementation of the ADAE.

Closer to home, New Brunswick has created Service New Brunswick (SNB), a service agency for citizens and businesses which reports directly to the Premier. The strategic development of projects related to e-government is coordinated by SNB. Again, the results are highly conclusive: The one-stop service outlet via telephone, the Internet and service counters have become a province-wide reality.

Nonetheless, other jurisdictions have opted for alternative solutions that could also be valid. This is the case in British Columbia, where responsibility for developing and commissioning e-government projects is assigned to a special department, the Ministry of Management Services ([www.gov.bc.ca/mser/](http://www.gov.bc.ca/mser/)). The minister for this department must exercise leadership in developing delivery routes for all government services distributed throughout the D/As, especially in terms of e-government. The department also offers alternative access routes other than the Internet, including call centres and counter services where government employees answer questions and provide services. The minister is also responsible for applying the legislation governing the protection of privacy and access to information. The case of British Columbia shows that it is possible to combine all elements involving e-government and multiservice centres within a single department.



#### RECOMMENDATIONS

- 4.1 We recommend that the Premier assume a leadership role in the development of e-government and make it a priority of his government.
- 4.2 We recommend creating the position of Chief Information Officer (CIO).
- 4.3 We recommend creating a *Secrétariat au développement du gouvernement en ligne* that is managed by and reports to the Chief Information Officer.
- 4.4. We recommend creating a strategic committee on e-government which would be comprised of external stakeholders from the private and research sectors, as well as interest groups. Criteria must be established so that the makeup of this committee reflects the diversity of sector resources. The members of this committee would be appointed by the government and would support the CIO in his development strategies.
- 4.5 We recommend creating an independent body (to be determined) to implement e-democracy projects.



### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

- 4.6 We recommend creating a committee of champions comprised of senior managers of the major business sectors related to citizen services (health, education, justice, municipalities, etc.). These managers would include deputy ministers, company CEOs and mayors. The committee members would be appointed by the Premier, and the committee's operating rules determined by the government. The committee of champions would act as a liaison between the D/As, the networks, the municipalities and the CIO to ensure that e-government policies and strategic orientations are consistently applied.
- 4.7 We recommend making the CIO responsible for the strategic development of e-government projects in coordination, where applicable, with the network organizations and the National Assembly, while taking into account potential costs/benefits. We recommend that the CIO define the D/As' autonomy in terms of developing e-government projects.
- 4.8 We recommend that the commissioning of the multiservice centres and the government's one-stop service portal be assigned to an independent government service agency attached to the *Conseil du Trésor*. Their service agency would be headed by a director general acting under the authority of a board of directors chaired by the Chief Information Officer.
- 4.9 We recommend that the management of informational resources be assigned to an independent government informational resource agency attached to the *Conseil du Trésor*. The informational resource agency would be headed by a director general acting under the authority of a board of directors chaired by the Chief Information Officer.
- 4.10 We recommend that the government table a detailed strategic plan to implement the overall governance structure within six months of tabling this report.



#### **a) Roles and Responsibilities**

It is important to distinguish clearly between all parties involved in the development of e-government and to define each party's roles and responsibilities in terms of the recommendations listed above.

- **Political Body Under the Authority of the Premier**

- Exercises leadership, i.e., the political ability to have all of the stakeholders commit to the process of developing e-government according to a comprehensive vision.

- **Chief Information Officer (CIO)**

- Applies and coordinates the overall e-government policy;
- Ensures consistency on the part of the government in coordinating the planning and follow-up stages and in defining the D/As' autonomy in terms of developing e-government projects;
- Collaborates with horizontally structured D/As, such as the MRCI and the SCT, to consult citizens on their e-service needs, define possibilities for pooling infrastructures and develop standards and support guides;
- Collaborates with network organizations to intensify the use of ICTs in their areas of expertise;
- Supports and guides the development of e-democracy;
- Takes all measures deemed necessary, such as security standards and appropriate practices, protection of personal information, etc.;
- Defines reporting measures that departments and agencies should apply to assess the development, implementation and commissioning of e-government projects;
- Supports and guides stakeholders in e-government projects (public servants in particular) through appropriate mechanisms: Funding programs and strategies to change/develop organizational capacity;
- Conducts a strategic watch on e-government at the Canadian and international levels to identify exemplary initiatives and models with the aim of improving services to citizens and modernizing the Québec government.





### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

- ***Secrétariat pour le développement du gouvernement en ligne (SDGL)***
  - Supports the CIO in all of his/her tasks.
- ***Comité stratégique du gouvernement en ligne (CSGL)***
  - Advises the Premier and the CIO on e-government development strategies;
  - Reviews and assesses progress reports on the implementation of e-government.
- ***Service Agency***
  - Acts as the e-service nerve centre for front-line services on behalf of the D/As;
    - a) Manages and operates multiservice centres, including telephone, mail and counter services, for the delivery of services not provided on-line;
    - b) Manages and operates the one-stop government portal for the delivery of e-services.
  - Provides front-line services in all areas of Québec, taking into account the special needs of each region and its clientele;
  - Promotes access to D/A documents (with their collaboration) for all citizens and businesses.
- ***Informational Resource Agency***
  - Supports the *Secrétariat pour le développement du gouvernement en ligne* and all of the D/As in implementing e-government projects;
  - Provides common, pooled infrastructures or services responding to a request in managing the D/As' informational resources;
  - Ensures technological integration to guarantee consistency in and coordination of the operation of common services and shared technological infrastructure;
  - Helps the networks and the municipalities, at their request, with various functions related to managing informational resources by providing advice, help and expertise in the field.



### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

- ***Committee of Champions (CC)***

- Leads and stimulates the business sector in the development of e-government;
- Ensures the integration of strategic policies and guidelines in the business sector;
- Ensures government consistency in collaboration with the CIO;
- Advises the director of the service agency.

- ***External Body for E-Democracy***

- Ensures the creation of forums for public debate, the integrity of the consultation process and, eventually, the design and management of e-voting.

- ***The Departments and Agencies***

- Apply and respect the policies and strategies of e-government in their activities;
- Establish clear objectives for the delivery of e-services within their strategies and guidelines, in compliance with standardization rules defined by the CIO in terms of reporting procedures;
- Collaborate with the CIO in developing e-government policies and strategies via the committee of champions.

#### ***b) Authorization, Planning and Follow-Up***

The following projects require specific authorization, follow-up and planning by the CIO:

- Horizontal and/or interdepartmental projects: Any project containing features that can be assumed or shared by several D/As and/or network organizations and/or containing solutions that involve integrated service delivery, such as the one-stop government portal;
- Sectorial projects: Any project that includes one or more sectorial aspects that involve one or more D/As and/or network organizations in one or more sectors, such as health, education and justice.

The authorization, planning and follow-up of these projects by the CIO is deemed essential to strengthening government consistency and coordination in meeting the objectives of e-government. However, the CIO's authorization is not required for a specific department or agency project unless the latter deviates from e-government objectives. The CIO should also define the degree of independence of the D/As with regards to management in terms of e-government development. The authorization, planning and follow-up mechanisms must be established by the CIO in collaboration with the relevant departments and agencies.



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### GOVERNANCE OF THE DEVELOPMENT OF E-GOVERNMENT (cont'd)

#### **c) Funding**

The costs of developing, implementing and commissioning e-government projects can be funded by one or more of the following:

1. The *Fonds pour le développement et le déploiement du gouvernement en ligne* (which would replace the *Fonds de partenariat interministériel*);
2. The specific budgets of departments and agencies;
3. Public-private partnerships: Partnerships between the departments and agencies and the private sector, enabling risk sharing and project funding;
4. Self-financing through the billing of value-added projects.

The funding rules and conditions of the *Fonds pour le développement et le déploiement du gouvernement en ligne* must be established in collaboration with all relevant departments and agencies. The rules and conditions for using the *Fonds* to finance projects and the rules for public-private partnerships must also be established by the Agency, whose creation was recently announced by the President of the *Conseil du trésor* to oversee public-private partnerships.



## ***2. Consideration of E-Government by Senior Officials in the Public Administration***

### ***2.1 Analysis: Impact of the Briefs Submitted to Cabinet on the Development of E-Government***

To reflect the government's priorities and especially to harmonize all procedures within each department and agency, steps should be taken so that all briefs submitted to Cabinet include a section on the implications of the proposed development measures for e-government. We suggest that the "Consultation Between Departments" section in the public section of the briefs submitted to Cabinet include a special provision to this effect, similar to the assessment of the impact of a given measure on the status of women or the access to information. As is the case with these two issues, when there is an exchange of ideas between departments, we suggest that the briefs describe the outcome of the resulting interdepartmental consultations.



#### **RECOMMENDATION**

- 4.11 We recommend clearly showing that the implementation of e-government is a priority by ensuring that each brief presented to Cabinet includes a section on its effect on e-government. If exchanges of ideas take place, the section must describe the results of interdepartmental consultations.**

### ***2.2 Performance and Accountability Agreement***

Pursuant to the *Public Administration Act*, a minister and the director of an administrative unit in a department or body under the responsibility of the minister can enter into a performance and accountability agreement (Section 12). Each minister would therefore have to sign such an agreement with any person that he/she designates regarding e-government.

This agreement must contain an annual action plan for the development of e-government, as well as the indicators to be used in measuring results. At the end of each year, a management report describing the results achieved must be produced and tabled in the National Assembly by the minister concerned.

The signing of agreements specifically covering e-government will encourage the departments and agencies to grant this project the full importance it deserves. The accountability of ministers or deputy ministers to the members of the National Assembly will also encourage the former to be more consistent in their choices.



#### RECOMMENDATIONS

- 4.12 We recommend that Cabinet rule on the need for signing a performance and accountability agreement between the ministers and the individuals that they designate. Such an agreement must bear specifically on the development of e-government.
- 4.13 We recommend that the *Secrétariat au développement du gouvernement en ligne* implement follow-up mechanisms to ensure respect for such performance and accountability agreements.





### THE KEY CONDITIONS FOR SUCCESS

Far from being a technological project, e-government focuses first and foremost on meeting the needs of Québec citizens: Technology is not an end in itself but rather a means of improving services. Everything must be done to help citizens develop the reflex of using on-line services and taking advantage of the new possibilities for expressing their democratic rights. If the government does not take concrete actions in this direction, e-government risks becoming an expensive and underused instrument. However, there are many factors that can influence citizens' support for this project (see Figure 9, page 111).

First, the strength of **political will and the governance structure** stemming from this will are key to the success of the e-government project. To highlight the importance of these key factors, they have been given a separate chapter in this report. In addition to accountability mechanisms, the proposed governance principles must therefore be considered as an integral part of the conditions necessary for success.

Second, the support of citizens rests primarily on the presence of a **climate of trust** associated with the delivery of e-services. This is a prerequisite if citizens and businesses are to use the e-services offered. The government must not only establish this climate of trust, but also implement the necessary means for maintaining it.

Clearly, given their multiplicity, it is difficult to determine exactly which factors influence the trust that citizens and businesses place in the use of on-line services and projects related to e-democracy. Nevertheless, the climate of trust that is key to developing the delivery of e-services successfully rests on the presence of the following two components:

1. Appropriate privacy protection mechanisms for the various types of e-services;
2. Secure mechanisms (assurance that a third party cannot interfere in the process).

These two factors must be supported by an institutional arrangement that ensures that information in computer systems is used and accessed only for justified reasons. Trust, therefore, will also depend on legal foundations that ensure, among others, the protection of personal information and privacy (see Figure 10, page 112). Accordingly, legislation must take into account the new realities of the virtual world and a networked State to enable the government to give citizens and businesses better services that incorporate the possibilities now available through ICTs.

The 2003 Québec study conducted by the *Centre francophone en informatisation des organisations* on the use of Internet services provides insight into a public concerned about an adequate level of security, the protection of personal information and the right to privacy. This constitutes a major obstacle to implementing the delivery of e-services. In fact, fears regarding privacy and security are the main reasons why citizens, businesses and self-employed workers do not use the government's Internet services (overall, these reasons were mentioned by 42% of citizens, 27% of businesses and 33% of self-employed workers).<sup>31</sup> The perception of citizens and businesses regarding the means made available to them by the government is therefore critical to the success of e-government. To dispel the fears associated with the use of these services, it is important that the new computer systems used to deliver e-services meet citizens' expectations precisely and concretely in terms of security, protection of personal information and the right to privacy.

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<sup>31</sup> CEFRIQ, NetGouv 2003, *Survey of Québec citizens, businesses and self-employed workers*, 2003, p. 10.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Third, the e-government project focuses on **simple access to government services**. With this in mind, it is important, as mentioned previously, that this e-government project not be reserved solely for citizens who have Internet access. It is therefore necessary to develop, parallel with the government's one-stop service portal, multiservice centres that provide access to all services offered by the government by telephone, mail or at service counters. The goal of the multiservice centres is to smooth the way for citizens in their dealings with the government, while taking into account citizens who do not have access to the Internet. However, this does not mean that the government is giving up on the goal of having all citizens gradually switch to e-services.

This is why the government must facilitate access to the Internet. Although recent surveys show that Québec leads the OECD rankings with respect to Internet access, it remains nonetheless that 40% of Quebecers do not have access to the Internet,<sup>32</sup> be it for socioeconomic, demographic or geographic reasons. It is the government's responsibility to combat this digital divide by favouring the possibility of free Internet access in public libraries, for example, and by supporting citizens unfamiliar with the new technologies to help them acquire the necessary skills. To this end, the establishment of partnerships with community groups would be a preferred approach to facilitate the acquisition of skills by citizens. Some achievements worthy of note show this to be the way of the future. The generalization of broadband or high-speed Internet access is also a factor to be considered in the democratization of access to government services. Moreover, clientele with special needs, especially those with motor, cognitive or sensory disabilities, must also be taken into account in the overall government approach.

Taxpayers' money risks being invested needlessly if the reflex to use e-services for dealings with the State does not develop. Fourth, therefore, the government must provide adequate information so that **citizens and businesses are informed about and aware of the new possibilities offered by ICTs**. The government must show that using these new methods to deliver services translates into real gains in efficiency. The delivery of e-services will enable citizens and businesses to save time, energy and, in the long term, money, and will also enable decision-makers and managers of public programs to make better decisions, thanks to a supply of quality, "just-in-time" information. The tangible improvement of services must guide the government in its strategy to develop e-government. When establishing the implementation schedule, priority must be given to projects with gains in efficiency that can be easily measured. A vast advertising campaign must be set in motion as quickly as possible so that citizens accompany the government every step of the way toward establishing e-government. The main government partners must be directly involved in this advertising campaign, in particular, those, like CEFRIO, that specialize in the appropriation and transfer of information and communication technologies.

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<sup>32</sup> According to the most recent CEFRIO results, 60% of Quebecers are "connected" (NetTendance 2003).

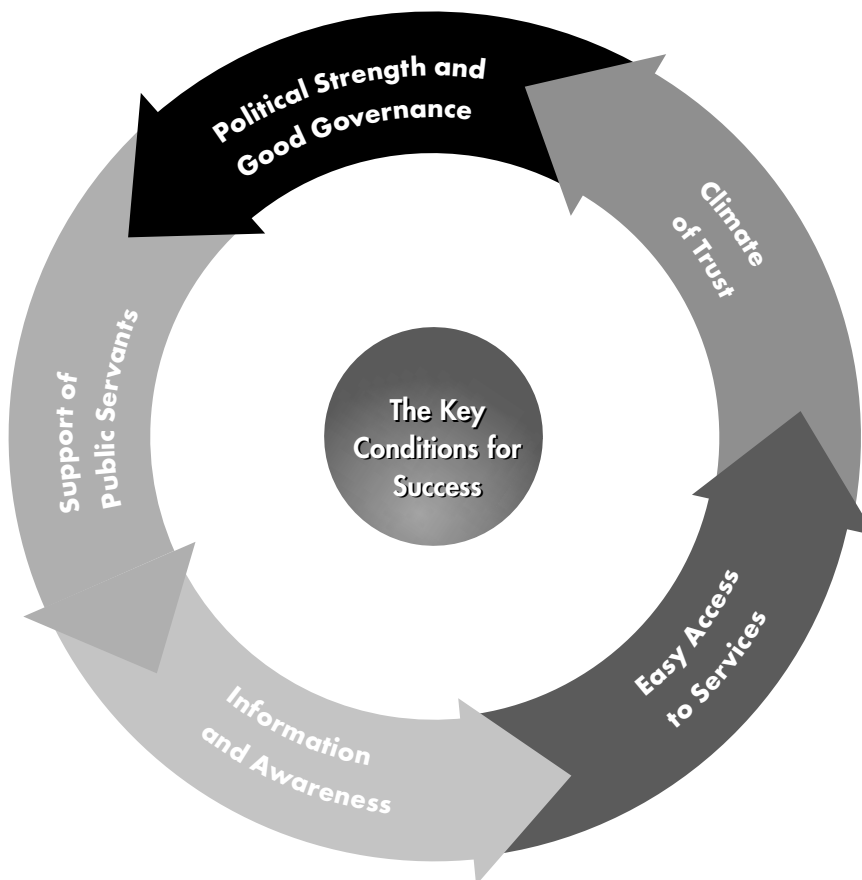




### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Lastly, other key factors in the success of e-government include **raising awareness among public servants and gaining their support** for the project. The implementation of e-government will have a major impact on the work of public servants and will, in many cases, bring added value to their jobs. It is crucial that government employees be directly involved in the project from the outset and view it not as an imposition, but rather as an opportunity.

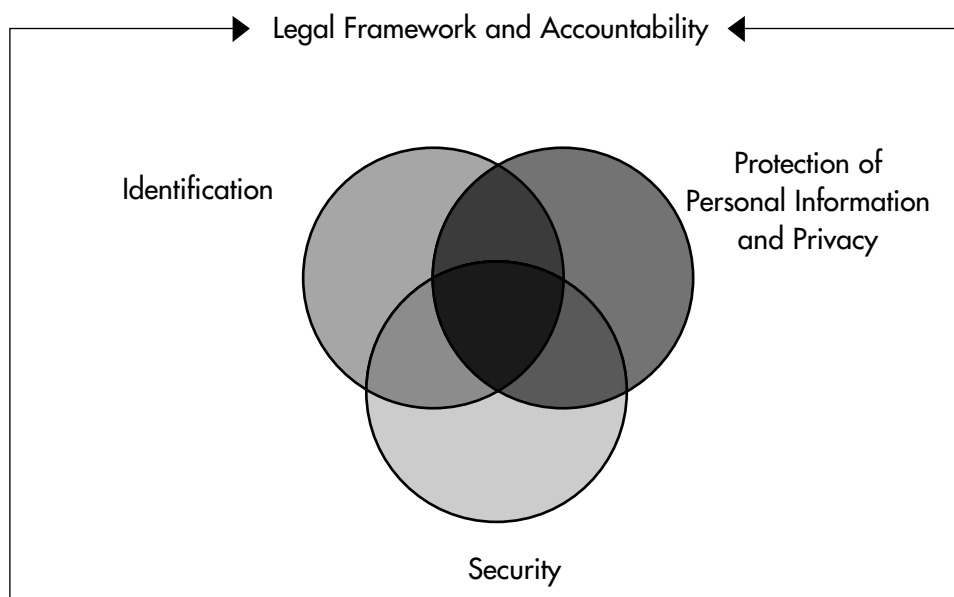
**Figure 9: Conditions for the Success of E-Government**





### 1. Establishing a Climate of Trust

**Figure 10: The Key Elements in Establishing a Climate of Trust**



#### 1.1 The Legal Foundations of a Climate of Trust for E-Government

In 2001, in response to the new realities of ICTs, the government adopted the *Act to establish a legal framework for information technology*.<sup>33</sup>

“[this *Act*] specifies the rights regarding documents on paper and other media as those which depend on information technologies. It makes adjustments to several basic notions of Québec civil law in order to make it fully compatible with the secure use of information technologies.

The *Act* has a general application: Any situation not covered by specific rules in specific laws are governed by the principles stipulated in the *Act to establish a legal framework for information technology*.

<sup>33</sup> R.S.Q., Chapter C-1.1.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

The *Act* stipulates rules regarding the establishment of documents on various media, the transfer of information in a document to a different medium, the conditions for the integrity of the documents throughout their life, the relationship between a person and a document, and certification. It sets out specific protections for personal information and provides details on accountability conditions for service providers.<sup>34</sup>

The *Act* places Québec in a leading position in terms of a legal framework. Québec's legislation on information and communication technologies is a legal solution that satisfies many of the concerns of the Working Group on Electronic Commerce of the United Nations Commission on International Trade Law (UNCITRAL), which is currently preparing the "Preliminary Draft Convention on [International] Contracts Concluded or Evidenced by Data Messages." This group is particularly concerned about the creation of separate legal systems for paper documents and electronic documents, as well as the erosion of national rights. The Québec solution, which stems from the application of the principles of neutrality and functional equivalence proposed by UNCITRAL, also offers the freedom of choice and interchangeability of the supports and technologies sought after by the stakeholders involved in international trade, while maintaining the applicable legal system. This solution was presented by the Québec section of the Canadian delegation participating in the UNCITRAL task force on electronic commerce during its recent work in 2004 and was favourably received. As a result, the *Act to establish a legal framework for information technology* is now a precedent in this matter.

By identifying the various issues and possibilities related to new information and communication technologies, the *Act* is the first major step toward implementing true e-government.

However, the e-government project can only be successful if the entire legislative corpus is adapted at two levels:

- All of the laws must respect the legal framework set out by the framework *Act*, in particular with regard to technological neutrality;
- It is important to adopt the necessary legislative changes in order to facilitate the adoption of transactional-type measures.

#### **a) Respect for the Concept of Technological Neutrality**

The *Act to establish a legal framework for information technology* introduces the principle of technological neutrality, i.e., that the expression of a standard must not presuppose a specific medium (paper or electronic). However, many components in the current legislation do not meet this criterion of neutrality: Having been drafted before the use of ICTs became a reality, many laws include provisions that presuppose the use of a paper medium. For example:

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<sup>34</sup> Conseil du Trésor, *Autoroute de l'information*, [http://www.autoroute.gouv.qc.ca/loi\\_en\\_ligne/loi/i/index.html](http://www.autoroute.gouv.qc.ca/loi_en_ligne/loi/i/index.html) [on-line], site consulted March 31, 2004.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

- Several provisions stipulate specific times for consulting documents (consultation of a log during “regular” office hours, for example). The possibility of consulting these documents on-line renders the stipulation of consultation hours obsolete;
- Other legislative provisions deal with physical presence during meetings (annual meeting or board meeting, for example). It is appropriate to question whether a physical presence is actually necessary, or if the use of ICTs could permit new forms of presence (videoconferencing, for example);
- The reference to appended or attached documents can infer a temporal component (this may be interpreted as requiring items to be sent concomitantly or simultaneously). The new possibilities related to sending documents in electronic format require a review of the concept of appended or attached documents. The legislation must enable a mixture of document formats sent as part of the same process; it should be possible to attach paper documents to electronic documents and send them at the same time.

According to the *Act*, people cannot be obliged to use a specific technological medium for sending or receiving documents unless specifically stipulated by law or in an agreement. In fact, Section 29 stipulates as follows:

#### **Acquisition of a Support**

A person may not be required to acquire a specific medium or technology to transmit or receive a document, unless such requirement is expressly provided by law or by an agreement.

#### **Receiving Support**

Similarly, no person may be required to receive a document in a medium other than paper or by means of technology that is not at the person's disposal.

#### **Choice of Support**

A product or service or information on a product or service that is available in more than one medium may be obtained in any such medium at the option of the recipient of the product or service.<sup>35</sup>

Pursuant to the principle of neutrality, the *Act* permits the use of technologies for the application of all laws. The principle of neutrality not only assures that future developments take citizens' choices into account, but also provides a guarantee of increased security, since in the event of a technological breakdown, the interchangeability will permit the use of paper documents and vice versa. Occasionally, there may be obstacles preventing the application of this principle, such as when a law requires the exclusive use of a specific support or technology. Accordingly, the entire legislative corpus must be reviewed to determine whether legislative provisions that are not technologically and legally neutral should remain, be deleted or be modified.

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<sup>35</sup> *Act to establish a legal framework for information technology, 2001, R.S.Q., chapter C-1.1, c. 32, Sect. 29.*



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

The legislator must therefore draft enabling legislation for this *Act* that would ensure the implementation of the principles of technological media support and legal neutrality and be functionally equivalent in all Québec legislation. A team of lawyers at the *Ministère de la Justice* is already working on a draft bill, which should be tabled in spring 2005. The draft bill will set the technological and legal standards to be applied in all e-service projects.

Considering the impact of the *Act's* enabling legislation, the government should advance the presentation of the legislation by allocating the necessary resources and ensuring that the *Act* takes into account the reality of the development of e-government.

#### **b) Adoption of "Transactional Laws"**

A transactional law is one that can be administered on-line through the delivery of e-services. The nature of transactional laws is one of the major components that will allow for the implementation of various features contributing to the creation of true e-government in Québec. The desire to make laws transactional requires finding solutions to specific problems.

The difficulties appeared following the desire to ensure that the *Cooperatives Act*, sponsored by the MDER and adopted in December 2003, can be managed transactionally. Although these difficulties may be specific to the *Cooperatives Act*, they can be generalized to all transactional laws that the government wishes to adopt.

Furthermore, as part of the work to implement a business portal, a task force led by the *Ministère de la Justice* identified nine problems to be resolved to enable business people to perform on-line transactions with the government (see insert below). These problems are similar to those raised in the process to adopt the *Cooperatives Act*. Following an analysis, the team of lawyers determined that, for all departments, close to 500 measures related to these issues would require legislative or regulatory amendments to permit transactions on-line.



#### **Difficulties Related to Adopting Transactional Laws**

Many components included in traditional legislation can be problematic in a virtual world:

- Various signature requirements;
- Payment method (when payment by credit card is not an option);
- Capacity (physical or legal person);
- Documents to be provided;
- Number of copies to send;
- Medium, layout and format of the application;
- Concordance of requirements;
- Requirement of a seal;
- Method of sending the application.

Accordingly, the entire legislative corpus must be reviewed based on the new realities specific to a virtual environment.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

- *Relaxing of Administrative Processes*

Updating laws and regulations to enable their application via information and communication technologies is designed to simplify the government's actions regarding the choice of methods to use at the administrative rather than the legislative level. However, the relaxation of the legislative corpus will not resolve every problem related to the application of laws. Moreover, if the processes used to administer a law are heavy and complex, they will not automatically be changed by the introduction of technologies. The introduction of information and communication technologies necessarily requires a review of the management processes, since those applicable to paper may be obsolete, in addition to being incompatible with the use of electronic methods. Although a review of the legislative corpus is necessary to enable it to incorporate the new technologies fully, this cannot occur without a review of the administrative processes and an integrated management of paper and information and communication technologies.

This work is all the more important since certain administrative formalities that are relatively easy to apply in the real world take on a far more complex dimension in the virtual world. For example, there is the multiplication of signatures required. It is essential to determine whether these signature requirements are necessary.

Further reflection is needed on the implications of the desire to make laws transactional. For example, a ruling must be made on how to **authenticate** electronic documents; this must be easily identifiable. Clear parameters must be established in this regard, for example, with respect to the validity of an electronic seal. Moreover, we must find a way to guarantee the **integrity** of technological documents in order to ensure their preservation.



#### RECOMMENDATIONS

- 5.1 We recommend that the entire legislative corpus be updated in order to ensure that respect for the principle of technological neutrality continues at an accelerated pace.
- 5.2 We recommend that provisions be made to table the enabling legislation for the *Act to establish a legal framework for information technology* in the near future.
- 5.3 We recommend that a team of lawyers review the regulations, instructions and management processes stemming from the application of laws and regulations to adapt them to the delivery of e-services.

### *1.2 The Basic Principles for the Protection of Personal Information and Privacy Under E-Government*

The Charter of Human Rights and Freedoms states that “Every person has a right to respect for his private life” (Section 5). It is this premise that provides the foundation for the protection of personal information and the right to privacy in Québec.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Nonetheless, the challenge of the dazzling rise of new information and communication technologies since the 1970s and the repercussions of these technologies in terms of the protection of privacy is a pressing reality that the government must take seriously by constantly examining the impact of new technologies on the right to privacy. This said, it is imperative that the Québec government equip itself with clearly defined legal and institutional mechanisms that must then be consolidated to guarantee its citizens that personal information used when delivering e-services is protected against any infringement on their right to privacy. These mechanisms must also be defined so they can be adapted to rapidly changing technologies.

The government must promote an approach in which the technological systems and organizational rules used minimize the possibility of a breach of privacy. In other words, rather than trying to control possible violations of the right to privacy, the government must take the necessary steps to ensure such eventualities simply do not occur. Lastly, the government must also promote the deployment of awareness-raising and training programs that enable users to fully absorb the risks related to the protection of personal information in the use of technological systems.

Before formalizing the steps to be taken by departments and agencies in developing and deploying e-government projects, the principles for the protection of personal information should be clearly stated. It is important that citizens and public administrators alike understand and assimilate these principles.

First, a distinction must be made between the protection of personal information and the right to privacy, on the one hand, and the security of information and network systems that transmit this personal information, on the other. Computer systems that process personal information necessarily require security measures. However, security alone does not in itself guarantee adequate protection of personal information—a computer system can be very secure without actually protecting the right to privacy.

The OECD has established guidelines governing the protection of privacy and the cross-border flow of personal data.<sup>36</sup> These guidelines have been developed around the following eight principles:

1. **Collection Limitation Principle:** There should be limits to the collection of personal data and any such data should be obtained by lawful and fair means and, where appropriate, with the knowledge or consent of the data subject.
2. **Data Quality Principle:** Personal data should be relevant to the purposes for which they are to be used and, to the extent necessary for those purposes, such data should be accurate, complete and kept up to date.
3. **Purpose Specification Principle:** The purposes for which personal data are collected should be specified not later than at the time of data collection and the subsequent use limited to the fulfillment of those purposes or such others as are not incompatible with those purposes and as are specified on each occasion of change of purpose.
4. **Use Limitation Principle:** Personal data should not be disclosed, made available or otherwise used for purposes other than those specified in accordance with the Purpose Specification Principle stated above if it is not a) with the consent of the data subject, or b) by authority of law.

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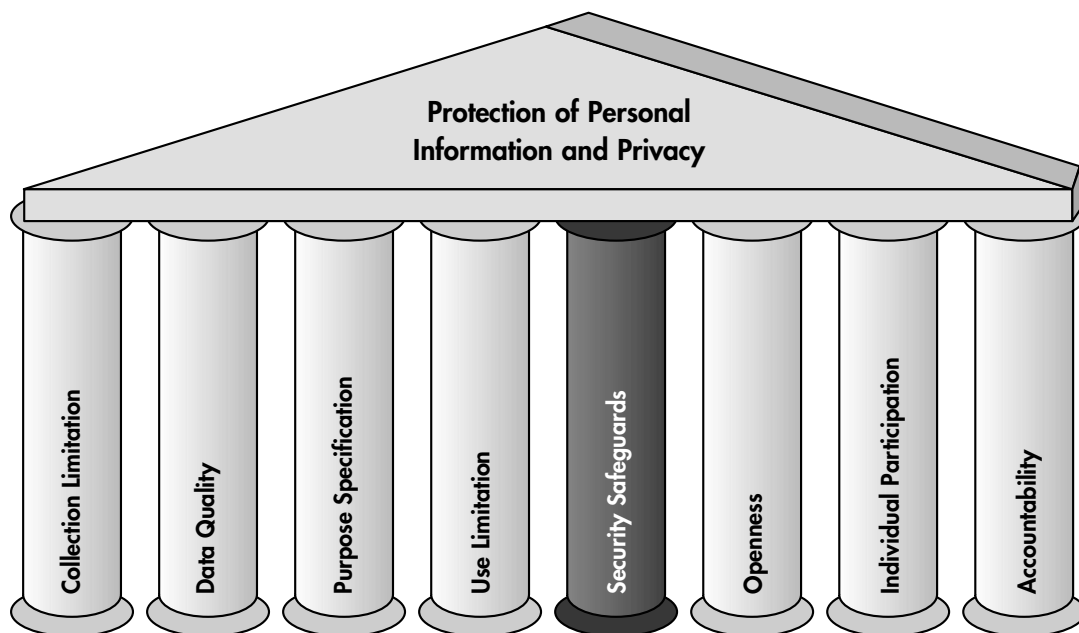
<sup>36</sup> OECD, *Privacy Online: OECD Guidance on Policy and Practice Guidelines*, 2003, p. 11.



## THE KEY CONDITIONS FOR SUCCESS (cont'd)

5. **Security Safeguards Principle:** Personal data should be protected by reasonable security safeguards against such risks as loss or unauthorized access, destruction, use, modification or disclosure.
6. **Openness Principle:** There should be a general policy of openness about the developments, practices and policies with respect to personal data. Means should be readily available of establishing the existence and nature of personal data and the main purposes of their use, as well as the identity and usual residence of the data controller.
7. **Individual Participation Principle:** Any individual should have the right to obtain from a data controller, or otherwise, confirmation of whether or not the data controller has data relating to him or to have communicated to him; and to be given reasons if a request is denied and to be able to challenge such denial; and to challenge data relating to him and, if the challenge is successful, to have the data erased, rectified, completed or amended.
8. **Accountability Principle:** A data controller should be accountable for complying with measures which give effect to the principles stated above.

**Figure 11: Guidelines Governing the Protection of Privacy**







### THE KEY CONDITIONS FOR SUCCESS (cont'd)

This list of eight principles clearly shows that computer system security is only one factor among many that guarantee the protection of personal information. As stated by the *Commission d'accès à l'information* (CAI): "The concept of the protection of personal information and the right to privacy goes beyond the simple notion of secure exchanges."<sup>37</sup> The principle of security is necessary, but not sufficient.

The increasing number of attacks on computer systems and the growing spread of ever-more sophisticated viruses are confirmation of these concerns and of the popular belief that a secure system alone cannot guarantee the protection of personal information. Computer systems thus deployed are much more like electronic access systems in which it is easy to compile data (logs) on all user activities which can subsequently be tied to the real identity of the users. In this situation, privacy protection issues are, by default, largely pushed aside or marginalized.

In addition to respecting the principles of computer security, the government must also, in designing computer networks, ensure that other principles guaranteeing the protection of personal information and the right to privacy are respected at all times. The protection of personal information must be the rule and must allow for a clear definition of needs in terms of networks and computer infrastructure. Adopting this perspective makes it possible to strike a balance between security and the protection of privacy.

Lastly, the government must take the necessary measures to promote better accountability on the part of stakeholders in the e-government project, including citizens who use e-services. In fact, a computer system can only assure the protection of personal information and security if risk management is taken into account at all levels by making both service providers (public servants) and people receiving services accountable.

#### ***a) The Legal Situation in Québec Regarding the Protection of Personal Information Under E-Government***

Before dealing with the potentially necessary changes to the protection of privacy under e-government, the principles of the protection of personal information as stated by Québec legislation must be clearly defined.

First, what constitutes personal information must be clarified. As stipulated in the *Act respecting access to documents held by public bodies and the protection of personal information* (hereinafter called the *Act respecting access*), personal information comprises any type of nominative information concerning a physical person that can be used to identify that person. For example, the name of a physical person is not in itself personal information, but can become so when associated with other nominative information about this individual, or if it can be used to identify other nominative information.

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<sup>37</sup> *Commission d'accès à l'information*, 2002 five-year report. *Une réforme de l'accès à l'information: le choix de la transparence*, November 2002, p. 85.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Furthermore, the *Act respecting access* stipulates that all personal information collected (when this is necessary) and held by the D/As in compliance with the law must be treated as confidential. The personal information held by a D/A cannot be released without consent of the person concerned, except in specific cases defined by the *Act*. Two such exceptions are the communication of information between D/As (according to defined conditions)<sup>38</sup> and research authorizations. The CAI explains that “exchanging personal information without people’s consent is to undermine one of the pillars of the protection of personal information, hence the implementation of exceptional and limiting mechanisms when an agency wishes to proceed in this manner.”<sup>39</sup> Lastly, the Act stipulates the conditions the D/As must observe throughout the useful life of personal information (collection, conservation, communication and destruction).

#### ***b) Adaptation of Current Legislation to the New Context of E-Government***

In the context of the implementation of e-government, it is appropriate to ask whether the current legal framework ensuring the protection of privacy must be reformulated to regulate more efficiently the circulation of information needed for the smooth and efficient delivery of government e-services. In fact, some specialists agree in saying that the future development of integrated on-line public services for citizens and businesses, as well as their smooth operation, rests essentially on the use and the increased exchange of personal information between the various stakeholders. According to these specialists, the information and its exchange is vital to enable the government to optimize the quality of services. It is therefore a question of customizing services for citizens and businesses.

- ***The Exchange of Personal Information Within an Increasingly Integrated Electronic Administration***

The *Centre de recherche en droit public* at the *Université de Montréal* (CRDP) has looked into adapting the legislative framework necessary for the new realities specific to the emergence of information and communication technologies and the new possibilities of delivering e-services. The CRDP stated that the goal is to implement “an adequate legal framework that enables the controlled exchange of personal information between D/As for the purposes of enabling the delivery of e-services to citizens on the basis of information held by several D/As.” The specialists of the centres also state that “the strengthening of privacy protection [is possible] through a better targeting of protection mechanisms.” In short, it is necessary to “[...] protect privacy better

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<sup>38</sup> The communication of personal information between D/As without the consent of the person in question can be done under the following conditions: Information is necessary for carrying out an act (Section 67); information is necessary for establishing conditions of employment (Section 67.1); information is necessary for the discharge of duties (Section 67.2); information is necessary for the implementation of a program (Section 68); information is necessary for the pairing or matching of files (Section 68.1). For the last two points, a written agreement must be obtained and an opinion from the CAI must be established. If this opinion is negative, the agreement can be submitted to the government for approval. These documents must be tabled before the National Assembly and published in the Official Gazette of Québec.

<sup>39</sup> CAI, 2002 five-year report. *Une réforme de l'accès à l'information: le choix de la transparence*, November 2002, p. 79.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

without preventing the circulation of information needed for the delivery of e-services.”<sup>40</sup> Faced with such a situation, the government must establish an innovative legal framework to enable the secure exchange of personal information between multiple D/As, while ensuring optimal protection of the information throughout its exchange, use and conservation.

The current regime of agreements duplicate or copy personal information exchanged under such agreements into the various databases of the D/As concerned. The duplication of this personal information increases the risks related to a breach of privacy, although these risks were present before the advent of agreements established with the CAI. Previously, the same personal information would have been collected by each individual D/A, resulting in an overall reduction in the efficiency of the public administration and the delivery of services in general. Currently, a citizen's change of address is exchanged daily between the D/As participating in the relevant agreement and is thereby copied into the various databases.

The current system could be improved through a variety of actions, such as reducing the number of locations where personal information is stored. D/As that need this information in the application of their programs could access it without actually keeping it. Agreements could provide for these possibilities. The D/As that acquire personal information would then be responsible for its use and for respecting the associated confidentiality criteria. There is no intention of creating a central database for storing all nominative information, but rather one for minimizing the duplication and excessive collection of information. Access rights governed by a regulatory framework or agreements among the relevant D/As will be provided.

As established by the CAI, the principle of compartmentalization limits the circulation and communication of personal information to a specific organization. The CAI also states that although not spelled out in the *Act respecting access*, this principle is inferred from the legislative text (Section 59). On this point, the CAI indicates that the principle of compartmentalization of personal information in the public administration is the best guarantee for the protection of privacy and for minimizing the possibility of creating a “Big Brother” state. Improvements to the current situation that minimize the duplication of personal information, while allowing for access to it within the framework of e-services, would not call into question the logic behind the principle of compartmentalization. In fact, the personal information would be stored only where it is to remain, i.e., a database under the responsibility of a D/A, and not duplicated or freely exchanged between various D/As. The personal information would only be released or made accessible to other D/As when permitted by law or under an agreement which would have to be made public. Access to this personal information would be strictly controlled within a well-defined framework.

In support of these legal and structural foundations, modern privacy-enhancing technologies, such as those presented later in this chapter, could facilitate the exchange of personal information while ensuring its protection. It appears that modern cryptology can offer tools that ensure the secure exchange of personal information in compliance with the rules governing the protection of personal information and privacy. This assertion is an observation based on years of research in cryptology.

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<sup>40</sup> CRDP, *Les modifications à apporter aux cadres administratifs et juridiques afin de favoriser le développement de l'administration électronique dans le respect de la vie privée* (prepared for le Secrétariat du Conseil du trésor), Université de Montréal (Faculty of Law, December 2003, p. 1.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

- ***Various Degrees of Sensitivity of Personal Information***

Specialists point out the significant importance of designing a legal framework in which personal information can be assigned varying degrees of protection depending on its sensitivity. This sensitivity, which takes into account circumstances, can change at any time during the life of the person in question. Information can become more sensitive depending on the prevailing circumstances. To quote Pierre Trudel, “even if all information concerning a person has a similar status, it does not all involve the same risks and stakes.”<sup>41</sup> On this point, the CSRI explains that:

“For example, a person’s address is often widely available in a telephone book. However, in certain circumstances, the publication of an address can present a risk to that person’s safety, in which case adequate protection must be provided.”<sup>42</sup>

Consequently, personal information can become extremely sensitive for certain individuals or groups of individuals, which results in the need for a change in the degree of protection of this information. On this point, the focus must be placed on the citizen’s consent and choice whenever possible. In other cases, institutional mechanisms must be provided.

Current legislation does not distinguish between or judge the sensitivity of personal information, but it is clear that additional protection measures must be provided in certain circumstances. In addition, provisions concerning the protection of personal information in sectorial laws, such as the *Act respecting health services and social services* or the *Act respecting the ministère du Revenu*, establish rules concerning certain personal information that are much stricter than those in the *Act respecting access*. Nevertheless, it is important that the computer systems developed for delivering e-services incorporate features that provide variable levels of protection that can be changed according to the sensitivity and use of the information in question. To this end, the law should acknowledge this requirement.

- ***Principle of Purpose of Specification***

Specialists agree in saying that the purpose of specifications must better correspond to the realities of e-government. According to the current design, it is agreed that personal information cannot be used for purposes other than those for which it was initially collected. However, to meet the new realities generated by e-government and specifically to avoid wasting time through the multiple collection of information, the D/As must be able to offer value-added services that were not covered in the D/As’ enabling legislation. In such cases, the principle of purpose is not respected, since the personal information used was not collected for the purpose of providing a value-added service. The legal framework must define or permit this possibility.

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<sup>41</sup> Trudel, Pierre, *Améliorer la protection de la voie privée dans l’administration électronique: pistes afin d’ajuster le droit aux réalités de l’État en réseau*, CRDP, Faculty of Law, Université de Montréal, p. 41.

<sup>42</sup> SCT, Brief by the *Comité stratégique des ressources informationnelles* as part of the general consultation on the document entitled: *Une réforme de l’accès à l’information: le choix de la transparence* submitted to the *Commission de la culture*, September 2003, p. 6.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

This type of service can be provided in a context in which, where possible, the free consent of a citizen is requested. The *Act to establish a legal framework for information technology* recognizes the validity of the equivalence of a signature on technological documents as the guarantee of an element of consent (Section 39). In this context, when a citizen wishes to have on-line access to a value-added service, it suffices to ask whether he/she authorizes the D/A to disclose his/her personal information to another D/A for the latter to be able to provide this service. This consent can be direct or indirect, i.e., it can be induced when a citizen simply requests the service depending on the type of transaction. The implementation of such mechanisms would make it possible, on the one hand, to respect the basic principles of the protection of personal information and, on the other, to benefit from the possibilities offered by new information and communication technologies in order to improve services to citizens.



#### RECOMMENDATIONS

- 5.4 We recommend that the government continue its reflections on establishing a legal framework that both respects the basic principles of the protection of personal information and facilitates the development of e-government.
- 5.5 We recommend that the government take all appropriate measures, such as training and awareness-raising programs, to make members of the public service and citizens accountable for the risks related to the use of e-services.

### ***1.3 The Organizational and Technological Methods Enabling the Respect for the Basic Principles of the Protection of Personal Information and Privacy***

To ensure that the basic principles and the legal obligations concerning the protection of personal information are respected in the development, deployment and operation of the computer systems through which this information is processed, clearly defined and entirely transparent mechanisms must be strengthened and consolidated. Such institutional mechanisms or means are of two types: Organizational and technological.

- ***The Organizational Method***

The CAI has provided the D/As with a *Guide en matière de protection des renseignements personnels dans le développement des systèmes d'information* (Guide for the protection of personal information in the development of information systems)<sup>43</sup> for use in assessing the measures adopted to protect personal information in technological projects. This guide is clearly a first step in the right direction in terms of protecting personal information in the context of the deployment of new technologies.

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<sup>43</sup> *Commission d'accès à l'information, Guide en matière de protection des renseignements personnels dans le développement des systèmes d'information: À l'intention des ministères et organismes publics, Version 1.0, December 2002.*



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

However, in light of consultations and developments in other countries, it appears that the Guide must be further developed. In this regard, the *Direction de soutien en accès à l'information et en protection des renseignements personnels* of the MRCI has just published the *Modèle de pratiques de protection des renseignements personnels dans le contexte du développement des systèmes informatique par les organismes publics*.<sup>44</sup>

This document includes concrete, detailed rules on the steps to follow to ensure that the drafting, development, modification, implementation and commissioning of computer systems continuously respect the principles and legal obligations for the protection of personal information and privacy. It focuses on the electronic and administrative components of an information system. It covers all personal information recorded on electronic and other media and includes the administrative processes pertaining to this system. It does not include the operation and implementation phases.



#### **The *Modèle de pratiques de protection des renseignements personnels dans le contexte du développement des systèmes informatiques par les organismes publics***

The *Modèle de pratiques* aims to facilitate integration of the protection of personal information (PPI), while improving the quality of the process implemented across projects. The model is intended as a benchmark for public agencies to facilitate respect for the principles and legal obligations of privacy protection in the development of projects, irrespective of their size or type. It can also be applied to any program or service that uses personal information. By using this model, stakeholders are able to share a common vocabulary and determine activities to be implemented, as well as the targeted results in terms of privacy protection.

The MRCI's approach is to provide tools that enable public agencies to assume their responsibilities in the development of projects stemming from the *Act respecting access*. Use of the model is currently voluntary, and it must be adapted to the specific situation.

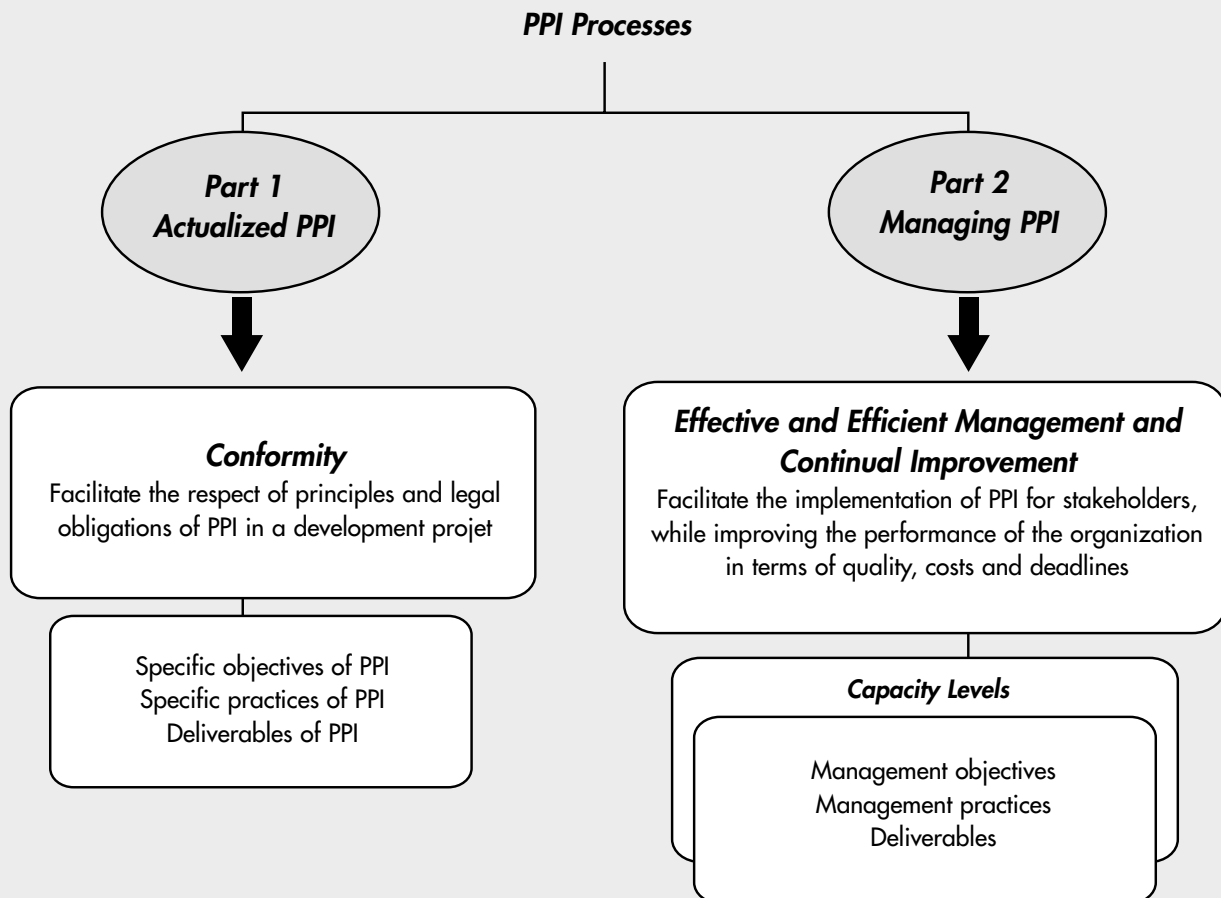
The figure on the following page illustrates the PPI process in development projects as proposed in the *Modèle*.

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<sup>44</sup> Government of Québec, *Modèle de pratiques de protection des renseignements personnels dans le contexte du développement des systèmes d'information par les organismes publics*, Version 1.0, Publications du Québec, 2004.



### *The Modèle de pratiques de protection des renseignements personnels dans le contexte du développement des systèmes informatiques par les organismes publics (cont'd)*





### THE KEY CONDITIONS FOR SUCCESS (cont'd)

This practice model is necessary to ensure that following their implementation, projects do not present a risk to the protection of personal information. In fact, all too often, this issue emerges following the analysis of existing computer systems, by which time it is already too late! For example, in Québec, the CAI's opinion of the government's interim public key infrastructure<sup>45</sup> was given after its development. An upstream project assessment on the risks associated with the protection of privacy would no doubt have avoided the criticisms raised by the CAI in its opinion.

In addition to this practice model, a privacy impact assessment grid must also be developed as quickly as possible. This assessment is deemed necessary before starting the implementation stage of the computer systems and networks. The CAI itself stipulates "[that] it is important that the privacy protection aspect of technological projects be assessed before their implementation."<sup>46</sup> Several assessment grids have already been developed, specifically in Canada and France. In Québec, progress in this direction has already been made by the MRCI.

The D/As are obliged to conduct these assessments, which must be made public. In fact, the perception of risk is a social construct resulting from cultural, historical and situational factors. For this reason, transparency of the process is central to the public's trust, and the public must be able to debate it as needed. Moreover, the systems used must be shown to guarantee the right to privacy. An assessment deemed unsatisfactory would therefore have the effect of obliging the stakeholders in the project to correct or improve the systems accordingly. Conversely, a positive assessment would give the green light for the implementation of the project, subject to government approval when required.<sup>47</sup> In such cases, the opinions issued by the CAI would constitute important input for the government's authorization of the implementation stage. For all projects, the CAI, the agency responsible for monitoring the law, would have the latitude to conduct monitoring or issue opinions or recommendations to ensure that the projects developed by the D/As remain in compliance with the law throughout their development and use. Lastly, the minister responsible for applying the legislation governing the protection of personal information would play an advisory and supporting role in helping the D/As to conduct risk assessments and apply the *Modèle de pratiques*. He could also check the compliance of the implementation process for each risk assessment according to the criteria established. Responsibility for checking and monitoring the systems must nonetheless fall under the responsibility of D/A personnel (see Figure 12, page 127).

Having clear rules and involving the department and agency personnel responsible for the protection of personal information (PRPPI) at the project's design stage will facilitate their work, as well as the work of people who have to develop the systems that respect privacy.

Therefore, in order to solidify the structural mechanisms aimed at better protecting personal information, it is crucial to involve the D/A personnel responsible for protecting personal information (PRPPI) from the start, i.e., at the project design stage. Formal communication channels must be established, both to inform the PRPPI of

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<sup>45</sup> Commission d'accès à l'information, *Avis de pertinence sur la solution intérimaire de l'infrastructure à clés publiques gouvernementale du Secrétariat du conseil du trésor*, File 01 11 07, August 2001.

<sup>46</sup> Commission d'accès à l'information, 2002 five-year report. *Une réforme de l'accès à l'information: le choix de la transparence*, Document complémentaire de la Commission d'accès à l'information sur la consultation publique de la Commission parlementaire, October 30, 2003, p. 27.

<sup>47</sup> The parameters used to determine which projects are to be submitted for government approval must be established.

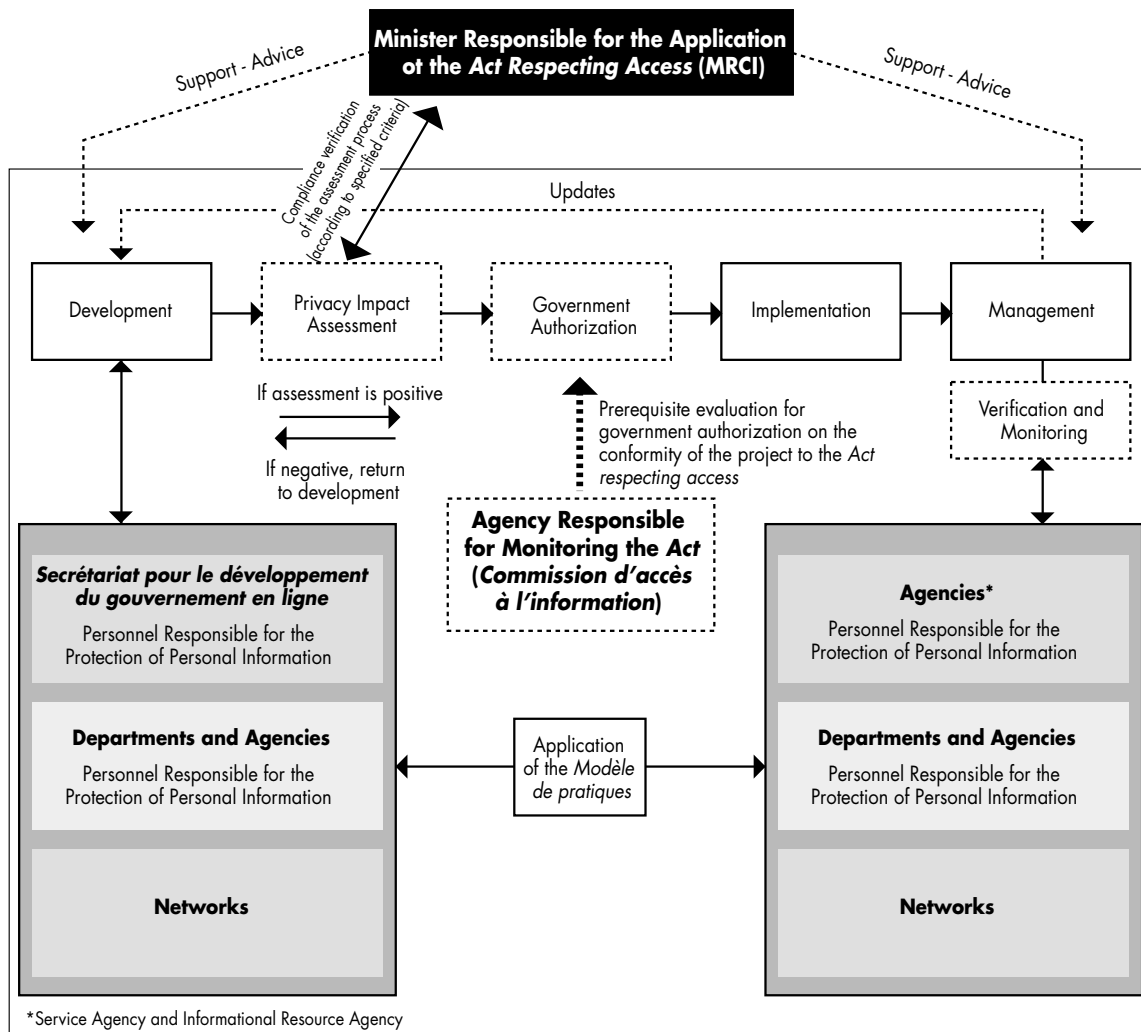




THE KEY CONDITIONS FOR SUCCESS (cont'd)

developments in progress and to facilitate discussions between D/A personnel directly involved in the projects and with the PRPPI. In performing their work, the PRPPI should be supported at all times by the minister responsible for applying the legislation governing the protection of personal information. However, to fulfill these tasks and for these discussions to be productive, it is imperative that the minister responsible for applying the legislation governing the protection of personal information, the PRPPI and the agency responsible for monitoring the Act, i.e., the CAI, have access to the opinions and advice of specialists and experts, such as computer technicians and cryptologists. The rapid development of ICTs and their impact on the protection of privacy will require an increasingly significant use of experts to examine the possible risks related to the protection of personal information and privacy in Québec.

Figure 12: The Structural Elements Ensuring Respect for the Protection of Personal Information





### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Even when technological measures are implemented, they are still subject to human factors, which the government cannot totally prevent. It is therefore important to focus attention on management and administrative rules that necessarily mold behaviours and decisions concerning technological systems. The awareness-raising and training programs thus play a major role in the respect for organizational rules. On this point, the CAI notes in its November 2002 report that despite attempts at improvement, there is still much to be done for the protection of personal information to be clearly incorporated into the administrative procedures and structural culture of Québec departments and agencies.<sup>48</sup> Not only must there be specific rules on this matter, but training and awareness-raising programs for public servants must also be implemented to ensure that these rules are understood, assimilated and applied in compliance with the spirit of the law.



#### RECOMMENDATIONS

- 5.6** We recommend that the new *Modèle de pratiques de protection des renseignements personnels dans le contexte du développement des systèmes d'information par les organismes publiques* be implemented in all public agencies to ensure respect for the guidelines and legal obligations regarding the protection of personal information.
- 5.7** We recommend that a privacy impact assessment grid be developed as quickly as possible.
- 5.8** We recommend that D/A personnel responsible for protecting personal information actively participate in developing on-line projects and that they be supported in their work by the minister responsible for applying the legislation governing the protection of personal information.
- 5.9** We recommend that the minister responsible for applying the legislation governing the protection of personal information, the PRPPI in the D/As and the agency responsible for monitoring the law have access to technological or any other expertise that could help them in their work.
- 5.10** We recommend that the minister responsible for applying the legislation governing the protection of personal information actively participate in e-government projects by providing support and advice on the implementation and management of privacy risk impact assessments.
- 5.11** We recommend that D/A personnel responsible for protecting personal information establish, with the participation of the agency responsible for applying the legislation governing the protection of personal information and the CIO, awareness-raising and training programs for the stakeholders in e-government development projects such that the principles and legal obligations regarding the protection of personal information are understood, assimilated correctly and applied uniformly by all public and private agencies.

<sup>48</sup> Commission d'accès à l'information, *Rapport quinquennal 2002. Une réforme de l'accès à l'information: le choix de la transparence*, November 2002, p. 83.



- **The Technologies**

The government must also implement institutional mechanisms, and even laws, to promote the use of specific technologies for protecting personal information and privacy. Accordingly, the technologies used must not only guarantee the protection of personal information, but must also, insofar as possible, favour the development of an environment in which the protection of personal information is strengthened.

To this end, the Dutch Minister of Justice stated, in discussing Dutch law on the protection of privacy, that:

“[...] current IT capabilities to abuse personal data necessitate a search for supplementary possibilities to ensure personal data are treated properly and accurately. Consider partial or complete ‘anonymizing,’ for instance, by eliminating from personal data their identifying characteristics, or protecting them against use by certain applications/users, or by limiting their use to certain purposes. In this perspective, Amendment 22 of the Lower House to Article 13 of the Bill added that the prescribed security measures must also focus on the prevention of unnecessary collection and further processing of personal data. This will provide a legal foundation for the application of privacy-enhancing technologies. Such rules respond to the restrictions on developing information technologies.”<sup>49</sup>

The literature on privacy-enhancing technologies (PETs) and cryptographic specialists mention a range of technological instruments that could ensure protection of privacy. Unfortunately, these instruments are still very poorly known and not yet adequately developed in the market.

In the context of the implementation of e-government, PETs seem to have all of the features necessary both to guarantee and strengthen the protection of personal information. They ensure better protection of the right to privacy by restricting the use of personal information to only those situations where it is actually necessary, but without limiting the performance of computer systems or the management of the delivery of e-services. The addition of PET functionalities to conventional systems has not reduced the performance of these systems.<sup>50</sup> In fact, the use of these technologies can significantly promote the respect for the principles of the protection of privacy in the government by guaranteeing that personal information is processed correctly. However, adding privacy-enhancing technologies (PETs) to current systems can be complex and expensive. We only need recall the costly review of thousands, indeed millions of programming codes on the eve of the millennium to check whether the systems were ready for the Y2K bug. Accordingly, it is crucial to consider the integration of privacy-enhancing technologies right from the outset.

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<sup>49</sup> Dutch government, Parliamentary Document 25 892 # 92c, parliamentary year 1999-2000, Memory of Reply to First Chamber regarding the WBP, p. 16. Article 13: “The responsible party shall implement appropriate technical and organizational measures to secure personal data against loss or against any form of unlawful processing. These measures shall guarantee an appropriate level of security, taking into account the state of the art and the costs of implementation, and having regard to the risks associated with the processing and the nature of the data to be protected. These measures shall also aim to prevent unnecessary collection and further processing of personal data.” <http://www.cbpreweb.nl/>

<sup>50</sup> Borking, J. & C. Raab, “Laws, PETs and Other Technologies for Privacy Protection”, *The Journal of Information, Law and Technology*, Vol. 1, 2001.



### Privacy-Enhancing Technologies

One of the innovative privacy-enhancing technologies is the digital credential. A digital credential can be viewed as the digital equivalent of a passport. It can contain arbitrary attributes (e.g., name, citizenship, age, address, public key, pseudonyms, etc.) certified by an issuer, and therefore offer the same functionalities as a conventional identity or attributes certificate (X.509 certificates).

A digital credential differs from a conventional certificate in two ways:

- First, the credential is issued blindly (*blind signature*) such that the certificate issuer cannot recognize the credential once it is issued. Accordingly, even if during subsequent uses the user identifies himself to the certificate issuer, the latter is unable to track the use of the digital credential. It can, nonetheless, check the authenticity and integrity of the digital credential, as can the bodies (D/As) delivering the services, but without revealing the identity of the person to whom the said certificate was issued.
- Second, the user can selectively reveal certain properties of the attributes on his digital credential. He can opt to reveal only certain attributes (show only his citizenship, while hiding other attributes), show that an attribute respects a certain criterion (that his age is over 18, without revealing his exact age) or confirm that an attribute does not have a given characteristic (that his name does not appear on a blacklist, but without revealing it). In all of these situations, the user never has to identify himself formally.

These two properties make digital credentials excellent tools for building an access control infrastructure that preserves the users' right to privacy while eliminating the possibilities of tracking.

Other modern technologies can also be used for better protection of privacy without reducing the performance of the computer systems and networks.

- Certain modern encryption tools can be used, such as zero proof knowledge, to compare or corroborate personal information without disclosing the content, which people may wish to keep secret. These techniques could be used by public servants to ensure that citizens are eligible for a program without having to disclose their personal information.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

- The transmission of a shared secret is another technological method that meets authentication objectives—the citizen shares secret information with all the D/As in such a way that, individually, none of them can discern or reveal this information. This technique could be used to corroborate identity during a specific exchange of personal information between D/As, such as a change of address.
- When personal information is required from one or more databases to several D/As in order to provide an integrated or value-added service, cryptographic search techniques can be used to extract from these databases only the information necessary for the delivery of services without revealing or permitting access to all of the information in the various databases on the individuals in question.
- A particularly useful technique for e-democracy and access to information is the one that permits a search for information within a database, the purpose of which is unknown to the database administrator or any other third party. For example, citizens or interest groups may want to search through public government information without informing others of their actions.

For more information on these technologies, please see the references at the end of this report or the PET projects currently underway:

- CAFE: <http://www.semper.org/sirene/projects/cafe/>
- CYBERVOTE: <http://www.eucybervote.org/main.html>
- PISA: [http://www.pet-pisa.nl/pisa\\_org/pisa/index.html](http://www.pet-pisa.nl/pisa_org/pisa/index.html)
- SEMPER: <http://www.semper.org/>
- RAPID: <http://www.ra-pid.org>
- FIDIS: <http://csrc.lse.ac.uk/research/fidis.html>
- PAMPAS: <http://www.pampas.eu.org>



### The Underdevelopment of Privacy-Enhancing Technologies

The literature on the subject and the testimony of specialists in the field mention numerous reasons for the underdevelopment of privacy-enhancing technologies. First, in a context in which governments' legal frameworks do not require or promote the implementation of privacy-enhancing technologies, the demand for these new technologies is not felt. A legal framework promoting privacy-enhancing technologies would stimulate the private sector to develop these technologies. Second, the development of these technologies is being held back by various market forces in the software industry. The specific characteristics of the software market, specifically the current near-monopoly situation, is likely largely responsible for market failures. In effect, concentration in



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

the programming sector is such that the suppliers control the market with respect to price and the development of technologies used. According to many specialists in the field, this situation means that the software marketed is often little more than simple upgrades aimed at resolving bugs identified in the previous versions. In terms of innovation, the cost of developing new computer technology often exceeds the returns. Also, the industry is no longer dominated by “start-ups” and innovation, as was clearly the case at the start of the new economy. In this context, *The Economist* states that research and development in the software industry is far more an issue of production than innovation. Referring to statements by George Gilbert (co-founder of the TechStrategy Group), the article’s author reports that the bulk of efforts are focused on maintenance, upgrades and resolving software bugs (*The Economist*, November 17, 2003).

For example, public key infrastructures (PKI), which are widely used by governments and organizations around the world, and whose primary function is to ensure secure transactions between users in an insecure environment (i.e., the Internet), do not necessarily meet the privacy protection needs of e-government. In fact, an impressive number of specialists, in particular privacy protection commissioners in many countries (including the CAI in Québec, the Information and Privacy Commissioner (IPC) in Ontario and the Office of the Federal Privacy Commissioner (OFPC) in Australia) have shown that the PKIs in their traditional systems can pose potentially high risks for privacy protection by enabling, through their operations, numerous functions that can be used for profiling, tracking, revealing information, etc. The presence of these elevated risks must be managed by appropriate legal and regulatory frameworks. However, the fact that the application of these measures is generally quite expensive must be taken into consideration.

Accordingly, the cost of developing and marketing new products specifically for the purpose of privacy protection seems too high for industry giants. In order to market these software products, the clientele would require further education, specifically on the new information and communication technologies.

\* For example, Clarke, R., *Conventional Public Key Infrastructure: An Artifact Ill-fitted to the Needs of the Information Society*, prepared for submission to the Research Track - IS in the Information Society, Eur. Conf. on Inf. Syst. (ECIS 2001), Slovenia, Version of November 13, 2000 (<http://www.anu.edu.au/people/Roger.clark/II/PKIMisFit.html>); Brands, S., *Rethinking public key infrastructures and digital certificates; building in privacy*, MIT press, August 2000; Radicchio, *PKI and the protection of data and privacy*, White paper WP-LEG-003, version 1.0, 2000 ([www.radicchio.org](http://www.radicchio.org)).



#### RECOMMENDATIONS

- 5.12 We recommend that the minister responsible for applying the legislation governing the protection of personal information, in collaboration with the CIO, make designers and network and infrastructure managers aware of the new privacy-enhancing technologies.
- 5.13 We recommend that the government encourage and support research and development in privacy-enhancing technologies.
- 5.14 We recommend that the government look into the possibility of establishing a legal framework to ensure that the technologies comply with the imperatives regarding the protection of privacy (privacy-compliant and privacy-enhancing technologies).

### 1.4 Toward a Culture of Security

The protection of personal information is the outcome of numerous components, security being just one of them. However, security also includes many other components. As part of the new virtual reality in general, and the implementation of e-government in particular, the security aspect takes on significant importance.

The digital age has introduced a whole new set of risks in the transmission of information. The explosion in the number of Internet users around the world<sup>51</sup> and the ease of sharing knowledge that can be used for cyber-crime increase the vulnerability of computer systems. Hence, the increased importance placed on computer and network security is justified.

“Information security protects information against a wide range of threats so as to ensure the continuity of activities, minimize the damage caused and maximize the return on capital invested and business opportunities.”<sup>52</sup>

Most stakeholders—businesses, individuals and the government itself—do not seem to be fully aware of the issues related to information security, relying for the most part on the efficiency of common tools such as firewalls and antivirus software. And yet, systems are becoming increasingly complex and involve interconnected networks and infrastructures. The risks are therefore considerable: Loss of information, breach of confidentiality and, above all, lack of citizens’ faith in ICTs. Lastly, the financial losses resulting from computer security incidents can result in not insignificant costs for the economy.

<sup>51</sup> 630 million Internet users according to data compiled at the World Summit on the Information Society (2003).

<sup>52</sup> *Secrétariat du Conseil du Trésor, Gestion de la sécurité de l’information, première partie: code de bonne pratique pour la gestion de la sécurité de l’information*, BS 7799-1, 1999.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

For example, *Canadian Healthcare Technology Magazine* states that:

“15% of Canadian hospitals admitted having had their computer security breached in the past year. In addition, 57% of institutions surveyed said that some of their employees bypassed the computer security systems because they found them too time consuming. Moreover, more than one-third of hospitals surveyed had no disaster recovery plan in the case of loss of information, nor a backup plan that would enable a continuation of activities in the event of a computer failure.”<sup>53</sup>

For all these reasons, computer security in Québec is a major issue for everyone involved. It is therefore imperative that measures be taken to develop a security culture in Québec. This security culture rests primarily on awareness-raising and accountability of everyone involved at every level, including the citizens who use e-services. A computer system can only be secure provided the risks are managed at every level and the rules of good practice are respected by all. System administrators must also be credible and reliable. The users in the public administration and in the general population must also know these rules and the risks associated with the use of computer systems. To do so, the government must develop relevant programs or awareness-raising and training mechanisms.

At its 1,037th session in July 2002, the OECD established nine guidelines for the security of information systems and networks, which can be summarized as follows:<sup>54</sup>

- 1) **Awareness:** The stakeholders must be made aware of the need to ensure the security of information systems and networks and of the actions they can take to strengthen security.
- 2) **Responsibility:** The stakeholders are responsible for the security of information systems and networks.
- 3) **Response:** The stakeholders must act promptly and in a spirit of cooperation to prevent, detect and respond to security incidents.
- 4) **Ethics:** The stakeholders must respect the legitimate interests of other stakeholders.
- 5) **Democracy:** The security of information systems and networks must be compatible with the fundamental values of a democratic society.
- 6) **Risk Assessment:** The stakeholders must conduct risk assessments.
- 7) **Security Design and Implementation:** The stakeholders must integrate security as a central component of information systems and networks.
- 8) **Security Management:** The stakeholders must adopt a comprehensive approach to managing security.
- 9) **Reassessment:** The stakeholders must examine and reassess the security of information systems and networks and introduce the appropriate changes to their security policies, practices, measures and procedures.

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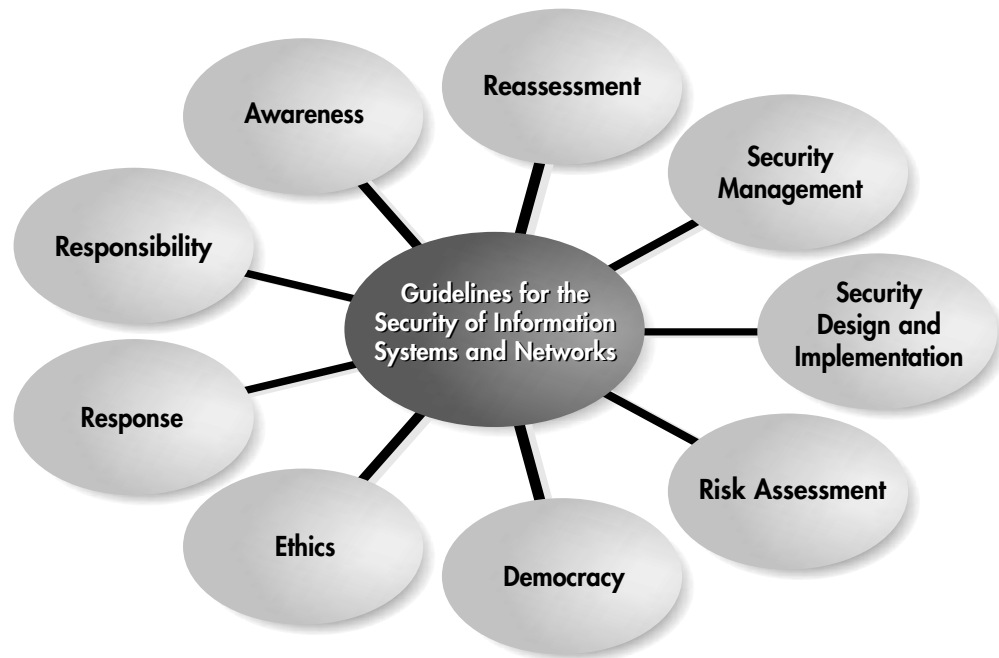
<sup>53</sup> *Canadian Healthcare Technology Magazine*, 2002.

<sup>54</sup> OECD, *OECD guidelines for the security of information systems and networks: Towards a culture of security*, July 2002.





**Figure 13: Guidelines for the Security of Information Networks and Systems**



The application of these guidelines in the delivery of e-services is more than satisfactory for establishing and maintaining the public's trust in and support for new technologies and, in particular, the use of these technologies to implement a project such as e-government.

As such, these guidelines would also be able to satisfy the ultimate goals that security specialists indicate as required of a computer system:

1. **Availability:** Property whereby information or an information system is accessible or available at any time or when needed.
2. **Integrity:** Property whereby data or information can be edited or changed by authorized persons only.
3. **Confidentiality:** Property whereby data or information, such as personal information, can be accessed by authorized persons only.
4. **Authentication:** Action used to establish the validity of a person's identity or an e-document or Internet site.
5. **Irrevocability:** Property whereby information, an action or a document is irrefutably and clearly attributed to its author or to the device that generated it.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Specifically, authentication and irrevocability present major challenges within the framework of e-government in which transactions will increasingly be carried out in a virtual forum from which physical contact has been eliminated. In fact, on-line identification of citizens is a major issue in the delivery of e-services. Accordingly, the government must establish mechanisms to ensure that these ends are achieved, thereby smoothing the delivery of e-services.

Several years ago, the Québec government initiated actions to ensure the security of technological systems within the public administration. This resulted in the creation of institutional mechanisms, specifically the *Directive sur la sécurité de l'information numérique et des échanges électroniques dans l'administration gouvernementale*, which came into effect in November 2000.<sup>55</sup> This directive sets guidelines for security management to be applied by the D/As and the responsibilities of the D/As in terms of security. Although this initiative has proven successful, closer follow-up is needed, since the guidelines do not seem to be uniformly applied by all D/As. The programs must also be improved and strengthened in this respect. Also, it would be appropriate to review this directive to ensure the security of both digital information and information on paper.

The Québec government has also implemented mechanisms for managing security and has developed a set of measures aimed at ensuring the protection of digital information and the availability of public services. The CERT/AQ, whose role is to support the D/As in managing security incidents, is one of these measures. Furthermore, the CERT/AQ maintains a security watch and is able to call in experts in this field. This measure must be encouraged and strengthened. Nonetheless, these services are only available to government departments and agencies—citizens, businesses and network organizations, both in health and education, do not have access to them.

- **A Preferred Avenue: Institute for Security of Information Systems and Networks of Québec**

Given this shortcoming and the importance of security in establishing a climate of trust in developing e-government, it seems necessary that an external agency, one that has already established its credibility, be used to promote the project and raise awareness among the stakeholders and the general public in the application of security guidelines. This external agency could act as a lever for cooperation between the various stakeholders, both in the private and public sectors, to ensure that the exchange of information on threats and system vulnerabilities is carried out correctly and efficiently. Moreover, this external agency would be well placed to assess the systems and the administrative organization needed to certify and confirm that they respect appropriate practices. An analogy can be drawn between the need for certification and accounting processes—individuals are responsible for keeping their own books, but an accountant certifies the accuracy of the books and the accounting practices.

To counter growing security concerns, the *Centre de recherche informatique de Montréal (CRIM)* is proposing the creation of the *Institute for Security of Information Systems and Networks of Québec (ISIQ)* under a public-private partnership.

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<sup>55</sup> *Secrétariat du Conseil du trésor, Directive sur la sécurité de l'information numérique et des échanges électroniques dans l'administration gouvernementale*, November 23, 1999.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Such an institute would be intended as a catalyst for services, expertise and the best security practices for digital information. Its mission would be to promote and coordinate actions aimed at ensuring the security of digital information in Québec society. Its scope of action would be determined by four main principles, i.e., prevention and awareness-raising, detection of and reaction to emergency situations, technology watch and research, and support for delivering services. More specifically, the ISIQ could become the agency that would provide Québec with certification programs founded on international standards based, among others, on the OECD guidelines for the security of information systems and networks.



#### RECOMMENDATIONS

- 5.15 We recommend making computer and network security a government priority in order to position Québec as a leader in computer security.
- 5.16 We recommend that the CIO ensure the general application of the *Directive sur la sécurité de l'information numérique et des échanges électroniques*.
- 5.17 We recommend that the government support the creation of the *Institute for Security of Information Systems and Networks of Québec* as proposed by the CRIM (*Centre de recherche en informatique de Montréal*) as an avenue of interest to promote and support.
- 5.18 We recommend that the CIO implement awareness-raising and training programs on computer security for all parties directly involved in the e-government project.

### 1.5 Identification

In the context of developing e-government in which the government is increasingly called on to offer interactive, transactional and integrated services, the identification of users becomes a major issue. In a virtual world where services are delivered remotely and where there is no physical interaction, a positive identification process for users is essential to ensure that the person sitting at the computer is eligible for and entitled to receive an e-service. In its annual report, the *Commission d'accès à l'information* says: "Remote identification presents a higher risk of error than face-to-face identification. This additional risk must be considered."<sup>56</sup>

To ensure that users of services are indeed who they claim to be, the service provider that already holds personal or other identifying information on the users, for example, the personal access code used by the MRQ, need only compare this information with that provided by the users. This type of procedure is commonly known as a "shared secret." However, when the service provider holds no personal or identifying information

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<sup>56</sup> CAI, 2002 five-year report. *Une réforme de l'accès à l'information: le choix de la transparence*, November 2002, p. 86.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

about the users, mechanisms must be available to obtain reasonable guarantees as to the users' identity. Section 38 of the *Act to establish a legal framework for information technology* sets out identification objectives in a virtual world:

“The link between a person and a technology-based document, or the link between such a document and an association, a partnership or the State, may be established by any process or combination of processes to the extent that it allows:

1. The identity of the person or the identification of the association, partnership or the State and, where applicable, their location, to be confirmed, and allows their link with the document to be confirmed;
2. The document to be identified and, if need be, allows its origin and destination at any given time to be determined.”

The degree of certainty regarding the eligibility or identity of the person with whom the service provider is in contact is proportional to the sensitivity of the information exchanged—the more confidential the information exchanged, the higher the need for certainty regarding the person's identity, and the greater the need for security of the means employed to confirm that person's identity, and, therefore, the higher the cost.

The main challenge in establishing an electronic identification process consists in implementing a system that is as simple as possible to use, while minimizing the risks of disclosing personal information.



#### Canadian E-Pass Project

The e-pass project aims to give all Canadian citizens a unique digital identifier to enable them to use transactional services that involve the exchange or transfer of personal information without compromising their right to privacy. The e-pass is based on an average security identification process, following which a public key is issued to the citizen. By using this public key and a password (private key), the citizen can then identify himself to each department or agency with which he conducts business. In the coming years, the federal government intends to make this infrastructure available to the provinces for use in their own delivery of transactional services to citizens. As with the SQAG, this system is perfectible in terms of privacy protection.



- **Current Situation**

The Québec government has designed an identification system called the *Service québécois d'authentification gouvernementale* (SQAG). The objective is to deploy an identifier, usable by any government department, that provides an acceptable level of certainty and that can move toward higher levels of certainty. The SQAG was also designed to be compatible with the authentication system developed by the federal government. This could eventually give citizens and businesses access to both federal and provincial government e-services using the same identifier. Identity verification is carried out by the first department or agency contacted by the citizen to obtain an on-line service with shared secrets (exchange of personal information concerning the requestor held by both the latter and the service provider). At the request of the department or agency providing the service, a certificate provider then issues an identifier containing only a pseudonym which does not directly reveal the holder's identity. The departments and agencies can then make the link between a certificate and a citizen without having access to the personal information used in establishing his/her identity. The transaction logs associated with the use of a certificate are kept by the certificate provider, which is unable to determine the identity of the certificate holders, since the information on their identity is kept by another body.

The SQAG is also introducing several measures to minimize the possibilities of tracing and profiling, one of these being to give citizens the option of using several identifiers.

The SQAG, while still in the development stages, represents a promising avenue with respect to protecting privacy and largely resolves the issue of on-line identity authentication.

- **A Perfectible System**

Some analysts who have examined the SQAG and other similar systems based on the use of X.509 certificates, which include Entrust technology ([www.entrust.com](http://www.entrust.com)), are nonetheless critical regarding the risks related to the protection of personal information. The implementation of an organizational framework makes it possible to manage the risks related to privacy protection. This is all the more important when the technology does not in itself counter a number of these risks, some of them quite high. This type of management structure often requires heavy investment, both in terms of funding and human resources.

For example, the *Registre des droits personnels et réels mobiliers*, whose structure is based on a standard public key infrastructure, carries risks with regard to users' privacy. However, these risks are relatively well controlled through the use of appropriate management administrative measures.

In fact, when issuing certificates, the certificate provider can use standard network functions to easily identify the user's IP address (see insert on the next page). Even if the D/A acts as an intermediary between the certificate provider and the user, the IP address is revealed on redirection through the user's browser. Accordingly, the certificate provider can geographically locate the receiver of the pseudonym, which easily enables it to determine the address. It could then use this information and match it with the pseudonym(s) it knows to create user profiles. Furthermore, the fact that the user can opt to use the same pseudonym for all of his e-services further increases the risk of profiling.



### What Is the IP Address?

To use an analogy, the IP address works in basically the same way as a postal code in a regular mailing address. The IP address comprises four groups of numbers that identify each computer on a network so they can communicate with each other. An IP address has a 32-bit representation and is written in the form of four bytes separated by periods (e.g., 192.168.10.66).

Because they eliminate such risks, modern cryptographic techniques are a promising avenue for the future in dealing with these concerns. Since these technologies are not yet fully developed and accessible, it is still important for the government to encourage their development as quickly as possible so that it can incorporate them into the design of its on-line identification and authentication solutions. For example, the blind signature and restrictive blind signature would prevent, with a high degree of certainty, the certificate provider from being able to use standard network functions, such as the IP address, to establish profiles on the recipients of pseudonyms. In fact, because of modern cryptographic techniques, the certificate provider is totally unable to find out the pseudonym it issues. Only the users know the pseudonyms, and only the departments and agencies can match pseudonyms with individuals' internal files. In this case, the D/As need only verify the authenticity of the certificate (the signature) with the certificate provider.

In conclusion, it appears that the risks related to the profiling of users' information are not totally eliminated with the SQAG. The SQAG currently being developed by the Québec government should include additional features that would enhance the application of privacy guidelines.



### RECOMMENDATION

- 5.19 We recommend continuing the development of the SQAG while maintaining current efforts to reduce the risks related to the protection of personal information as much as possible and to ensure harmonization and compatibility with the federal government's actions in terms of issuing certificates.**

## *2. Simplifying Access to Government Services*

In general, the goal of e-government is to simplify access to government services by focusing on multiservice centres, promoting free network access, expanding the broadband network and taking into consideration the specific needs of people with motor, sensory or cognitive disabilities (see Figure 14, page 149).



#### **2.1 Focusing on Multimodal, Multiservice Centres**

As previously mentioned, e-government must consider people who cannot or do not wish to use a computer or the Internet. They too must have access to the new services developed. Accordingly, multiservice centres must be developed parallel to call centres. The Communication-Québec network and the network of local employment centres (LECs) provide a good starting point for housing these multiservice centres. However, agreements between the two departments concerned must be made as quickly as possible to enable the rapid establishment of the multiservice centres.

- ***The New Role of the Public Servant***

The implementation of multiservice centres, be it a service counters or a single telephone number, requires the full support of the public servants involved. In fact, the work of public servants will be decompartmentalized to enable them to answer any queries or requests from citizens which go beyond the strict boundaries of a department or agency.

To properly implement this project, the Québec government should look at the remove experience of *Service New Brunswick*, which has had great success in setting up multiservice centres similar to those proposed in the report for Québec. The public servants who greet and serve citizens were closely involved in the project from the outset. In general, these public servants consider that the broadening of their tasks stemming from a decompartmentalization of the services provided enables them to meet the needs of citizens more efficiently, since they are now able to follow requests through the various government bodies from start to finish. These broader responsibilities give public servants a feeling of accomplishment and greater motivation.

#### **2.2 Promoting Free Access to the Network**

In any democratic society, access to information must be viewed as a right, just like any other basic right. Over the years, the Internet has become one of the main vehicles for information. For many people, “[...] the social appropriation of technologies must be seen as the right to access technologies, like any other right, such as education, communication, information, etc.”<sup>57</sup>

Clearly, private enterprise has developed the Internet access market, demanding fees to connect to the network. This situation has resulted in competition that has proven beneficial to citizens, with the cost of access in Québec being among the lowest in the world. Nonetheless, it remains that a responsible government must help citizens who do not have the means or who have other financial priorities to access the network by increasing free public access workstations. An individual’s personal financial situation should not prevent him/her from accessing the Internet.

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<sup>57</sup> *Communautique, Inforoute Points d'accès*, November 2003, p. 6.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Accordingly, between 1995 and 1998, the *Fonds de l'autoroute de l'information* granted \$7 million to install over 1,120 workstations in 831 public libraries across Québec. Today, every independent public library and most libraries affiliated with a regional centre are now connected to the Internet (most connections are dial-up; the need for communities to have high-speed connections is discussed in the following pages). The public library network can also help citizens unfamiliar with new information technologies in accessing the Internet. In effect, the library staff could become resource persons and thus assist users unfamiliar with surfing the Internet and the delivery of government e-services.

Other initiatives, primarily conducted by community action groups, are already underway to make free public Internet access stations available to Quebecers.<sup>58</sup> For example, the *Communautique* group has set up 98 Internet access stations across Québec. This network, in addition to offering users free access to terminals connected to the Internet, has a mission to raise awareness and educate its clientele about using ICTs. The work of this group is founded on a strategy of having a presence in the community over many years: Managers must know their potential clientele to earn the community's trust. This community presence must therefore be based on a medium-term strategic plan, which is only possible if the recurrent funding for these organizations is assured for several years.

In this context, it is preferable that the government develop a partnership with community organizations to make training and free Internet access available to citizens who need it. It should also work with the federal government in an effort to strengthen and streamline services.

In addition to supporting non-profit organizations, the Québec government must simultaneously increase the availability of free Internet access, possibly through its multiservice centres. This initiative, based on an existing network, would be inexpensive and contribute to facilitating initiation to ICTs.

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<sup>58</sup> The experiment appears to show that interactive terminals, viewed for some time as the way of the future, are not the solution. In the opinion of Bell Canada, which conducted the trial, the installation of public interactive terminals is unpopular (people are unfamiliar with this type of interface and decline to use it) and very expensive (since the main feature of the terminals is their availability in public spaces, they are subject to breakage and vandalism). Lastly, it appears that users of Internet services are less inclined to send sensitive information over an interactive terminal, placing greater trust in a standard computer terminal.





#### RECOMMENDATIONS

- 5.20 We recommend setting up a partnership program with community groups to offer all citizens real access to the Internet and to take the necessary steps to ensure these partner groups have access to recurrent funding for their medium-term survival.**
- 5.21 We recommend implementing a training program for resource persons who will provide support to users in libraries, community access centres and government multiservice centres.**
- 5.22 We recommend promoting initiatives aimed at making free public Internet access workstations available to all citizens at municipal libraries and government service centres, among others.**

### *2.3 Extending the Broadband Network*

For the largest possible number of Quebecers to benefit from the e-government project, the government has the responsibility to expand access to the high-speed network to the whole of Québec. Increasingly, access to broadband services is necessary to be able to profit from the full potential of services offered on the Internet. According to a recent study by Statistics Canada, broadband service “enables applications that are simply not possible with “dial-up” Internet access, which use a telephone line and standard modem.”<sup>59</sup> The same applies for any application that requires video (used mainly by institutions for telemedicine and distance learning, for example).

The Québec Liberal Party’s action plan adopted in September 2002 also stresses the need for high-speed connection: “In this new age, a high-speed Internet connection is as essential as electricity or the telephone. [...] Equal access to technologies must become a basic principle in the development of Québec society.”<sup>60</sup> In his inaugural address on June 4, 2003, the Premier declared: “We are going to connect the regions. Before the end of this mandate, high-speed access will be available in every region of Québec.”

In this same study, Statistics Canada reports that “nearly half (49%) of all Canadian households that use the Internet regularly had a high-speed Internet connection in 2001,” which places Canada among the countries with the highest rate of broadband use in the world (Korea ranks first, Canada second and Sweden third in terms of the proportion of high-speed users vs. the total population). Québec is lagging behind the rest of Canada, with only 42% of households having a high-speed connection. The same study showed that in 2002, “58% of businesses using the Internet had broadband technologies.”

<sup>59</sup> Statistics Canada, *High speed on the Information Highway: Broadband in Canada, Connectedness series*, September 2003.

<sup>60</sup> <http://www.plq.org/tousdocuments/planaction.pdf>, p. 33.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

Many technologies can now provide a broadband or high-speed connection,<sup>61</sup> the main ones being a cable modem, digital Internet access line (offered by telephone service providers) and satellite. Whereas the latter is still very expensive and not available everywhere in Québec,<sup>62</sup> cable and digital access require that cable and telephone companies upgrade their existing basic infrastructure. However, such an upgrade involves investments that only become profitable once a certain number of subscribers has been reached. For this reason, telephone and cable companies are not yet able to provide high-speed Internet access throughout Québec, even though their basic infrastructure covers the entire province (particularly telephones). Accordingly, in 2001, only 27% of small communities<sup>63</sup> with access to cable also had access to cable Internet.

The telecommunication companies interviewed estimate that over 90% of Quebecers are able to access high-speed Internet. Although this proportion is encouraging, the government still has a responsibility toward the remaining portion of the population that does not have access to these services, all the more so since it is often this most remote population that could benefit to the greatest extent from these services (for example, distance learning or the delivery of government e-services).

To extend access to high-speed Internet to all remote regions, the National Broadband Task Force proposes “*infrastructure support*, where incentives are offered to broadband providers to expand service and *community aggregation*, to pool the demand of various groups that could potentially benefit from broadband services.”<sup>64</sup> Several programs meeting these objectives have already been set up in Canada. For example, in Alberta, the *SuperNet* program, which relies on a public-private partnership, has enabled 422 remote communities to get an Internet connection for an investment of \$193 million. The federal government plans to invest \$105 million over three years as part of the pilot program called Broadband for Rural and Northern Development,<sup>65</sup> which aims to extend the broadband network to remote communities by funding up to 50% of the necessary infrastructure costs, with the remaining portion funded by service providers and the communities themselves.

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<sup>61</sup> Statistics Canada reports that the National Broadband Task Force established a high-speed connection as one that has a minimum bidirectional transmission speed of 1.5 Mbps.

<sup>62</sup> The Hughes Aircraft satellite, marketed by several companies in Canada, is positioned above the U.S. This means that the further north one goes, the more difficult signal access becomes, being almost impossible at the latitude of Lac-St-Jean. A second type of satellite link is possible (used by telephone and television companies), but its cost is too high to be a potential solution, except for extremely remote locations (Source: *Conseil du Trésor*).

<sup>63</sup> By small communities, Statistics Canada means census divisions outside of the census metropolitan areas and census agglomerations (fewer than 10,000 residents).

<sup>64</sup> Statistics Canada, High Speed on the Information Highway: Broadband in Canada, Connectedness series, September 2003, p. 21.

<sup>65</sup> To date, Québec has submitted 33 projects to the program, three of which have been accepted for a total subsidy of \$4.8 million.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

In Québec, the *Villages branchés* program involves a partnership between school boards, municipalities, private firms and the government in order to extend high-speed Internet access to remote regions. By connecting schools and municipal buildings to the broadband network, the program provides leverage to accelerate the deployment of private sector infrastructure. In this way, it meets one of the needs raised by the CANARIE group<sup>66</sup> regarding the development of solutions that permit access to high-speed Internet. The group promotes initiatives that enable citizens or municipalities to manage their own Internet connection by building their own infrastructure to enable them to connect to an existing network.



#### **Villages branchés du Québec Program**

The *Villages branchés* program connects school boards to municipalities, with the external connections provided by the government's current service networks, such as the *Réseau d'information scientifique du Québec* (RISQ), the *Réseau de télécommunication multimédias de l'administration publique* (RETEM) and the *Réseau de télécommunication socio-sanitaire* (RTSS). The use of fibre optics is explicitly promoted by the program. By analogy with the housing sector, the project funding model is like a condominium, where each partner contributes to the implementation of the infrastructure. The program assumes two-thirds of eligible expenses, with the remaining one-third being covered by the eligible organizations. The *Ministère de l'Éducation* and the *Ministère des affaires municipales, du sport et du loisir* commit the initial amounts and are subsequently reimbursed if the projects are approved under the program. Each project is subject to a preliminary study before any application is submitted to the *Villages branchés* program. These studies are subsidized by the *Fonds de l'autoroute de l'information* up to a maximum of \$25,000.

By the end of 2003, 14 projects had been completed for a total investment of \$71 million. Of this amount, \$39 million came from the *Villages branchés* program and \$32 million was directly invested by the developers and private partners. At the same date, a further 46 projects were under consideration, for a total potential investment of \$107 million by the State and \$80 million by the developers and private partners. The government has just granted \$150 million to the program to implement the projects submitted. Eventually, the completion of these projects will enable the connection of some 800 municipalities across Québec.

By facilitating the deployment of a basic infrastructure between the target institutions, the program minimizes the investment needed from private developers to connect businesses and private households to the broadband network. "The telecommunication companies that join in the projects funded by the program [...] can benefit by adding transmission capacity which they could use to serve companies and households in the regions in question. [...] This private investment would not be possible without the cost sharing between the public and private sectors enabled by the program."

Source: *Secrétariat du Conseil trésor*, internal document, 2004

<sup>66</sup> CANARIE Inc. is a non-profit organization supported by its members, project partners and the federal government. The organization's mission is to accelerate the development and use of high-speed Internet in Canada by facilitating the widespread adoption of faster, more efficient networks and by getting the next generation accustomed to advanced products, applications and services. (Taken from the organization's Web site. For more information, go to <http://www.canarie.ca>)



#### RECOMMENDATIONS

- 5.23 We recommend that the government, in partnership with telecommunication networks present in Québec, ensure that high-speed Internet access becomes a reality for almost all Quebecers by the end of 2007.
- 5.24 To reflect government priorities, we recommend that all citizens be given regular progress reports on the deployment of broadband in Québec.

### 2.4 Acknowledging People with Motor, Sensory or Cognitive Limitations

The e-government project aims to improve the services to which all Québec citizens and businesses are entitled. Above all, people with motor, sensory or cognitive limitations must not be left behind by the project, especially since the Internet can, for this specific clientele, be a particularly rich sea of information, as well as a way to communicate with others in similar situations. The Internet not only provides a more practical way of accessing government services, but also opens up possibilities that would otherwise be inconceivable. “For people without disabilities, technology makes things convenient; for people with disabilities, it makes things possible.”<sup>67</sup> However, Internet access for these specific clienteles is only possible insofar as the relevant technical elements and specific orientations are considered and incorporated into formal rules.

In relation to Bill 155 on the exercise of the rights of the disabled, the *Comité d’adaptation de la main-d’œuvre* (CAMO) stressed in its brief “[that it] is clear that without a formal commitment on the issue [access to information and communication technologies] by the Québec government, the digital divide facing the disabled will continue to widen and will soon resemble a real chasm.”<sup>68</sup>

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<sup>67</sup> Treviranus, J., *Expanding the Digital Media in More Human Directions*, 2000, cited in *Comité d’adaptation de la main-d’œuvre (CAMO) pour personnes handicapées*, Bill 155, an Act amending the Act to secure the handicapped in the exercise of their rights and other legislative provisions, Brief submitted by the *Comité d’adaptation de la main-d’œuvre pour personnes handicapées*, 2003, available at [www.camo.qc.ca/camo/proloi155.htm](http://www.camo.qc.ca/camo/proloi155.htm) (February 2004), p. 9.

<sup>68</sup> *Comité d’adaptation de la main-d’œuvre (CAMO) pour personnes handicapées*, Bill 155, an Act amending the Act to secure the handicapped in the exercise of their rights and other legislative provisions, Brief submitted by the *Comité d’adaptation de la main-d’œuvre pour personnes handicapées*, 2003, available at [www.camo.qc.ca/camo/proloi155.htm](http://www.camo.qc.ca/camo/proloi155.htm) (February 2004).



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

#### a) A Step in the Right Direction

The federal government has included specific accessibility criteria in the Common Look and Feel standards and guidelines,<sup>69</sup> for example, by providing subtitles, a telephone helpline, etc. Departments are required to follow these standards. The Ontarians with Disabilities Act, 2001<sup>70</sup> includes provisions on the accessibility of Web sites.

In Québec, the *Ministère des Relations avec les citoyens et de l'Immigration* has set up the *Cadre de diffusion de l'information gouvernementale sur l'Internet*,<sup>71</sup> which offers several minimum guidelines for accessibility. It appears, however, that these are not systematically applied.

In fact, according to a recent study<sup>72</sup> that analyzed some 50 Québec government sites, the vast majority (94%) have a degree of accessibility ranging from zero to poor. The *Cadre de diffusion* should be enhanced to include full instructions on accessibility standards and techniques.



#### The Technical Components Related to Web Site Programming and Accessibility

The ability of people with motor and sensory limitations to access Internet sites is closely related to programming components and can easily be taken into account in the initial programming of the sites. The most frequently encountered errors were:

- Errors in HTML or CSS coding;
- Lack of textual equivalents for the images;
- Use of overly small font or insufficient contrast between text colour and background colour;
- Missing or poorly used headers;
- Use of Java script (partially supported by adaptation technologies);
- Script inaccessible by the keyboard;
- Windows opening without warning;
- Change of language not identified;
- Poorly associated or missing form labels.

<sup>69</sup> Treasury Board of Canada Secretariat, Common Look and Feel, available at [http://www.cio-dpi.gc.ca/clf-nsi/index\\_e.asp](http://www.cio-dpi.gc.ca/clf-nsi/index_e.asp) (February 2004).

<sup>70</sup> Ontario government, Ontarians with Disabilities Act, 2001, Chapter 32, Laws of Ontario 2001.

<sup>71</sup> The *Ministère des Relations avec les citoyens et de l'Immigration*, *Cadre de diffusion de l'information gouvernementale sur l'Internet*, available at [www.webmaestro.gouv.qc.ca/ress/Cadre/cadre.htm](http://www.webmaestro.gouv.qc.ca/ress/Cadre/cadre.htm)

<sup>72</sup> Jean-Marie D'Amour, *Rapport synthèse sur l'évaluation sur l'accessibilité des sites Web québécois et canadiens francophones*, 2003, available at [www.accessibiliteweb.org](http://www.accessibiliteweb.org) [on-line] consulted February 20, 2004.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

#### ***b) Use of Simplified Language***

Making information on the Internet accessible also means that texts must be simplified and lightened for them to be understood by as many people as possible, including people with limited cognitive abilities. It is important to note the alarming statistics on illiteracy in Québec. Given this situation, the user-friendliness of Web pages is critical in receiving the support of users (use of signs and pictures to explain actions, for example). Moreover, the level of language must be understood by as many users as possible and satisfy the need for fast, even instantaneous, communication inherent in Internet actions. Although great strides have been made in recent years on these two points (user-friendliness and level of language), there is still room for improvement, for example, concerning the length and complexity of contractual clauses found on many sites during transactions.

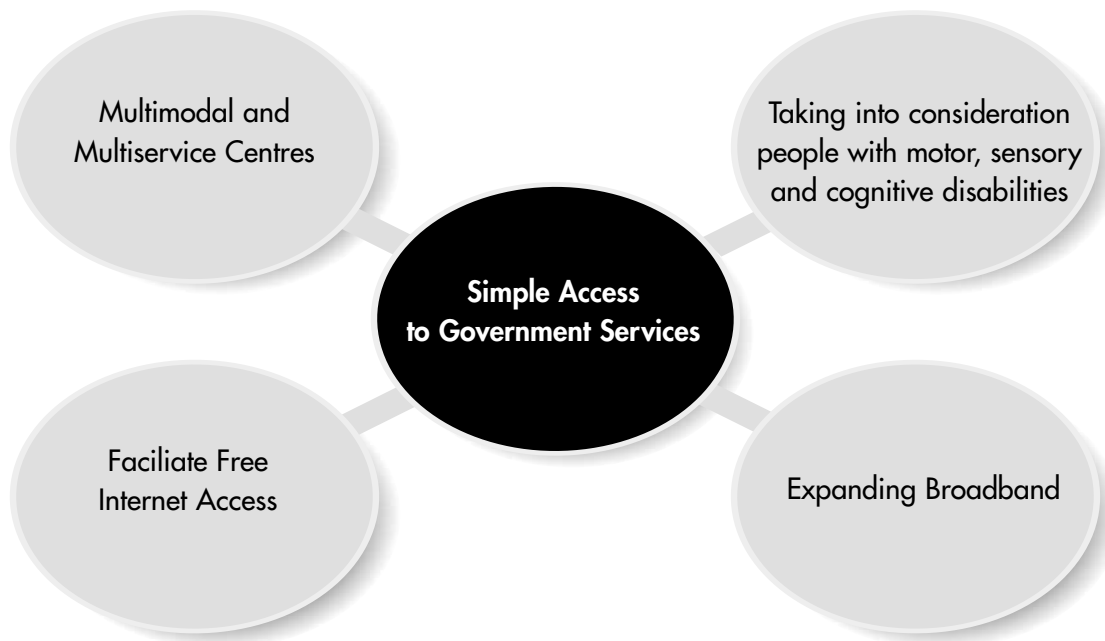


#### **RECOMMENDATIONS**

- 5.25 We recommend drafting and adopting a policy on Internet access for people with disabilities and amending the *Act to secure the handicapped in the exercise of their rights* accordingly.**
- 5.26 We recommend adopting a policy on the rules for lightening texts on departments' Web sites.**
- 5.27 We recommend that the *Cadre de diffusion de l'information gouvernementale sur Internet* be enhanced to include full instructions on accessibility standards and techniques, and that measures be taken to ensure it is systematically applied by government Webmasters.**



**Figure 14: How Can Access to Government Services Be Simplified?**



### ***3. Informing the Public and Raising Awareness about New Ways of Interacting with the State***

The success of the e-government project rests primarily on meeting citizens' needs. The government must ensure citizens support the project by making the services known to them and convincing them of the benefits of using ICTs in their dealings with the government (see Figure 15, page 152). To implement such a strategy, the government must mount a large-scale communication campaign. The government's partners must be directly involved in this awareness-raising campaign.

Once the main projects are in place (one-stop government portal, "My Gov. Info." citizen's page and e-democracy initiatives), it would be useful to launch a major publicity tour throughout every region of Québec. A detailed publicity plan should be drawn up and implemented to target all necessary clientele and identify ways to showcase the benefits related to e-government.



#### **Making E-Services Known to Citizens**

A publicity plan will have to be drawn up to ensure that the e-government project and its main applications are known and understood by all Quebecers. Citizens and businesses must consider the possibilities offered by new technologies and develop a reflex to use them, without which the project risks being little more than an initiative with technological spin-offs.

The new information and communication technologies have many advantages and could be used to benefit citizens in the awareness-raising effort for the e-government project. For example, if a cost-benefit analysis is favourable, every Québec household could be given an interactive CD-ROM to guide them through their first experience with transactional e-services. This CD-ROM could be provided through the government's multi-service centres. Citizens could also be offered e-training.



#### **RECOMMENDATIONS**

- 5.28 We recommend mounting a vast communication campaign throughout every region of Québec, including an awareness-raising tour in the regions.**
- 5.29 We recommend using tools stemming from new technologies to guide citizens through their initial transactions on e-government sites.**

### ***3.1 Promoting Quebecers' Adoption of New Technology by Making the Internet a Source of Value-Added Information***

The Internet cannot and must not be viewed solely as a network linking millions of users to each other. The "wiring" is clearly important, but the content even more so. Quebecers must develop the reflex of making the Internet their first reference tool, whether for a government service or to find information on a broad range of subjects. Not until this reflex is well established will the possibilities offered by e-government be used to their full potential. For its part, the government must not only encourage citizens to use the Internet to look for information, but also facilitate the posting of content that is useful to Quebecers.





#### Initiatives to Post Content on the Internet

Several Québec initiatives that aim to post content on-line are worth a mention. These include *L'Encyclopédie de l'Agora* ([www.agora.qc.ca](http://www.agora.qc.ca)), "the first virtual, dynamic and interactive encyclopedia in French." This encyclopedia, which enables users to search over 6,000 documents, is also the first to be entirely designed for the Internet. Anyone can submit a text to the encyclopedia to add to its content: "Each new component added to the original core of the work is the subject of a personal judgment that respects the principles set out in the *Charte de L'Encyclopédie*." The site offers original texts, while providing links to other Internet sites related to the subject. In this way, entire collections of books can be downloaded to your screen! "This year, 6,000,000 people, including 1,200,000 French-speaking Canadians and 4,500,000 Europeans consulted the encyclopedia and its documents, divided into 12 categories. Visits will continue to double every year. An old dream has come to fruition: The dissemination of Québec thought throughout the French-speaking world using modern technology. For example, 48,500 people have read the musings of political columnist Marc Chevrier in the past 24 months, something unthinkable using a paper medium."

The Platform for Community Networks ([www.globalcn.org](http://www.globalcn.org)) is a space intended to create dialogue, debate and cooperation among members of the networks, organizations, institutions and individuals involved in the use of ICTs for community purposes and for the promotion and protection of rights and freedoms. The trilingual collaborative portal (French, English, Spanish) presents texts on subjects as varied as Internet rights, free software, the information society and the concrete application of ICT projects conducted by specialists in the private sector, while promoting cultural plurality and diversity. A list of agencies, as well as links to external resources, completes the information offered on this portal.

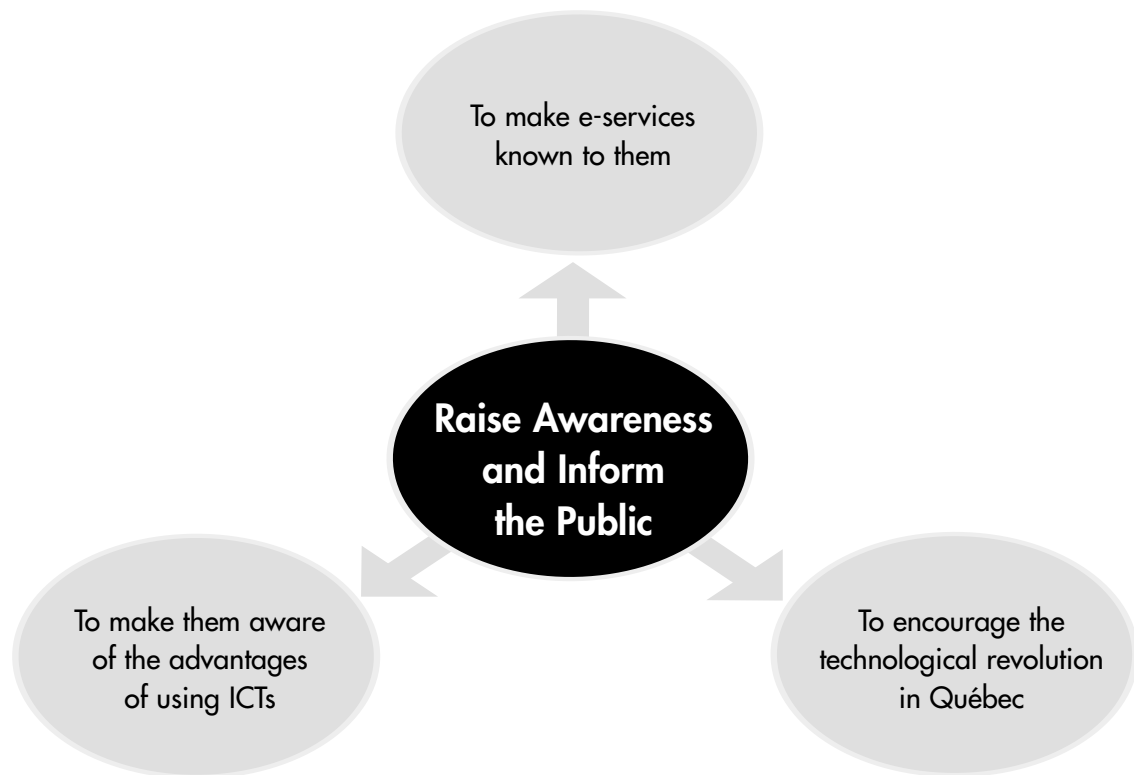


#### RECOMMENDATION

**5.30 We recommend that the government equip itself with the means for promoting the emergence of Québec-content services on the Internet.**



**Figure 15: Why Inform the Public and Raise Awareness?**



#### ***4. Commitment of the Public Service and Networks***

The implementation of true e-government requires not only a change in the way services are presented to citizens (known as front-line services), but also a transformation in the actual delivery of services (known as back-office services). This transformation implies a review of the way things are done and, therefore, a reassessment of the work of public servants, both within the departments and agencies and in the institutions in the public and para-public networks. In fact, the automation of many features will render some clerical tasks obsolete. The implementation of e-government creates a unique opportunity to enhance the roles of many public servants by increasing their degree of independence and introducing new elements into their tasks that require knowledge and skill. This is fundamental to the delivery of horizontal e-services (see Figure 16, page 155).



#### Enhancing the Role of Public Servants

The implementation of multiservice centres (i.e., counter services and call centres) will require public servants to accept a decompartmentalization of their work, since it will include handling requests for services from several departments and agencies. For example, a public servant employed in customer service at MRCl must also, in this new situation, be able to answer citizens' requests related to employment, obtaining permits, income, etc. In this way, public servants will become resource persons capable of handling all of the needs of citizens and businesses.

Similarly, someone employed in a telephone support position could see his role change to one of a trainer, for example, to help citizens in their initial use of on-line services, whether this learning is done by telephone or in person via counter services.

In all cases, it will be essential that public servants play an active part in the transformation of their role. Individually, they must also have the opportunity to choose in which direction they wish to move.

Accordingly, public servants must view the transformation of services stemming from the implementation of e-government as an opportunity rather than an imposition. However, experience has repeatedly shown that change generally creates fear and reticence in the individuals affected. For this reason, the implementation of e-government must be done by involving the public servants in the resulting changes.

In 2001, the *Secrétariat du Conseil du Trésor* developed a *Modèle d'accompagnement des changements technologiques pour la fonction publique québécoise*. Those responsible for implementing the e-government project should follow the example set by this model and adapt it to the specific context of the current project.



#### ***The Modèle d'accompagnement des changements technologiques pour la fonction publique québécoise***

The goal of the model is to “define elements in the environment specific to Québec’s public service that play a role in the technological change processes; determine the strengths and weaknesses that are typical of technological change in the public service; understand the dynamics and the influence of the relationship that occurs in this process between the various stakeholders; determine efficiency indicators for this change process; determine, by standardizing with other public administrations, the best practices for managing technological change.”

(Source: *Fiche synthèse de projet du centre d'expertise en gestion des ressources humaines*, [www.tresor.gouv.qc.ca/resource/acrobat/projets/develop.pdf](http://www.tresor.gouv.qc.ca/resource/acrobat/projets/develop.pdf))

- **Training**

The implementation of e-government will inevitably create training needs for members of the public service. Public servants will see their tasks transformed, due, among others, to the decompartmentalization of their positions. Placing services on-line will require public servants to use new technological tools in their work. Special training sessions will be necessary to teach public servants how to use these tools.

Lastly, the new situation resulting from placing services on-line will have a major impact on the work of public servants with respect to the protection of personal information and the right to privacy, and the security of information and computer systems, among others. The delivery of e-services implies that some public servants will have access to databases containing personal information. For this reason, it is necessary to raise public servants’ awareness and adapt the relevant codes of ethics accordingly to better define their rights to access information systems. This is particularly applicable for front-line public servants who deal directly with citizens. A classification of personal information determining different access rights based on hierarchical levels must also be planned. Such action will make it possible to “avoid the risks of unjustified use, deletion or loss of personal information.”<sup>73</sup>

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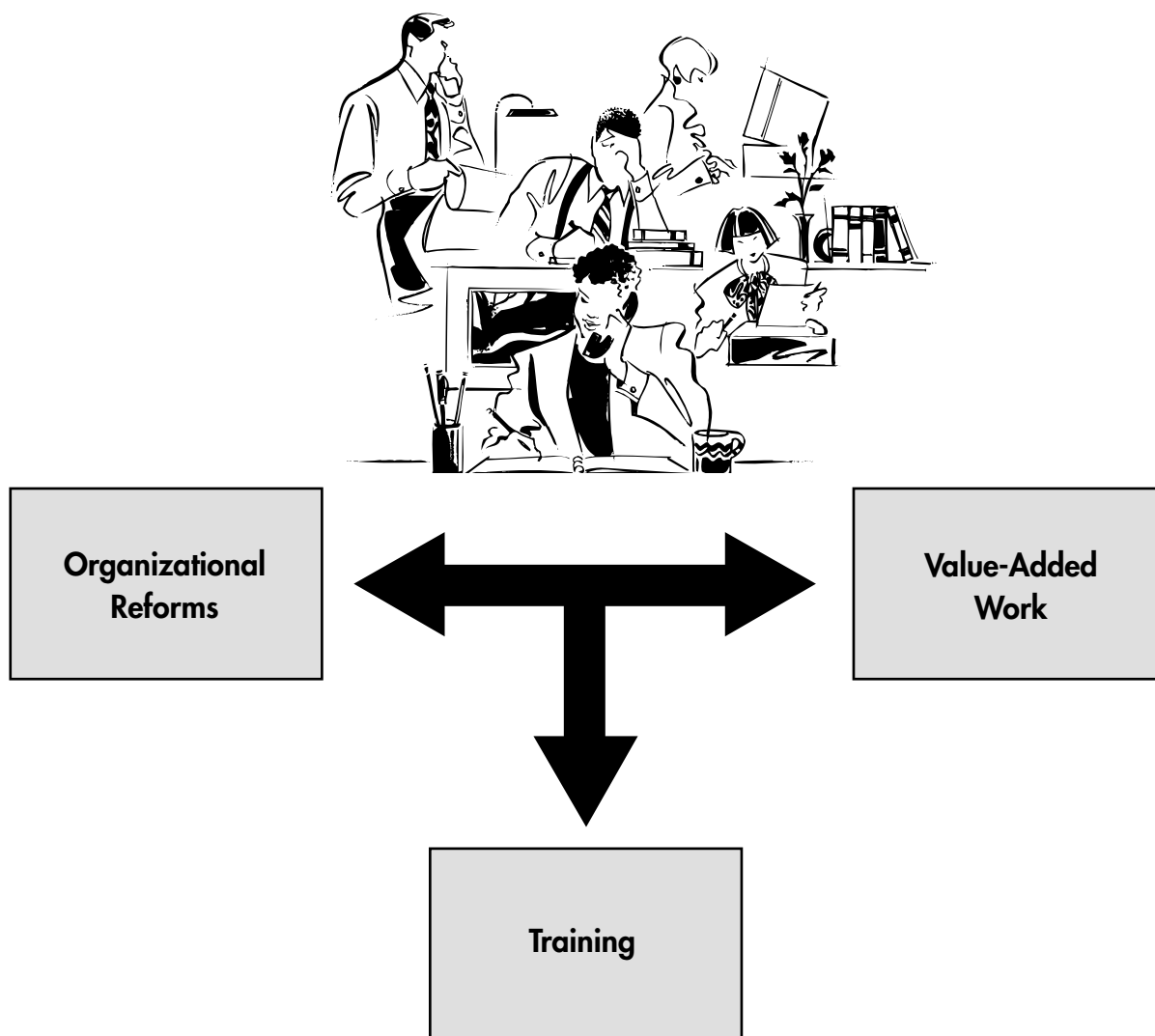
<sup>73</sup> *Centre de recherche en droit public. Les modifications à apporter aux cadres administratifs et juridiques afin de favoriser le développement de l'administration électronique dans le respect de la vie privée*, Faculty of Law, Université de Montréal, prepared for the *Secrétariat du Conseil du Trésor*, December 18, 2003, p. 60.



### THE KEY CONDITIONS FOR SUCCESS (cont'd)

To provide this training, the government plans to use the possibilities offered by the introduction of new technologies, such as e-learning tools. Today, these innovative programs make it possible to ease the constraints generally related to traditional training, while reducing the resources necessary to implement them.

**Figure 16: Support of the Public Service and Other Network Players**





### The Benefits of E-Learning

E-learning presents many benefits, specifically in terms of training personnel:

- Instantaneous training updates (since the content is hosted on the Internet). To this end, the Québec government intends to remain open to emerging possibilities based on ICTs. For example, the use of a hybrid CD-ROM, on which a part of the training content is recorded, the rest being downloaded from the Internet in a way that is totally transparent to the user, is one promising solution for the future in terms of updating content;
- Time, date and location of the training determined by the user (in fact, the training can be done at home provided the employee has access to the Internet. Standard browser software is sufficient for running e-learning applications);
- Integration of new learning approaches (e.g., immediate assessment of knowledge acquired, non-linear process or adaptation of the training to the user's current knowledge);
- Lower costs related to trainers. Substantial economies of scale can be generated;
- Uniformity of the message (cannot be distorted by trainers);
- Complementary Web applications enable users to discuss their training and knowledge acquired through discussion forums, for example.



### RECOMMENDATIONS

- 5.31 We recommend involving public servants in the transformations stemming from the implementation of e-government.
- 5.32 We recommend that the *Conseil du trésor* adapt the *Modèle d'accompagnement des changements technologiques pour la fonction publique québécoise* to incorporate the realities specific to e-government.
- 5.33 We recommend that training programs which can use modern technologies be set up to enable public servants involved to adapt to changes related to placing services on-line and to the creation of multiservice centres.



This report is intended as a visionary tool to guide priority decisions in e-government over the coming years. Several methods are planned to make this project a reality, including public-private partnerships, the use of opportunities presented by free software and, above all, overall project management, which must be based on careful prioritization of the proposed initiatives (see Figure 17, page 158). A vision is based on a reflection process which cannot be carried out fully in a context where there are barriers related to the harsh reality of budgets. However, it is essential to remember that all actions required to make e-government a reality by the end of the first mandate are spread over a three-year period and that over the coming years other priorities will surely compete with the e-government project for available funding. Projects must therefore be prioritized to favour those with the best profitability criteria in terms of added value, improved services to citizens and reduced costs.

However, the departments and agencies already spend a great deal of money on the delivery of e-services, whether to develop or maintain direct services to the population, or for management systems that incorporate information and communication technologies. Overall, the *Conseil du trésor* estimates indicate that the budget for all informational resources, including the delivery of e-services, is in the order of \$851 million for the 2002-2003 fiscal year. This figure includes the continuation of projects and the development and administration of new projects. Expenditures for the 2003-2004 fiscal year are estimated at over \$1 billion. Based on this information and an analysis of what is already taking place in e-government, it is realistic to support the vision stated in this report. In the short term, the development and deployment of e-government will require major investments spread out over several years. However, with a more judicious use of the amounts spent by the D/As on the delivery of e-services, we can do more and we can do better. It is a question of political willingness, effective governing, increased coordination and systematic sharing of expertise and infrastructure.

Amounts specifically allocated to the development and deployment of e-government could, for example, be obtained by requesting a contribution from the D/As directly from the budgets currently allocated to the delivery of e-service. As such, the experience of the *Secrétariat à la communication gouvernementale* is a model example.

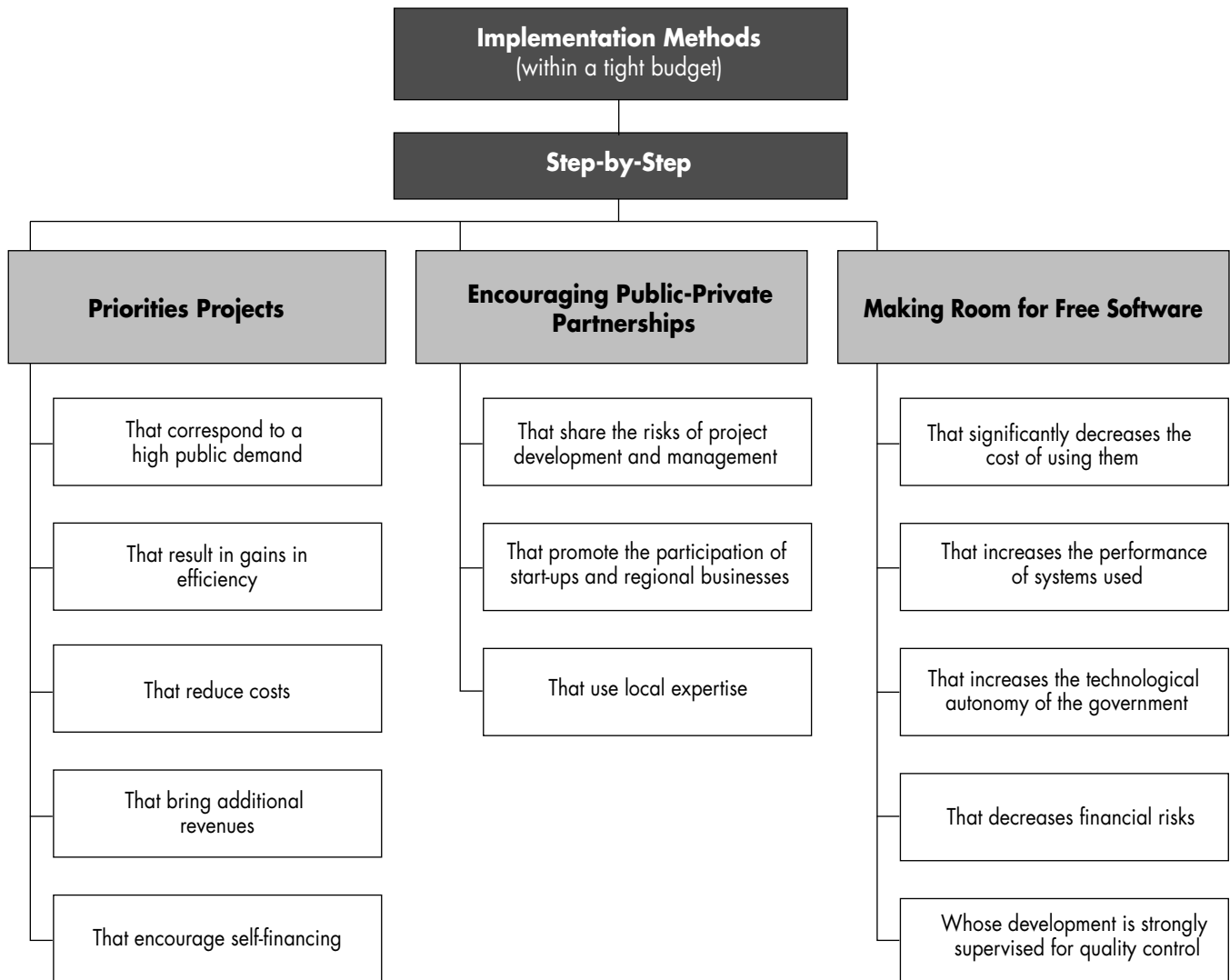
- **Step-by-Step**

To minimize the risks associated with implementing large-scale projects, the government must implement e-government projects gradually. In addition to providing tangible results for citizens and businesses in the near future, this approach—which breaks down project implementation into several steps—has the advantage of allowing for adjustments to be made as they are identified. Therefore, timelines must be short.

Functions must therefore be placed on-line even if project completion is not expected for several years. This is particularly true for the “My Gov. Info.” citizen’s page. Since not all information in the departments, agencies and network institutions is available in digital format, only new information can initially be included in the citizen’s page project. The retroactive digitization of information will involve considerable amounts of money and will therefore have to be carried out over several years. Nevertheless, by placing the citizen’s page on-line starting next year, the government will create the reflex in users to consult the page, which is essential to the project’s success.



**Figure 17: Implementation Methods**







#### RECOMMENDATIONS

- 6.1 We recommend that the government set funding rules for the overall e-government project to promote more effective use of capital with the objective of cooperation and sharing. Specifically, we recommend establishing mechanisms that will favour contributions from the D/As to the overall budget allocated to the delivery of e-services.**
- 6.2 We recommend that the government opt for short-term project implementation schedules, and that it put functionalities of e-services that are part of the overall project on-line as they are developed.**

### 1. Projects for Citizens and Businesses

The government has an obligation to invest public funds responsibly. Recall that e-government is a project designed to meet the needs of citizens and businesses. As the current budget is limited, it is essential to set priorities in order to invest in the right places. Meeting the needs of citizens should be the foundation of all choices related to e-government. In the section on e-government in its 2003 report, the Auditor General of Canada stated the following:

“Recent research indicates a growing understanding that the services offered by governments on-line need to be those that deliver the greatest value to citizens and businesses. Governments face the considerable challenge of improving take-up rates to justify the large investment in the services.”<sup>74</sup>

E-services must therefore meet the strong demand expressed by the public. It would be difficult to justify the major expenses required to implement e-services if the latter did not meet the expectations of the target clientele. Consequently, a serious cost/benefit analysis of e-service delivery projects must be done systematically, taking into account public preferences and needs. Placing these services on-line must result in significant gains in efficiency and reduced costs for the government. This will lead to optimized management of public funds and better delivery of services to citizens.

This is why, in the first phase of implementation, i.e., by the end of 2007, projects that result in what citizens and businesses consider concrete applications should be systematically favoured. The implementation of e-government could serve as a pretext for major investments in the computer infrastructures of departments and agencies, some of which, admittedly, are quite old. However, it is imperative that technology be considered a means to an end, and not the opposite. Although these investments would certainly not be in vain, they would not meet the primary objective of the project, which is to improve services for citizens.

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<sup>74</sup> Office of the Auditor General of Canada, 2003 Report, Chapter 1, p. 2.



### IMPLEMENTATION METHODS (cont'd)

Certain projects can lead to direct and immediate savings (such as on-line tax returns, for example). Others can generate income for the government by charging modest user fees for real value-added e-services. In fact, we feel that citizens and particularly businesses would be prepared to pay small fees to use e-services provided the latter generate true gains in efficiency. Finally, certain projects can be self-financing, for example, through sources of direct, recurring income, as could be the case with institutional advertising on a government Web site. The amounts collected could be reinvested in new projects, with the initial successes becoming the catalyst for what follows.



#### RECOMMENDATION

- 6.3 We recommend that the government give priority to projects that meet the demand of citizens and businesses, that provide concrete improvement in services to citizens and businesses and that generate significant gains in efficiency and reductions in costs for the government.**

## 2. Public-Private Partnerships (PPPs)

The current government's philosophy consists, among others, in promoting government interventions in its major sectors of activity, while allowing the private sector to intervene within limits in other sectors. The government must allow experts to develop initiatives within their spheres of competence, while trying not to interfere in areas in which it is not qualified. In this context and given the great expertise and leadership skills of Québec businesses, the e-government project is counting on the active participation of the private sector. Moreover, on April 27, 2004, the president of the *Conseil du trésor* announced that a central agency had been commissioned by the government to oversee the implementation of PPP projects.<sup>75</sup>

The *Bureau des partenariats d'affaires* of the *Secrétariat du Conseil du Trésor* defines public-private partnerships as follows: "A PPP is a contractual agreement between public and private partners that stipulates the results to be achieved in order to improve the delivery of public services. This agreement establishes a real allocation of responsibilities, investments, risks and benefits so as to provide mutual benefits that promote that achievement of results."<sup>76</sup>

<sup>75</sup> [http://www.tresor.gouv.qc.ca/ministre/discours-ch-commer-mtl\\_o4.htm](http://www.tresor.gouv.qc.ca/ministre/discours-ch-commer-mtl_o4.htm), [on-line], site consulted May 3, 2004.

<sup>76</sup> <http://www.tresor.gouv.qc.ca/marche/partenariats/papp.htm#1>



The Canadian Council for Public-Private Partnership defines public-private partnerships as follows: “A cooperative venture between the public and private sectors, built on the expertise of each partner, that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards.”<sup>77</sup> Accordingly, the partnership aims to grant private companies responsibilities previously carried out by government employees.

The *Conseil du Trésor* is already asking each department and agency to identify possibilities for public-private business partnerships in major investment projects and to submit a report on them. Consequently, all projects related to e-government should be covered by this evaluation and be supervised, where applicable, by the central agency.<sup>78</sup>

The private sector’s contribution to government projects can take different forms. Several types of PPPs have been proposed by the parties considering this subject.<sup>79</sup> In addition to the usual forms of contracts,<sup>80</sup> the *Institut économique de Montréal* has identified three possible types of partnership agreements between the State and a partner business, as well as two forms of outsourcing. These are summarized in the table on the following page.

The sharing of risks<sup>81</sup> inherent in partnership agreements enables the government to minimize the financial risks related to implementing a project and the private sector to increase its potential profits depending on the success of the mandate. PPPs also give the public partner access to greater expertise, which would be difficult to develop internally. According to the *Institut économique de Montréal*, “studies conducted by the OECD indicate savings for the client varying between 10% and 30%,” minus the costs related to requests for proposal processes and project supervision. In addition to other benefits, the *Institut* states that projects developed under a PPP agreement generally adapt better to the changing needs of citizens, since “when the private partner’s revenues and profits depend on the public’s use of the infrastructure or service, there is an incentive [for the private partner] to provide attractive services that are adapted to emerging needs.”<sup>82</sup>

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<sup>77</sup> <http://www.pppcouncil.ca>

<sup>78</sup> Digest of management policies, *Concernant les orientations du Conseil du Trésor sur l'évaluation de l'option du partenariat d'affaires public privé pour réaliser des projets majeurs d'investissement*, C.T. 1999534 of February 25, 2003, Vol. 10, Chapter 1, Topic 2, page 12.

<sup>79</sup> A document published jointly by the Bertelsmann Foundation, Clifford Chance Pünder and Initiative D21 mentions partnership agreements, forms of cooperative or financing agreement, integrated citizens’ involvement and informal cooperation (Public Private Partnership and E-Government, a publication within the series *PPP in Practice*, August 2003, Bertelsman Foundation, Gütersloh, p. II).

<sup>80</sup> The usual types of contracts are project implementation (traditional package agreements between the government and providers for implementing a project whose major parameters are established by the client) and the proposal of a solution (providers are required to develop a service offer according to a situation stipulated by the client. The solution that best addresses the problem and meets the budget will be selected).

<sup>81</sup> It is important to remember that the risks incurred by private businesses are not measured only in terms of cash, but also in return on investments, or lack thereof. For example, in a project worth \$10 M, Microsoft might contribute up to \$1 M (i.e., 10%), but actually assumes 50% of the risk due to the impact related to its liabilities: If the step for which it is responsible fails, then the entire project collapses.

<sup>82</sup> *Institut économique de Montréal, Les notes économiques, Des services publics plus efficaces grâce au partenariat public-privé*, September 2003, p. 3.



**Table 2: Types of Public-Private Partnerships**

Outsourcing		Public-Private Partnership		
Subcontracting	Delegated Management	<b>Lease A</b> The private partner builds an asset and leases it to the State, which operates it (build, own, lease).	<b>Lease B</b> The private partner operates an existing asset belonging to the State and pays the State rent.	<b>Concession</b> The private partner builds an asset (or acquires an existing asset from the State in order to renovate), operates it, then transfers it to the State at maturity (build, own, operate, transfer).

Source: *Institut économique de Montréal*, September 2003

Regardless of the form adopted, “a true partnership requires that the two parties combine their efforts [...] to cooperate in order to achieve a common objective, most often associated with the delivery of a public service.”<sup>83</sup> In their collective efforts, the two parties must involve internal clients, i.e., the employees of each organization, in developing the solution so that it will be adopted more easily by both parties. Transferring the information quickly and providing the necessary training facilitates the integration and acceptance of the changes associated with partnership projects, thereby helping to counter the usual reflex to resist change. Communication between all the stakeholders involved and the support and firm commitment from senior management for this type of solution are determining factors in the success of the project.

In its project management, the government must also strike a balance between wanting to control a project and giving companies sufficient flexibility in order for them to show initiative. Splitting major projects into several requests for proposals is an appropriate way to reflect this desire for balance.<sup>84</sup>

<sup>83</sup> CEFRIO, *Partenariat public-privé: Du choc à la conciliation des cultures*, 2002, p. 11.

<sup>84</sup> In this regard, note that, currently, projects under \$100,000 do not have to be approved by the *Conseil du Trésor*. While this provision significantly lightens administrative procedures, it can also lead to the splitting of contracts by project managers. We may need to evaluate the consequences of this administrative option in greater detail.



#### ***2.1 Promoting Participation by Start-Up and Regional Businesses***

The government must know how to encourage small and start-up businesses, as well as reduce the financial risks. Start-up businesses resent the fact that requests for proposals often include clauses related to experience as one of the eligibility criteria for submitting bids. The categorization of contracts according to their scope appears to be the best solution for achieving this balance. When the government grants smaller contracts to small and mid-sized businesses (SMB) and very small businesses (VSB), the risk for the two parties involved, i.e., the government and the businesses, is distributed. Subcontracting can also be a good way of involving smaller businesses in large projects. Accordingly, these businesses, which have often developed specific expertise, can work in conjunction with general consulting firms.

To promote regional employment, the government should systematically study the possibility of stipulating in its requests for proposals that service providers be required to use regional resources (up to a given percentage). Subcontracting to local companies reduces the risk, as the contracts are managed by national companies that have the necessary experience to carry out large-scale projects. Moreover, this method of allocating personnel contributes to regional economic vitality, which is in keeping with the mandate of any responsible government. Decentralization of project management would boost participation by local businesses.

The *Secrétariat pour le développement du gouvernement en ligne* could decide to conduct a technology watch to identify solutions developed by Québec companies that meet international development standards.

#### ***2.2 Using Local Expertise***

PPPs are also an opportunity to market the know-how developed by the private sector in export markets. These marketing possibilities stimulate private companies to develop innovative solutions for the government. Moreover, given the existence of international norms and standards, projects destined for mass marketing must be designed from the outset with this in mind. The government must therefore be understanding of the issues related to this type of marketing. The various consultations held with ICT businesses indicate that they are prepared to finance certain solutions in full provided they can then export the expertise developed to other jurisdictions. This bold solution could enable the government to implement projects for which it does not have the immediate necessary financial resources.

These new development possibilities require a study on the intellectual property rights to the solutions developed. Who owns the rights? How will the public partner and the private partner share the profits generated by marketing the solutions? To ensure that all parties involved benefit, it is important that win-win agreements be made from the start.



#### Insert: A Few Examples of Successful PPPs Involving ICTs

The following examples could serve as successful models for Québec in establishing new types of partnerships under e-government:

- Alberta Government Services (a public organization that offers a range of services to citizens and businesses) mandated the private sector to run its One Window component (one-stop point for information and services via telephone, mail, counters and the Internet), i.e., the management, launch, operation and maintenance of systems. According to sources consulted, the private partner is paid on a per-transaction basis.
- In British Columbia, access to fee-paying government services (particularly databases) is managed by a private partner responsible for developing and operating applications, as well as commercial development, for an investment of \$55 M.
- In New Brunswick, an investment agreement between Service New Brunswick (SNB) and a private partner enabled the latter to market SNB intellectual property to governments in the United States and Europe.
- In the United States, specifically Indiana, citizens and businesspeople have access to a wide range of government data on the Internet, 5% of which are available for a fee. The profits from the transactions are shared between the private and public partners.
- In Québec, the government's new electronic requests for a proposal system will be operational in June 2004. In this case, the private partner is responsible for developing the system and providing the service, and will be paid according to pre-established rates.
- The *Registre des droits personnels et réels mobiliers* (RDPRM) is another example of a successful partnership. In this case, the private partner invested \$2 M to design the register and is responsible for promoting its use, being paid according to the number of registrations and consultations.
- Finally, the NETMETAL portal (stemming from a CEFRIO research project), whose R&D, prototype and commercial launch phases resulted in a promising solution for SMBs, is the result of several years of collaboration. This project is the result of a partnership between metal companies (which must subscribe to access the services on the portal), an e-business solutions company (responsible for development) and the *Ministère du Développement économique et régional* (responsible for promotion). The portal, which enables fully computerized electronic auctions, among others, meets a need within the industry and is slowly becoming profitable.

Source: *Bureau des partenariats d'affaires, Secrétariat du Conseil du Trésor, September 2003*



#### RECOMMENDATIONS

- 6.4 We recommend that the evaluation of possible public-private partnerships be a prerequisite to investing in any major project. This process must also consider the possibility of including small and medium-sized Québec businesses in major projects. We also recommend including local ICT businesses in regional government projects.
- 6.5 We recommend that it be clear in the definition of request for proposal criteria that businesses be granted the necessary latitude to develop initiatives requiring substantial flexibility.
- 6.6 We recommend that projects developed in Québec meet international ICT standards so that the expertise developed can be exported by the private partners and lead to the sharing of profits.

### 3. Making Room for Free Software

Since the first free software project (project GNU), the number of these projects has increased at a phenomenal rate. Accordingly, numerous free software applications are now available, specifically on the Internet, to the point that some have even become indispensable tools. Close to 60% of Web servers, for example, work with Apache, a free software application, and 80% of e-mail traffic on the Net is managed by Sendmail, Postfix and Qmail, three other free software applications for servers.”<sup>85</sup>

Moreover, industry giants such as Oracle, HP, Intel, IBM and Apple are spending billions of dollars on developing free software. Apple even uses free software, named Darwin, to run its operating system.

The main characteristic of free software is that it allow for free or conditional access to the application’s source code, in other words, its skeleton. According to the Free Software Foundation, “the term ‘free software’ [also] refers to users’ freedom to run, copy, distribute, study, modify and improve the software.”<sup>86</sup>

For UNESCO, free software is an ideal means of ensuring cultural diversity, specifically multilingualism and the development and conservation of information:

“UNESCO has always encouraged the extension and the diffusion of knowledge and recognizes that in the field of software, free software spreads this knowledge in a way that proprietary software does not allow. UNESCO also recognizes that the development of free software encourages solidarity, cooperation and community teamwork between developers and users of new technologies.”  
(UNESCO, 2002)

<sup>85</sup> Chartier, Philippe, *Vive le logiciel libre!*, Science Québec, May 2002.

<sup>86</sup> Free Software Foundation, <http://www.gnu.org/philosophy/free-sw.fr.html> [on-line], site consulted May 12, 2004.



### IMPLEMENTATION METHODS (cont'd)

Free software in its current state also contributes to narrowing the world digital divide by providing free access to new technologies.

The use of free software is an issue that affects all public administrations around the world, and several have already begun a study on the matter, including the United States (particularly the Department of Defense, the Department of Energy, the White House and the National Security Agency), Chile, Brazil and Italy. Peru is even on the verge of legislating on the issue, having already tabled its draft bill *Free Software in Public Administration* (source: *Conseil du trésor*). At the municipal level, the city of Munich has converted its 13,000 workstations to free software, and Vienna plans to do the same with 15,000 workstations in 2004.

There are many benefits to choosing free software. First, its use can bring economic benefits by reducing costs. In fact, the use and development of free software is a promising avenue for the future in terms of reducing costs compared with proprietary software. Nevertheless, users and organizations should conduct cost/benefit analyses before making a choice, since many costs must be considered—installation, management (migration and user training), maintenance and upgrades, system security costs, etc.

Experiences in other countries have shown that savings related to using free software should not be expected in the medium term. For example, the police force in the German state of Lower Saxony invested \$82.5 million to convert its 12,000 workstations to Linux and free software with anticipated savings of \$20 million over five years.

In Québec, the MILLE consortium (*Modèle d'infrastructure de logiciel libre en éducation*), comprising three Québec school boards, the GRICS, the RESCOL, the *Ministère de l'Éducation du Québec*, Cégep Montmorency and the CRIM, is evaluating whether free software can be a viable and economically beneficial choice in the education sector. With school board and school budgets shrinking year after year and software costs skyrocketing, the use of free software seems to be a promising solution.

A research group at *Université Laval* is also studying the issue, specifically, the legal implications of switching to free software, the identification of available products and supports, the associated risks, and the general advantages and drawbacks of this option. The group is also trying to determine the total cost of software ownership and the potential savings, where applicable, resulting from the generalized use of free software.

Also, free software must include functions that are as powerful and secure as those of proprietary software. In fact, system security is a major issue for e-services. This is clearly seen by the numerous software upgrades required to correct the bugs that are eventually detected. In this regard, free software presents an advantage for security experts since they themselves are able to check the source code for errors and major security loopholes and make corrections on the spot.





“Free software has a much better reputation: It is possible, if we have access to the source code, to evaluate the quality of the code, as well as the security offered by the software. There are numerous forums, discussion groups and community sites on the integrity of free software. If there are any security problems, they are detected earlier and are generally resolved more quickly since the community of programmers involved is very large.”<sup>87</sup>

Moreover, the cooperative development of free software provides the benefit of a rich development process that can quickly meet the demand. In fact, both users and experts can contribute to development at an early stage and suggest new functions. With free software, there is no question of making a suggestion to the manufacturer in the hope of including it in the next upgrade. Users are not held hostage to the scheduled issues or upgrades of proprietary software.

Free software therefore offers greater technological independence than proprietary software in terms of both development and cost. In fact, the use of free software lessens the risks related to a software owner’s financial situation. Free software does not depend on the stock market situation or the financial interests of shareholders or the decisions of corporate leaders, but rather in large part on the community of programmers who contribute to its development.

Consequently, the reflection on the place of free software within government could lead to a systematic assessment of this issue, particularly during the acquisition stage. This reflection should take into account the benefits and drawbacks of each system, the total cost of ownership, the durability of data and the respect for government standards. This systematic assessment will enable the government to create an environment conducive to a policy on free software provided the assessment criteria show it to be desirable.



#### RECOMMENDATION

**6.7 We recommend that studies be conducted on adopting a government policy on free software.**

<sup>87</sup> <http://www.mille.ca/mille/logiciels/pourquoiLeLibre.do>





### Chapter 1 – Global Experiences and the Canadian Perspective

- 1.1 We recommend that the Québec government reaffirm the implementation of e-government as one of its priorities.
- 1.2 We recommend that the Québec government aim to make Québec a world leader in e-democracy and the delivery of e-services to citizens by 2007.
- 1.3 We recommend conducting strategic monitoring of e-government developments in Canada and abroad and releasing the results of such monitoring to Québec departments and agencies.

### Chapter 2 – A Vision for Québec

- 2.1 Our goal is to complete these work areas by the end of 2007; e-government will be a reality for Quebecers by 2008 as a result..
- 2.2 We recommend that the government gradually implement projects in the short term (i.e., starting next year) that improve services to citizens in a concrete manner in order to rapidly produce tangible results for citizens and win their support for this social project.
- 2.3 We recommend that over its first mandate, i.e., before the end of 2007, the government implement e-government according to the following four principles:
  - The creation of a one-stop government service portal;
  - The creation of a “My Gov. Info.” citizen’s page for each citizen;
  - The generalized use of ICTs in the main government sectors of activity (health, education, justice), as well as in municipalities;
  - The implementation of e-democracy.
- 2.4 In terms of e-administration, we recommend:
  - Grouping all department and agency services under a one-stop government service portal;
  - Ensuring the portal presents the services according to the needs of citizens and major life events;



## LIST OF RECOMMENDATIONS (cont'd)

- Integrating sub-portals on related services into the government portal;
  - Taking into account citizens who do not have Internet access by providing other means of accessing government services (services at counters and by telephone).
- 2.5 We recommend that each citizen be given the means to create his/her own “My Gov. Info.” citizen’s page that provides access to personal information held by the government.
- 2.6 We recommend that the government accelerate the deployment of information and communication technologies in the health, education, justice and municipal sectors. We also recommend that theme sites be created on the first three sectors and that partnerships be formed to facilitate interactions between government sites and municipal sites.
- 2.7 We recommend that citizens be systematically consulted through information and communication technologies and that alternate ways to participate be provided for those who do not have access to ICTs.
- 2.8 We recommend mandating an agency independent from the government but reporting to the National Assembly to monitor public debate and consultations on e-democracy.
- 2.9 We recommend pursuing initiatives that will allow Québec to take its place on the world stage at events related to the Internet and e-government through the participation of Québec experts.

## Chapter 3 – The Québec Government’s Report Card and Projects to Be Implemented

### Report

- 3.1 We recommend adopting a standard analysis grid for all departments and agencies for use in setting clear e-service delivery objectives.

### Future Projects – Horizon 2007

- 3.2 We recommend setting up one-stop multiservice centres located throughout Québec. To do so, we recommend using the existing local employment centres and the Communication-Québec network as a starting point for these centres.
- 3.3 We recommend creating a single telephone number for government services at the same time as the service centres which will enable citizens to access specialized resources based in the call centres. Accordingly, we recommend taking the necessary measures to transfer the management of e-mail traffic gradually from each department to the government call centres.
- 3.4 We recommend that the one-stop government service portal include services offered by other jurisdictions in the medium term.



### Chapter 4 – Governance of the Development of E-Government

#### Governance Structure

- 4.1 We recommend that the Premier assume a leadership role in the development of e-government and make it a priority of his government.
- 4.2 We recommend creating the position of Chief Information Officer (CIO).
- 4.3 We recommend creating a *Secrétariat au développement du gouvernement en ligne* that is managed by and reports to the Chief Information Officer.
- 4.4 We recommend creating a strategic committee on e-government which would be comprised of external stakeholders from the private and research sectors, as well as interest groups. Criteria must be established so that the makeup of this committee reflects the diversity of sector resources. The members of this committee would be appointed by the government and would support the CIO in his development strategies.
- 4.5 We recommend creating an independent body (to be determined) to implement e-democracy projects.
- 4.6 We recommend creating a committee of champions comprised of senior managers of the major business sectors related to citizen services (health, education, justice, municipalities, etc.). These managers would include deputy ministers, company CEOs and mayors. The committee members would be appointed by the Premier, and the committee's operating rules determined by the government. The committee of champions would act as a liaison between the D/As, the networks, the municipalities and the CIO to ensure that e-government policies and strategic orientations are consistently applied.
- 4.7 We recommend making the CIO responsible for the strategic development of e-government projects in coordination, where applicable, with the network organizations and the National Assembly, while taking into account potential costs/benefits. We recommend that the CIO define the D/As' autonomy in terms of developing e-government projects.
- 4.8 We recommend that the commissioning of the multiservice centres and the government's one-stop service portal be assigned to an independent government service agency attached to the *Conseil du Trésor*. This service agency would be headed by a director general acting under the authority of a board of directors chaired by the Chief Information Officer.



## LIST OF RECOMMENDATIONS (cont'd)

4.9 We recommend that the management of informational resource be assigned to an independent government informational resource agency attached to the *Conseil du Trésor*. The informational resource agency would be headed by a director general acting under the authority of a board of directors chaired by the Chief Information Officer.

4.10 We recommend that the government table a detailed strategic plan to implement the overall governance structure within six months of tabling this report.

### Consideration of E-Government by the Senior Public Service

4.11 We recommend clearly showing that the implementation of e-government is a priority by ensuring that each brief presented to Cabinet includes a section on its effect on e-government. If exchanges of ideas take place, the section must describe the results of interdepartmental consultations.

4.12 We recommend that Cabinet rule on the need for signing a performance and accountability agreement between the ministers and the individuals that they designate. Such an agreement must bear specifically on the development of e-government.

4.13 We recommend that the *Secrétariat au développement du gouvernement en ligne* implement follow-up mechanisms to ensure respect for such performance and accountability agreements.

## Chapter 5 – The Key Conditions for Success

### Establishing a Climate of Trust

#### The Legal Foundations of a Climate of Trust for E-Government

5.1 We recommend that the entire legislative corpus be updated in order to ensure that respect for the principle of technological neutrality continues at an accelerated pace.

5.2 We recommend that provisions be made to table the enabling legislation for the *Act to establish a legal framework for information technology* in the near future.

5.3 We recommend that a team of lawyers review the regulations, instructions and management processes stemming from the application of laws and regulations to adapt them to the delivery of e-services.



## LIST OF RECOMMENDATIONS (cont'd)

### The Basic Principles for the Protection of Personal Information and Privacy Under E-Government

- 5.4 We recommend that the government continue its reflections on establishing a legal framework that both respects the basic principles of the protection of personal information and facilitates the development of e-government.
- 5.5 We recommend that the government take all appropriate measures, such as training and awareness-raising programs, to make members of the public service and citizens accountable for the risks related to the use of e-services.

### The Organizational and Technological Methods Enabling the Respect for the Basic Principles of the Protection of Personal Information and Privacy

- 5.6 We recommend that the new *Modèle de pratiques de protection des renseignements personnels dans le contexte du développement des systèmes d'information par les organismes publiques* be implemented in all public agencies to ensure respect for the guidelines and legal obligations regarding the protection of personal information.
- 5.7 We recommend that a privacy impact assessment grid be developed as quickly as possible.
- 5.8 We recommend that D/A personnel responsible for protecting personal information actively participate in developing on-line projects and that they be supported in their work by the minister responsible for applying the legislation governing the protection of personal information.
- 5.9 We recommend that the minister responsible for applying the legislation governing the protection of personal information, the PRPPI in the D/As and the agency responsible for monitoring the law have access to technological or any other expertise that could help them in their work.
- 5.10 We recommend that the minister responsible for applying the legislation governing the protection of personal information actively participate in e-government projects by providing support and advice on the implementation and management of privacy risk impact assessments.
- 5.11 We recommend that D/A personnel responsible for protecting personal information establish, with the participation of the agency responsible for applying the legislation governing the protection of personal information and the CIO, awareness-raising and training programs for the stakeholders in e-government development projects such that the principles and legal obligations regarding the protection of personal information are understood, assimilated correctly and applied uniformly by all public and private agencies.



## LIST OF RECOMMENDATIONS (cont'd)

- 5.12 We recommend that the minister responsible for applying the legislation governing the protection of personal information, in collaboration with the CIO, make designers and network and infrastructure managers aware of the new privacy-enhancing technologies.
- 5.13 We recommend that the government encourage and support research and development in privacy-enhancing technologies.
- 5.14 We recommend that the government look into the possibility of establishing a legal framework to ensure that the technologies comply with the imperatives regarding the protection of privacy (privacy-compliant and privacy-enhancing technologies).

### Toward a Culture of Security

- 5.15 We recommend making computer and network security a government priority in order to position Québec as a leader in computer security.
- 5.16 We recommend that the CIO ensure the general application of the *Directive sur la sécurité de l'information numérique et des échanges électroniques*.
- 5.17 We recommend that the government support the creation of the *Institute for Security of Information Systems and Networks of Québec* as proposed by the CRIM (*Centre de recherche en informatique de Montréal*) as an avenue of interest to promote and support.
- 5.18 We recommend that the CIO implement awareness-raising and training programs on computer security for all parties directly involved in the e-government project.

### Identification

- 5.19 We recommend continuing the development of the SQAG while maintaining current efforts to reduce the risks related to the protection of personal information as much as possible and to ensure harmonization and compatibility with the federal government's actions in terms of issuing certificates.

### Simplifying Access to Government Services

#### Promoting Free Access to the Network

- 5.20 We recommend setting up a partnership program with community groups to offer all citizens real access to the Internet and to take the necessary steps to ensure these partner groups have access to recurrent funding for their medium-term survival.





## CONCLUSION

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### LIST OF RECOMMENDATIONS (cont'd)

- 5.21 We recommend implementing a training program for resource persons who will provide support to users in libraries, community access centres and government multiservice centres.
- 5.22 We recommend promoting initiatives aimed at making free public Internet access workstations available to all citizens at municipal libraries and government service centres, among others.

#### Extending the Broadband Network

- 5.23 We recommend that the government, in partnership with telecommunication networks present in Québec, ensure that high-speed Internet access becomes a reality for almost all Quebecers by the end of 2007.
- 5.24 To reflect government priorities, we recommend that all citizens be given regular progress reports on the deployment of broadband in Québec.

#### Acknowledging People with Motor, Sensory or Cognitive Limitations

- 5.25 We recommend drafting and adopting a policy on Internet access for people with disabilities and amending the *Act to secure the handicapped in the exercise of their rights* accordingly.
- 5.26 We recommend adopting a policy on the rules for lightening texts on departments' Web sites.
- 5.27 We recommend that the *Cadre de diffusion de l'information gouvernementale sur Internet* be enhanced to include full instructions on accessibility standards and techniques, and that measures be taken to ensure it is systematically applied by government Webmasters.

#### Informing the Public and Raising Awareness about New Ways of Interacting with the State

- 5.28 We recommend mounting a vast communication campaign throughout every region of Québec, including an awareness-raising tour in the regions.
- 5.29 We recommend using tools stemming from new technologies to guide citizens through their initial transactions on e-government sites.



## LIST OF RECOMMENDATIONS (cont'd)

### Promoting Quebecers' Adoption of New Technology by Making the Internet a Source of Value-Added Information

- 5.30 We recommend that the government equip itself with the means for promoting the emergence of Québec-content services on the Internet.

### Commitment of the Public Service and Networks

- 5.31 We recommend involving public servants in the transformations stemming from the implementation of e-government.
- 5.32 We recommend that the *Conseil du trésor* adapt the *Modèle d'accompagnement des changements technologiques pour la fonction publique québécoise* to incorporate the realities specific to e-government.
- 5.33 We recommend that training programs that can use modern technologies be set up to enable public servants involved to adapt to changes related to placing services on-line and to the creation of multiservice centres.

## Chapter 6 – Implementation Methods

- 6.1 We recommend that the government set funding rules for the overall e-government project to promote more effective use of capital with the objective of cooperation and sharing. Specifically, we recommend establishing mechanisms that will favour contributions from the D/As to the overall budget allocated to the delivery of e-services.
- 6.2 We recommend that the government opt for short-term project implementation schedules, and that it put functionalities of e-services that are part of the overall project on-line as they are developed.

### Projects for Citizens and Businesses

- 6.3 We recommend that the government give priority to projects that meet the demand of citizens and businesses, that provide concrete improvement in services to citizens and businesses and that generate significant gains in efficiency and reductions in costs for the government.

### Public-Private Partnerships



## CONCLUSION

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### LIST OF RECOMMENDATIONS (cont'd)

- 6.4 We recommend that the evaluation of possible public-private partnerships be a prerequisite to investing in any major project. This process must also consider the possibility of including small and medium-sized Québec businesses in major projects. We also recommend including local ICT businesses in regional government projects.
- 6.5 We recommend that it be clear in the definition of requests for proposal criteria that businesses be granted the necessary latitude to develop initiatives requiring substantial flexibility.
- 6.6 We recommend that projects developed in Québec meet international ICT standards so that the expertise developed can be exported by the private partners and lead to the sharing of profits.

#### Making Room for Free Software

- 6.7 We recommend that studies be conducted on adopting a government policy on free software.





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### ***Government of the Netherlands***

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***Department and Agency  
Summary Sheets***



### ***Legend for Summary Sheets***

Note that changes have been made, specifically to upcoming projects, by the departments and agencies since the summary sheets were written. Consequently, these sheets should not be considered as exhaustive.

#### **Web Site Administered:**

The first site listed is the D/A's main site. The others are secondary sites administered by the D/A.

#### **E-Service Objectives:**

This section lists e-service objectives clearly stated by the D/A consulted.

“None specified” means that the D/A has not specified its e-service objectives.

#### **2002-2003 Management Report Highlights of E-Services:**

If certain sections in the D/A 2002-2003 Management Reports discuss elements related to e-services, these elements are reported in this section.

If the 2002-2003 Management Reports do not discuss elements related to e-services, “None mentioned” is indicated in the summary sheet.

#### **Informational E-Services:**

*Definition: The informational phase focuses solely on ensuring a presence with a Web site (source: Gartner).*

When “General Information” is indicated, this means that the D/A Web site includes the usual basic information (mission, address, list of main programs). The other elements in the summary sheet concern information specific to the D/A, where applicable.

#### **Interactive E-Services:**

*Definition: The interactive phase enables users to search documents and e-mail members of parliament (source: Gartner).*

The summary sheets include the list of the main interactive e-services on the D/A Web sites.

#### **Transactional E-Services:**

*Definition: The transactional phase focuses on conducting electronic transactions and eliminating most, if not all, interpersonal dealings with the government (source: Gartner).*

The summary sheets include the list of the main transactional e-services on the D/A Web sites. This section also includes a description of integrated e-services, where applicable (implies a continuous review of the delivery of services, which includes back-office systems).



## **APPENDIX (cont'd)**

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### **Projects:**

The projects listed in this section are those specified by the D/A further to consultations in relation to this report.

### **Interdepartmental/Agency Projects:**

This section lists projects which, after preliminary assessment, can be categorized as horizontal and/or interdepartmental projects. These projects contain elements that can be assumed/shared by several D/As and/or institutions in the networks, and/or contain solutions involving integrated service delivery (e.g., one-stop government service portal).

### **Expenditures:**

This section presents the general expenditures allocated by the D/A to the development and maintenance of e-services and, where applicable, projects related to the use of information and communication technologies. These amounts cannot be compared with each other, since they were not calculated using a standardized evaluation grid.

# Agence de l'efficacité énergétique (AEE)

Web Site Administered: <http://www.aee.gouv.qc.ca>

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## E-Service Objectives:

To present a user-friendly, well-documented and up-to-date site that provides information on the Agency's programs and services.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information on energy consumption.

### Interactive E-Services:

- Interactive evaluation service about energy consumption.
- Request for energy inspection.
- Request for information.
- Request for financial assistance.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

\$ 5,000 for updates (per year).  
\$25,000 for rebuilding the site.  
\$10,000 for future management of the site.

# Agence d'évaluation des technologies et des modes d'intervention en santé (AETMIS)

Web Site Administered: <http://www.aetmis.gouv.qc.ca>

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## E-Service Objectives:

To transfer knowledge to interest groups and disseminate results.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

Publications, results.

### Interactive E-Services:

Order for printed scientific documents.

### Transactional E-Services:

None.

### Projects:

- Efforts to reach the general public.
- Development of a database.
- Interactive forum involving outside professionals and Agency employees.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

Appropriations Allocated to E-Services: None specified.

# Agence métropolitaine de transport (AMT)

Web Site Administered: <http://www.amt.qc.ca/>

---

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information about bus and train public transit.
- Business rules and public notices.
- Budget.

### Interactive E-Services:

#### For citizens:

Mail delivery of transit tickets; subscription to the information system for disruptions, memos, events; electronic information bulletins; on-line surveys.

#### For businesses:

Subscription to the on-line electronics survey directory.

#### For organizations:

Subscription to certain seminars or conferences organized by the AMT.

#### For the media:

Subscription to mail information services.

### Transactional E-Services:

None.

### Projects:

- Link the information portal to sources of information on public transit.
- Subscription to information services by the SMS.
- Activate on-line job postings.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

Appropriations Allocated to E-Services:

\$75,000 (per year).



# Autorité des marchés financiers

Web Site Administered:

<http://www.lautorite.qc.ca/>

---

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

No report (the *Autorité* has only been operating since February 1, 2004).

## List of On-Line E-Services:

### Informational E-Services:

- Investment advice and brochures available for downloading on informed investing.
- How to make a complaint, how to submit a claim.
- Regulations on securities and financial institutions.
- Job opportunities.
- Corporate information about the *Autorité*.

### Interactive E-Services:

List of licensed businesses and individuals.

### Transactional E-Services:

Subscription service for the newsletter.

### Projects:

Non specified.

### Interdepartmental/Agency Project:

Non specified.

## Expenditures:

Appropriations Allocated to E-Services:

Non specified.

# Bibliothèque nationale (BNQ)

Web Site Administered: <http://www.bnquebec.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### ON-LINE SERVICES

The DGTIT promotes the implementation of computerized information systems to make BNQ services available to all Quebecers, anywhere in Québec. The new Web site, the result of merging its two predecessors, has been standardized, and close attention given to ensuring it complies with WAI international access standards (Web Accessibility Initiative) for the visually impaired. The BNQ's on-line reference resources - IRS catalogue, virtual library and BREF database - continue to be frequently used by the public, both in Québec and elsewhere. Given the current staffing procedure for the *Grande Bibliothèque*, a curriculum vitae management system has been integrated into the BNQ Web site. Anyone wishing to do so can sign in and submit his/her application, either for an available position or to express an interest in a future position. An electronic version of the *Bibliographie du Québec* has been developed (p. 38).

### THE TECHNOLOGICAL INFRASTRUCTURE

To meet the needs of the new management system, a new technological architecture is also being implemented for which new Unix and Windows servers and new telecommunications equipments have been acquired. These purchases led to a complete restructuring of the BNQ's Head Office computer room and backup systems (uninterruption power system (UPS), air-conditioning and fire protection). BNQ employees and users of on-line services can now enjoy a connection that is three times faster than previously (up from 1.5 to 4 Mb/s). The computer links between the buildings on Holt, de l'Esplanade and St-Denis streets were also upgraded (T1 line) (p. 38).

## List of On-Line E-Services:

### Informational E-Services:

- WAI level-1 accessibility rules.
- On-line access to the *Bibliographie du Québec*.

### Interactive E-Services:

- Documentary search.
- Job offers.

### Transactional E-Services:

None.

### Projects:

- RMIS: Portal and Internet records management information system.
- WAI level-2 accessibility rules.
- Photo album.
- Virtual exhibit.
- Genealogy section.
- Optimization of electronic collections files.
- New interactive portal for citizens and editors.
- Virtual library.

### Interdepartmental/Agency Project:

Electronic resources shared with interested libraries.

## Expenditures:

### Appropriations Allocated to E-Services:

\$18 million (total for infrastructure).  
\$ 3 million (estimated for the Internet section).

# Bureau d'audiences publiques sur l'environnement (BAPE)

Web Site Administered: <http://www.bape.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Reception and Information

All requests received by mail or e-mail were processed in under ten business days, most in under five business days (p. 13).

This year, the BAPE launched several initiatives to improve information and consultation methods, paying close attention to new technologies. It also reworked its Web site to make it more complete and user-friendly. In addition, the almost systematic conversion of the documentation to a digital format has made most documents available on the Internet: From 36% in 2001-2002, the availability of documents grew to over 88% by the end of 2002-2003. Agreements have increased the availability of free Internet access in regional consultation centres, thus opening the way for further upgrades in the coming years (p. 14).

BAPE uses powerful, modern computer tools to meet the needs of the public, and its equipment is constantly being upgraded. In December 2002, the BAPE Web site was completely restructured. Information is added every day and all relevant details of ongoing mandates are posted on the site. The BAPE Web site reflects its activities. Note that all BAPE reports appear under a separate heading and that they have been produced from a completely digital format since June 2001 (p. 19-20).

## List of On-Line E-Services:

### Informational E-Services:

Availability of numerous documents.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

- Possible interactive project: video and audio conferencing for public hearings.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

Appropriations Allocated to E-Services:

\$15,000 (hosting).

# Bureau de transition de l'encadrement du secteur financier

Web Site Administered: <http://www.transition-agence.gouv.qc.ca/>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

No report published.

## List of On-Line E-Services:

### Informational E-Services:

General information.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

Appropriations Allocated to E-Services: None specified.

# Caisse de dépôt et placement du Québec (CDPQ)

Web Site Administered: <http://sofinov.lacaisse.com/>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Investments in computer projects were decreased at the beginning of the year. [...] Investments were primarily made in electronic document management, integrated transaction processing, and e-services offered to clients. [...] Lastly, the computer architectural plan drawn up in 2000 will be reviewed in 2003 in light of recent technological advances and the business priorities for the upcoming years, i.e., security, the continuation of business, the effectiveness of transaction regulations, risk management and the monitoring of operating costs.

## List of On-Line E-Services:

### Informational E-Services:

- Annual report, etc.
- Mission statement.
- Press releases.
- Information on job opportunities.

### Interactive E-Services:

Protected Extranet for deposits and transactions.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:** \$80,000 per year.  
\$600,000 to develop the new site.

# Centre de recherche industrielle du Québec (CRIQ)

**Web Site Administered:** <http://www.criq.qc.ca> <http://www.bnq.qc.ca>  
<http://www.vigiprop.com> <http://www.icriq.com>  
<http://www.intellim.ca>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Annual report, etc.
- Mission statement .
- Press releases.
- Information on job opportunities.

### Interactional E-Services:

- Companies can get preliminary estimates for product (UL) qualification, accreditation or certification testing directly on-line.
- BNQ: On-line registration services; Possibility of requesting a quote on-line.
- BNQ: Extranet for auditors and inspectors.

### Transactional E-Services:

None.

### Projects:

- Registration form.
- CRIQ: exportation, preliminary estimates, information on standards, etc.
- CRIQ: monitoring, preliminary estimates.
- BNQ: Survey (gathering information; managing communications with clients) support services.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:**

None specified.

# Comité de déontologie policière

Web Site Administered: As part of the *Ministère de la Sécurité publique* Web site

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Information Resources:

Information technology plays a strategic role in the modernization of the State, specifically in reaching the goals set by the Committee to improve the quality of services and accountability. Over the past fiscal year, a computerized file management system was developed as one of the Committee's response measures identified in its Strategic Plan. This system, which helps process files, also produces indicators used to follow up on targets outlined in the 2001-2004 Strategic Plan. In addition, development was begun on a joint Web site for the Police Ethics Commissioner and the Police Ethics Committee. This project meets one of the goals of the Committee's 2001-2004 Strategic Plan, that of "developing communication tools to reach target clientele". The goal is to circulate information on police ethics, make the Application for Review form available on-line, and allow the public to consult the trial docket and decisions handed down by the Committee over the previous months. This Web site should be completed during the next fiscal year (p. 28-29).

## List of On-Line E-Services:

### Informational E-Services:

General information.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

Independent site developed jointly with the Police Ethics Commissioner.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

None specified.

# Commissaire à la déontologie policière

Web Site Administered: Site hosted by the *Ministère de la Sécurité publique*

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Information Resources

Information technology plays a strategic role in the modernization of the State, specifically to reach the Commissioner's goals of improving the quality of services and submitting reports. Over the past fiscal year, development continued on the computerized file management system, including file processing procedures. Concerned about protecting the information entrusted to him, the Commissioner participates in the steering committee on the delivery of e-services of the *Ministère de la Sécurité publique*. This committee participated in the creation of an architectural plan for the Department's e-services. As a service provider for citizens, the Commissioner made sure to quickly establish on-line access to his resources and to give priority to creating a new Web site.

## List of On-Line E-Services:

### Informational E-Services:

General information.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

To create an independent site.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

Appropriations Allocated to E-Services:

None specified.



# Commissaire au lobbyisme

Web Site Administered: <http://www.commissairelobby.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Documentation

Since October 2002, information concerning the Act and the Lobbyists Commissioner has been available on the Institution's Web site: [www.commissairelobby.qc.ca](http://www.commissairelobby.qc.ca). A hyperlink leads to the Web site of the Lobbyists Registrar, responsible for lobbyists' registrations and compliance (p. 11).

### A List of the Documents Available upon Request or on the Lobbyists Commissioner's Web Site

- Lobbying Transparency and Ethics Act.
- Lobbyists Registry Regulation.
- Tariff of fees respecting the lobbyists registry.
- Lobbying Transparency and Ethics Act Exclusions Regulation.
- Notice No. 2003-01: Interpretation of the expression "a significant part" used in the definitions of "enterprise lobbyist" and "organization lobbyist" in Section 3 of the Lobbying Transparency and Ethics Act.
- Code of Conduct for Lobbyists.
- List of municipalities of 10,000 inhabitants and more targeted by the Lobbying Transparency and Ethics Act.
- Application for a confidentiality order.
- Consultation document for the development of the draft Code of Conduct for Lobbyists.

## List of On-Line E-Services:

### Informational E-Services:

Information and documents available.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

Transactional site for the exchange of information with interest groups.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

\$18,765 for development.  
\$12,000 per year for hosting.  
\$4,700 for site maintenance.  
\$30,000 for site upgrading.

# Commission administrative des régimes de retraite et d'assurances (CARRA)

Web Site Administered: <http://www.carra.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

On-line documents.

### Interactive E-Services:

- Frequently Asked Questions (FAQ) section.
- Pension plans section.
- NOMINO search tool.
- Distribution list.

### Transactional E-Services:

- On-line forms.
- Calculators to estimate buyback cost, fees.
- SERTIR.

### Projects:

- Renovation of the site to meet clients' needs more efficiently, making it even easier to find the information they need, e.g., membership in a pension plan, leaves of absence, resigning before being eligible for retirement, etc.
- Forms sent electronically.
- Calculators for all members and employers.
- On-line pension plans (RRPE, TPP, RRF, RRCE, etc.).

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

\$8,700 per year for hosting.  
\$66,000 for other site maintenance services.

# Commission d'accès à l'information du Québec (CAI)

Web Site Administered: <http://www.cai.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### E-Government

Technological developments facilitate the transmission of information via the information superhighway (computer networks). To ensure the confidentiality of data circulated freely in this way, government departments and agencies must implement security measures. To do so, they will consult the *Commission d'accès à l'information* on the development of information systems regarding the principles of privacy protection. Among the opinions rendered over the year, some dealt specifically with e-service delivery projects. Particular attention was paid to the way that users are identified and authenticated. The *Commission* also requested that policies and mechanisms be implemented to prevent abuse, fraud, and identity theft. In this way, the information entered on-line by a user can be transmitted to other sites. This is the case of a draft change-of-address project submitted to the *Commission* for evaluation by one government department. The goal of this project is to allow citizens to notify the government of a change of address with the click of a button, merely by updating information on one Web site. For the sake of transparency, the *Commission* recommended that the user be advised of the existence of agreements concerning the exchange of personal information without his/her consent, permitting the address to be changed automatically at other departments and agencies.

### Renovation of the Web Site

The *Commission* has upgraded its Web site to meet the goals of increased user support stated in the Citizens Services Charter. Since February 2002, users have been able to surf on a more user-friendly and up-to-date site, and they can quickly find any information on the *Commission's* activities and services. The Web site, visited by over 12,000 people each month, is located at [www.cai.gouv.qc.ca](http://www.cai.gouv.qc.ca).

## List of On-Line E-Services:

### Informational E-Services:

The *Commission's* decisions and documents on-line.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

- Web site renovation.
- More powerful search tool.
- Transactional project to access the status of a client's file for an award.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

Appropriations Allocated to E-Services:

\$4,625 per year.

# Commission de la capitale nationale du Québec

Web Site Administered: <http://www.capitale.gouv.qc.ca>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information about the *Commission's* activities and actions.

### Interactive E-Services:

- E-mail subscription service for press releases.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

### For 2002-2003:

Site hosting: \$1,400  
Site renovation: \$15,980

# Commission de la construction du Québec (CCQ)

Web Site Administered: <http://www.ccq.org/eng/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

- Web site: 275,000 visitors, 4,596 e-mails.
- Monthly reports sent via accounting software: 1,076 reports by 145 different employers.
- On-line input of monthly reports: 3,446 monthly reports by 619 different employers (established in February 2002).
- Electronic payments: 5,540 payments made by 846 employers (monthly report), 889 payments made by 290 employers (request for a situation letter).
- Requests for a situation letter: 3,461 requests by 435 employers.
- Requests for workforce mobility: 5,124 requests by 459 employers.
- Electronic allocation of dental care transactions.
- Detailed explanation (p. 74).

## List of On-Line E-Services:

### Informational E-Services:

- *Commission's* publications.
- All forms.

### Interactional E-Services:

- Database for businesses (external lawyers).
- Training centre.
- Health management programs.
- *Régie du bâtiment du Québec*: Database to validate electricians' work hours.
- *Société d'énergie de la Baie James* and *Hydro-Québec*: Skill-validation files for salaried workers.

### Transactional E-Services:

#### For businesses:

- Consultation of rate and contribution.
- Transmission of monthly reports.
- Request for workforce mobility - hiring and layoffs.
- Request for a situation letter: file consultation.

#### For workers:

- Consultation of the apprenticeship record book: hours worked, apprenticeship certificate, insurance coverage, training profile, examination results.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:** 285,000 \$ per year for technical maintenance and site content.

# Commission de la fonction publique du Québec (CFPQ)

Web Site Administered: <http://www.cfp.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Information Resources :

2001-2002: Develop a technology master plan before the end of the 2001-2002 fiscal year.

Follow-up: Work completed in 2002-2003.

In April 2002, the *Commission* adopted its information technology master plan consisting of the list of projects to be completed, a transition and investment strategy, and an action plan.

2002-2003: Implement the first phase of the technology master plan before the end of the 2002-2003 fiscal year.

Indicator: Business projects were selected in the master plan completed by March 31, 2003.

Result: Business projects were selected in the master plan, i.e., the establishment of the system to assign and follow up *Commission* files, the improvement of the operating report, project planning and management, the assembly of an electronic tool kit and the creation of a portal. These projects were to start in 2002-2003, although this was not the case for the file assignment and follow-up systems. Technological projects were also selected that involved the network server infrastructure, security, workstation upgrades, the installation of groupware and environment management. The first three projects were almost completed during 2002-2003. Overall, about 50% of the work related to the 2002-2003 phase of the master plan was completed by March 31, 2003 (p. 59).

## List of On-Line E-Services:

### Informational E-Services:

Document on the *Commission's* services.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

Use of e-mail for appeals to the *Commission*.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Maintenance and updates: \$2,225 (2002-2003).

# Commission de la protection du territoire agricole (CPTAQ)

Web Site Administered: <http://www.cptaq.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### 5.2 Improvement Plan

Objectives: to have a plan for improving services for citizens, including, above all, an increased use of information and communication technologies to facilitate access to information.

Results: As of February 2003, free access to decisions rendered post-January 2000 on the Commission's Web site. Increased use of e-mail and, on request, e-mailing of preliminary guidelines to UPA federations.

## List of On-Line E-Services:

### Informational E-Services:

Downloading of forms, general information, and all information and documents regarding application of the Act

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

On-line consultation (2004).

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Site managed internally (maintenance and management).  
Initial development: \$10,000.

# Commission de la santé et de la sécurité au travail (CSST)

**Web Site Administered:** <http://www.csst.qc.ca/>  
<http://www.jeunesautravail.com>  
<http://www.employeur.csst.qc.ca>  
<http://www.centredoc.csst.qc.ca>

<http://www.prot.resp.csst.qc.ca>  
<http://www.santeautravail.com>  
<http://www.asthme.csst.qc.ca>  
<http://www.ivac.qc.ca>

## E-Service Objectives:

New services for clients and the construction of a CSST Web site focused on clients and events. Five areas: setting up a range of generic services, opportunities for e-services through existing projects or those being developed by the CSST, setting up a new CSST Web site, a new operating model for e-business, implementation of developments according to the CSST approach.

## 2002-2003 Management Report Highlights of E-Services:

### Information technology benefits us all:

To enable its personnel to access any information necessary for their work, the CSST is continuing to update its infrastructure. Its electronic exchange services permit the CSST to work more closely with its clients by promoting communications with employers and partners.

### Electronic exchange service now on-line:

Since summer 2002, electronic exchange services have been well established on the Internet. This technological shift in no way compromises the security of the information exchange with subscribers - employers, health care institutions, physiotherapy and occupational therapy clinics - but makes it more accessible. In this way, what once would have been reserved for large businesses is now within everyone's reach.

The shift did not alter the content or presentation of services. However, it provided the impetus to improve services so that they better correspond to CSST work methods and meet clients' needs more efficiently (p. 39).

## List of On-Line E-Services:

### Informational E-Services:

<b>csst.qc.ca:</b>	600 pages of information on various CSST programs and services, laws and regulations, FAQ, etc.
<b>jeunesautravail.com:</b>	Workplace accident prevention materials specifically designed for youth.
<b>employeur.csst.qc.ca:</b>	Guides and publications.
<b>prot.resp.csst.qc.ca:</b>	"How-to" manual, regulatory guide, selection flow chart, examples of workplace scenarios, device search, complementary information, etc.
<b>santeautravail.com:</b>	Information on preventive health measures in the workplace set up by businesses, fact sheets, and search forms, etc.
<b>retox.csst.qc.ca:</b>	Information on chemical and biological products used.
<b>asthme.csst.qc.ca:</b>	Specialized information on asthma (home and work) with general, medical, prevention, and intervention. reference network information, etc.
<b>centredoc.csst.qc.ca:</b>	Information and research.
<b>ivac.qc.ca:</b>	Information for victims of criminal acts, compensation and services, publications, FAQ, etc.

### Interactive E-Services:

<b>csst.qc.ca:</b>	Ordering an on-line publication, search tool, workshop registration, downloadable forms, etc.
<b>jeunesautravail.com:</b>	Quizzes.
<b>employeur.csst.qc.ca:</b>	Registration, wage statement, statement of compliance, methods and conditions of payment, interest and penalties, forms, research, etc.

### Transactional E-Services:

<b>csst.qc.ca:</b>	Web site for workers and employers where it is possible to post opinions on application for compensation intervention reports (interactive and file transfer), income replacement indemnity calculation simulations, health care institution accounts, bank reconciliations Downloading of diagnoses, employer data and monthly statements.
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### Projects:

- Web site renovation to make it more user-friendly with an emphasis on consistency and integration of information.
- New transactional Web site (generic P&S).

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

2002: \$219,400 in maintenance, \$81,000 in improvements.  
Transactional services: \$897,641 in maintenance.



# Commission de l'équité salariale (CES)

Web Site Administered: <http://www.ces.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### RATE OF USE OF TOOLS

80% fewer paper brochures and 89% fewer guides were distributed this year, as compared to 2001-2002. However, interested parties can consult and print *Commission* tools and publications, which are all available on the *Commission's* Web site. Interestingly, the *Typical Procedure for Achieving Pay Equity* and the *Guide for achieving pay equity in enterprises with 10 to 49 Employees* were the first and second most downloaded documents from the *Commission's* Web site. The two *Info-Équité* in the table add technical specifications to two important steps in the pay equity process (p. 19).

The HTML and .pdf tools most often downloaded from the *Commission's* Web site are:

*Typical Procedure for Achieving Pay Equity* (French and English versions): 6,896

*Guide for Achieving Pay Equity in Enterprises with 10 to 49 Employees* (French and English versions): 2,489

*L'estimation des écarts salariaux* (Info-Équité): 1,763

*Choix de la méthode, des outils d'évaluation et élaboration d'une démarche d'évaluation des catégories d'emplois à prédominance féminine et à prédominance masculine* (Info-Équité): 1,493 (p. 19).

The *Commission* intends to distribute a software package (computer tool) allowing calculations to be performed automatically at different steps in the pay equity process (p. 20).

## List of On-Line E-Services:

### Informational E-Services:

- FAQ.
- Access to the *Commission's* on-line documents.

### Interactive E-Services:

- Possible to make comments.
- Possible to request services by e-mail: training, complaint processing, requests for information on regulations and laws.
- Pay equity software package.

### Transactional E-Services:

None.

### Projects:

Orientation project in the consultation phase and excerpts of the minutes of decisions.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

\$2,930 first version (1997-2001).

\$19,019 second version (2001-2003).

# Commission des biens culturels (CBCQ)

Web Site Administered: <http://www.cbcq.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

The 2002-2003 results are particularly noteworthy from a distribution perspective. The Web site, placed on-line as part of the public consultation on Mount Royal, was then expanded to include all of the CBCQ's activities. On the Web site, users can read about the members of the *Commission* and learn about the Cultural Property Act and the CBCQ's mandate. It also includes a list of cultural property which has received legal status over the past 18 months. Our numerous annual research management and seasonal heritage reports are published there. The site <http://www.cbcq.gouv.qc.ca> also supplies relevant information on applying for legal status. In fact, the Mount Royal file in its entirety is always available for consultation, from the information disseminated during the May 2002 public consultation to increase understanding of the topic to the report submitted to the Minister in June of the same year. The last CBCQ report on the project to declare Mount Royal a historic and natural district will also be available on the site once it can be made public.

## List of On-Line E-Services:

### Informational E-Services:

- Heritage protection information.
- Publication of research reports, study papers and news reports.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

Publication of two new research reports and a heritage bulletin (within six months).

### Interdepartmental/Agency Project:

Non specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Initial Web site creation (2003): \$3,933.  
Site and updates managed internally.

# Commission des lésions professionnelles (CLP)

Web Site Administered: <http://www.clp.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Development of on-line services: in addition to promoting the services already offered, including access to its docket, the CLP also continued work on offering new e-services and answering clients' requests. On-line access to *Mémento* is one of these requests that the CLP will address at the start of the 2003-2004 fiscal year. The objective is to enable searches within *Mémento* (a reference containing the main trends in case law) and to have access to updates made by the CLP.

Dissemination of judgments: in addition to its current dissemination methods, the CLP now offers free access to all of its decisions at [www.jugements.qc.ca](http://www.jugements.qc.ca).

## List of On-Line E-Services:

### Informational E-Services:

- *Mémento* online: a reference to quickly identify main trends in case law (frequent updates and ability to search within the document).
- "Consult a file online" (dockets): improved version.

### Interactive E-Services:

- Which office to contact? (locate an office)
- Complaints department.

### Transactional E-Services:

Change of address (worker).

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Site managed internally.  
(four people, none of whom are assigned to this task on a full-time basis)  
Hosting: \$2,676 per year.

# Commission des relations de travail (CRT)

Web Site Administered: <http://www.crt.gouv.qc.ca>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

The *Commission* has implemented the work tools and policies needed for it to function properly, including a Web site for posting its decisions, for example.

## List of On-Line E-Services:

### Informational E-Services:

- On-line access to several documents and forms.
- Frequently Asked Questions.
- On-line record of certification applications.
- Decisions rendered by the *Commission*.

### Interactive E-Services:

None.

### Transactional E-Services:

System for managing complaints submitted to the *Commission* (was to be operating in fall 2003 but was still not running as of March 9, 2004).

### Projects:

None specified.

### Interdepartmental/Agency Project:

For subscribers: to have access to the labour relations electronic document management system (and perform searches for documents using several keywords); to be done jointly with the *ministère du Travail*.

## Expenditures:

### Appropriations Allocated to E-Services:

Site managed internally.  
Site construction (in 2002): \$13,500.

# Commission des services juridiques (CSJ)

Web Site Administered: <http://www.csj.qc.ca/>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

The public Web site had 88,193 visitors between April 1, 2002 and March 31, 2003 (p. 22).

## List of On-Line E-Services:

### Informational E-Services:

- Information and documents explaining what Legal Aid is and who is eligible.
- Nomination forms for the Robert Sauvé Award.

### Interactive E-Services:

Client consultations to learn their level of satisfaction with the services offered.

### Transactional E-Services:

- The transactional section enables lawyers in private practice to submit their bills over the Internet.
- The "Network Services" option allows Legal Aid employees to get or exchange information.

### Projects:

To enable keyword searches, thereby making searches faster and easier.

### Interdepartmental/Agency Project:

Non specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Site managed internally.  
Costs undetermined.

# Commission des transports (CTQ)

**Web Site Administered:** <http://www.ctq.gouv.qc.ca/>  
Register of owners and operators of heavy vehicles

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Since the end of March 2002, carriers registered with the Register of owners and operators of heavy vehicles have been able to renew their annual registration on-line. As of March 31, 2003, 2,337 carriers had used this service, i.e., approximately 4.6% of carriers who received a renewal notice from the *Commission* (p. 17).

Objective: To add new on-line services to the *Commission's* Web site. Since March 26, 2002, owners and operators of heavy vehicles and bulk carriers have been able to renew their registration and pay fees and charges on the *Commission's* Web site. In addition to facilitating the renewal process, this new tool will speed up processing. The service has been successfully used by 2,337 people, i.e. 4.6% of the target population. The *Commission* also added to its site lists of carriers ranked by safety ratings following rating changes by the Commissioner. The site was also reviewed to ensure its compliance with the *Programme d'identification visuelle* and to make it more user-friendly. Finally, hyperlinks were added, where applicable, for direct, on-line access to the decisions explaining the safety ratings.

## List of On-Line E-Services:

### Informational E-Services:

- Information on the *Commission* and carrier services.
- Forms.
- Search tools.

### Interactional E-Services:

None.

### Transactional E-Services:

- Annual on-line update of information for 56,000 carriers registered with the Register of owners and operators of heavy vehicles.
- Annual on-line renewal and payment of fees for the 6,000 carriers registered with the *Registre du camionnage en vrac* (*ministère des Finances* payment solution).

### Projects:

On-line address change.

### Interdepartmental/Agency Project:

- *Ministère des Finances* payment solution for carriers registered with the *Registre du camionnage en vrac* (in progress)
- One-stop service point for carriers: Phase 2; to take advantage of existing services already offered, but from their home or business; collaboration with the *Conseil du trésor*, the IGIF, the *ministère du Revenu* (expected due date: Winter 2004); collaboration with the *Démarrez votre entreprise* portal.

## Expenditures:

<b>Appropriations Allocated to E-Services:</b>	Site maintenance:	\$17,000
	- Development (internal and external resources):	\$5,000 for site development
	On-line address change service:	\$50,000 for its implementation
	Register of owners and operators of heavy vehicles:	\$3,600 for hosting
		\$2,600 for maintenance
	One-stop service point for carriers:	\$120,000 (CTQ disbursements)
	Others:	\$50,000
	Total:	\$229,200

# Commission de toponymie

Web Site Administered: <http://www.toponymie.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### 4.1.5. The Web Site: New Web Entries on the Origin of Place Names:

#### Objectives:

- To translate information on the Toponymy *Commission's* Web site into English and Spanish.  
Results: 100% of the objective achieved.  
Comments: Members of the general public using an English- or Spanish-language search engine can easily access the Toponymy *Commission's* Web site, opening up the *Commission's* expertise to a new audience.
- To present 30,000 new entries on the origin of the meaning of place names. Objective for 2002-2003: 10,000.

Results: 11,544 new Web entries (115% of the objective). Over the first two years of the 2001-2004 Strategic plan, the *Commission* posted 25,533 entries on the origin of the meaning of place names on its Web site, i.e., 85.11% of the objective to be reached by April 2004.

Comments: A large proportion of the people who visit the *Commission's* Web site are interested in the origin and meaning of place names. This clientele can currently access this type of information for 48,000 topographic features and roads, i.e., nearly 20% of all toponymic entries on the Web.

### 4.2.5. Availability on the Web Site:

Commitment: To make the information on the Web site available at all times, update it regularly and offer a help service for users during business hours.

Results: TOPOS, the database of place names, was accessible 93.5% of the time, down slightly from last year (97.9%).

Comments: The slight decrease in the accessibility of the *Commission's* Web site can be attributed to the incompatibility of the electronic map files associated with the Topos on-line search engine and the new host server. The situation should return to normal with the installation of a new electronic background map in 2003-2004. It should be noted that during business hours, users can easily contact the *Commission* (by e-mail, telephone or fax) for help with the Web site in general and the search engine for the place name database in particular. Finally, the site of the francophone division of UNGEGN has already been updated following the UN meeting in Berlin in August and September 2003 (see section 4.3.11).

## List of On-Line E-Services:

### Informational E-Services:

Database of official Québec place names (search engine); definition of place names, statement of political toponymy, explanation of naming procedures.

### Interactive E-Services:

Proposal form for naming a topographic feature.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

Improve the background map used to position places searched for by the public on the screen, based on place names (in the short term, via an agreement with the *Photocartotheque québécoise* - the airphoto library of Québec).

## Expenditures:

### Appropriations Allocated to E-Services:

Site managed internally .  
Estimate for internal management: \$12,700 per year.

# Commission d'évaluation de l'enseignement collégial (CEEC)

Web Site Administered: <http://www.ceec.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Informational Resources

In 2001-2002, the *Commission* worked to improve its computer network by completing the migration (initiated the previous year) to Microsoft products. In addition, the *Commission* redesigned its Web site, as per government standards under the *Programme d'identification visuelle* (\$12,300). Over the year, computer consultants were hired (\$19,752), and updated versions and user rights for a number of software applications were purchased (\$7,853) (p. 32).

### Communications

Over the year, the president of the *Commission* accepted interview requests from journalists (print and electronic media). The *Commission* also posted the results of each evaluation on its Web site. There are currently 1,120 reports on institutions, as well as all of the *Commission's* other official documents (p. 34-35).

## List of On-Line E-Services:

### Informational E-Services:

Mainly to distribute information

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

Intranet.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:** \$12,300 to manage the site.



# Commission municipale (CMQ)

Web Site Administered: <http://www.cmq.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Objectives: Web site and communication policy

The *Commission* updated its Web site and assigned an employee to coordinate future updates. Moreover, several steps were taken to distribute the Web address both internally and externally, and a counter was installed on the site to constantly monitor the number of visits.

The following table shows the number of visitors to the Web page since its creation.

### NUMBER OF VISITORS TO THE CMQ WEB SITE:

October 1, 2001 to March 31, 2002:	3,106
April 1, 2002 to March 31, 2003:	10,741
TOTAL:	13,847

## List of On-Line E-Services:

### Informational E-Services:

Tax exemption application form.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:** Updates done internally.  
Total spent since the site's creation (2000-2001): \$9,550 (construction, updates and hosting).

# Conseil permanent de la jeunesse (CPJ)

Web Site Administered: <http://www.cpj.gouv.qc.ca>

---

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

No management report for 2002-2003.

## List of On-Line E-Services:

### Informational E-Services:

- All the *Conseil's* publications are posted on-line (notices, memos, newsletters).
- Directory of organizations.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

Two discussion groups (one for the public and the other for *Conseil* members) are currently in preparation.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Web site maintenance and development: \$2,000-4,000 per year. Basic updates are done internally. More substantial update are done by an external firm.

# Conseil supérieur de la langue française (CSLF)

Web Site Administered: <http://www.csjf.gouv.qc.ca>

---

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

Information about awards offered by the *Conseil* and about the organization

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

Currently renovating the site.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Site construction: \$10,000 (1996-97).  
Maintenance and updates: \$39,000 (1997-2003).

# Conseil supérieur de l'éducation (CSE)

Web Site Administered: <http://www.cse.gouv.qc.ca>

---

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### 2.2 Promote the *Conseil's* Work:

The *Conseil* is making public most of its work through publications (available in print or on the Web site), promotions and its newsletter, Panorama.

## List of On-Line E-Services:

### Informational E-Services:

- Information about the organization.
- Notices and annual reports.
- Document downloads (users must first fill out a brief identification questionnaire before using this service).

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

- Renovate the site
- Develop an extranet for members of the *Conseil* and its commissions

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Management done by in-house staff.  
Management, updates and hosting: \$4,400 (costs for 2002-2003).

# Corporation d'hébergement du Québec (CHQ)

Web Site Administered: <http://www.chq.gouv.qc.ca>

---

## E-Service Objectives:

To make available documents and detailed information that meet the specific needs of network and corporate stakeholders and provide the most relevant information on the Corporation's activities and operations.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information on the Corporation and its services; information on funding, housing stock, etc.
- *Système d'information de gestion des actifs du réseau de la santé et des services sociaux (SIGARSSS)* (reserved for users).

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

On-line rent report for healthcare network institutions, tenants of the SHQ: loan and line of credit applications, and statements (under evaluation)

### Interdepartmental/Agency Project:

Extranet with partners. This section gives our partners secure access so that they can obtain their own financial or administrative documents issued by the CHQ. Access is currently limited to healthcare network partners, i.e., institutions, regional boards and the Department.

## Expenditures:

### Appropriations Allocated to E-Services:

Production cost for the site: \$29,350  
Update done internally.  
Development: \$8,000 for 2002-2005.

# Curateur publique du Québec

Web Site Administered: <http://www.curateur.gouv.qc.ca>

## E-Service Objectives:

To maximize the use of electronic exchanges and promote transactional services wherever possible.

## 2002-2003 Management Report Highlights of E-Services:

### 4.3 INTERNET COMMUNICATIONS:

External communications primarily target users and collaborators for all services that require their direct application to carry out the missions of the Public Curator. The latter respects government guidelines by offering citizens several access routes.

#### Objective:

By April 2002, post on the Internet all Public Curator forms intended for the public, legal representatives and professionals.

By April 2004, ensure that the forms most frequently used by the public, legal representatives and other professionals can be filled out on-screen and sent electronically to the Public Curator.

#### Results:

As of March 31, 2003, 16 of the 34 forms offered to the public were available on the Public Curator's Web site. They include the French and English versions of the five forms related to the register of property under provisional administration, as well as the three forms related to guardians, curators and proxies. Moreover, eight other forms are available on the Internet for partners in the healthcare network to facilitate communications with the Public Curator. Starting in 2003-2004, the Public Curator plans to make some of these forms interactive. However, we must wait for the end of the reform to begin the third step, which involves their electronic return (p. 50).

## List of On-Line E-Services:

### Informational E-Services:

- Specialized information or information intended for the health and social services network.
- Downloading of the form.

### Interactive E-Services:

- Electronic subscription to the Le Point Bulletin.
- Consultation of on-line registers: guardianship, or minors under supervision, guardianship and curatorship of persons of majority age, certified proxy signed by a person in the event of disability, and unclaimed property under provisional administration of the Public Curator.

### Transactional E-Services:

None.

### Projects:

Enable guardians and private curators to fill out their reports and send them electronically. The same will apply for health and social services professionals and for claiming property entered in the register.

### Interdepartmental/Agency Project:

Use of the SQAG project for identification in order to access medical information.

## Expenditures:

### Appropriations Allocated to E-Services:

Internet hosting and site management: \$75,000 per year.

# Directeur général des élections (DGEQ)

Web Site Administered: <http://www.electionsquebec.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### The Modernization of Management and New Technologies :

- Upgrade of computer systems.
- Development of new computer applications to produce financial reports and electoral spending reports for parties and candidates.

## List of On-Line E-Services:

### Informational E-Services:

Information on registration of the electoral laws and the mission of the Chief Electoral Officer.

### Interactive E-Services:

Search engine, riding location module, searchable data on donors to political parties, discussion groups, search feature for returning offices and polling stations, on-line results, search feature for donors, search feature for school boards.

### Transactional E-Services:

None.

### Projects:

New site to facilitate customized management (CMS software).

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Management: \$154,000  
Cost of developing the new site: \$228,000

# Fonds de recherche en santé (FRSQ)

Web Site Administered: <http://www.frsq.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Once the communication tools have been implemented, including the new Web site, which is more user-friendly and targets a larger audience, the 2003 plan will focus on more strategic objectives (p. 7).

## List of On-Line E-Services:

### Informational E-Services:

- General information on the agency, publications, news and press releases.
- Information on major files.
- Information on major infrastructure supported (centres, networks).

### Interactive E-Services:

Register of centres: enables the FRSQ, CHQ and MSSS (shortly) to conduct all the analyses needed to make good decisions, based on the same source of integrated information; data validated and updated regularly.

### Transactional E-Services:

Funding applications on-line accept or refuse funding, endorse or approve an application, update a file, evaluate the applications, etc. (secure transactions using a PIN and password - Cantor system)

### Projects:

- Complete renovation of the Web site (underway) based on a per-audience approach: restructuring of the funding section, targeted electronic bulletins, dissemination of information to the scientific community, targeted information for the public, partners, students and media (phase 1 should begin in early 2004).
- Give the MSSS access to the register of equipment at research centres.
- With the MSSS and the CHQ, develop a segment on research locations.

### Interdepartmental/Agency Project:

- The transactional functions were developed in conjunction with the FQRNT and the FQRSC
- Collaboration with the NSSS and the *Réseau universitaires intégrés de la santé* to develop a register of equipment at all hospitals in Québec (project).
- Compare the register of centres with the SIRU data base (information system on university research). This will enable research centres to electronically transfer the same information to the FRSQ and the universities in a single step (project).

## Expenditures:

### Appropriations Allocated to E-Services:

Development of the new site (2004): \$60,000  
(with the help of internal and external resources).



# Fonds québécois de recherche sur la nature et les technologies

## Fonds québécois de recherche sur la société et la culture

### Web Site Administered:

<http://www.nateq.gouv.qc.ca>  
<http://www.fqrsc.gouv.qc.ca>

### E-Service Objectives:

None specified.

### 2002-2003 Management Report Highlights of E-Services:

#### Information Resources (FQRNT):

The *Fonds Nature et Technologies* continued its efforts in 2002-2003 to consolidate its assets and develop e-service delivery tools. Discussions took place at an accelerated pace between the parties involved in order to adopt a common Canada-wide CV. The *Fonds* allocated the equivalent of 0.5 FTE to developing the content of the Canadian CV; implementation is scheduled for July 2003. In collaboration with other Québec research funds and in compliance with the MFER's research mission, the sustained contribution of the *Fonds* also led to the development of a new nature classification system that more adequately considers research activities in the university and hospital sectors. This classification system is presented in the Canadian CV as a pilot project. The *Fonds* also took the necessary measures to provide university finance departments with a tool on the extranet to facilitate the transfer and quick procurement of information.

### List of On-Line E-Services:

#### Informational E-Services:

- Information on research funds, scholarship and research assistance programs.
- List of scholarship recipients.

#### Interactive E-Services:

Directory of Québec research.

#### Transactional E-Services:

- Registration of the on-line CV.
- On-line applications for scholarships and research funding.
- Changes to personal files.

#### Projects:

- Create a window on the homepage for posting researchers' discoveries.
- Prepare an English summary of information on the site.
- Develop two sub-headings: projects in progress and Strategic Groups.

#### Interdepartmental/Agency Project:

- The CANTOR system is a common system for funds that helps them manage CVs and applications for scholarships and grants.
- Share the CV with Canadian partners.

### Expenditures:

**Appropriations Allocated to E-Services:**  
years:

**Stable annual development and maintenance costs:**  
FQRNT: \$594,678

**Investment over the past three years:**  
FQRNT: \$590,334

# Héma-Québec

Web Site Administered: <http://www.hema-quebec.qc.ca>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Regarding the electronic dissemination of information, note that every year, thousands of updates and additions are made to the *Héma-Québec* Web site. On average, some 6,500 users visit the site every month. Of this number, some 100 requests for information are received monthly by e-mail (p. 17).

## List of On-Line E-Services:

### Informational E-Services:

- Information on blood donations in the province
- Daily update of the site according to needs and available resources (blood drive schedule)

### Interactional E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

The appropriations are included in the overall communications budget. Site management is done internally by communications professionals.

# Hydro-Québec

Web Site Administered: <http://www.hydroquebec.com/fr/index.html>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Increased number of clients receiving and/or paying their Hydro bill by Internet, from 25,500 in 2001 to 53,500 in 2002.  
Increased volume of information on the *Hydro-Québec* Web site and more transactions possible.  
The site was visited more than 2 million times in 2002 (p. 15).

## List of On-Line E-Services:

### Informational E-Services:

- Information on electricity consumption, safety, the environment, construction projects, installations.
- Dissemination of corporate documents (annual reports, strategic plans, etc.).

### Interactive E-Services:

#### Municipalities :

Information in the event of an emergency: number of clients without electricity; time before service is restored.

### Transactional E-Services:

#### Residential customers:

- On-line billing and payment.
- Consumption profile.
- Meter reading card.
- Change of address.
- Registration for equalized payments.
- Registration for authorized payments.

#### Business customers:

- Grouping of accounts.
- On-line billing and payment.
- Remote meter reading.

#### The public:

- Job offers and on-line applications.

#### Partners and suppliers:

- Follow-up of requests for master electricians.
- On-line calls for tenders.

### Projects:

- Home diagnostic (Energy Wise) (2004).
- Diagnostic - small service companies (2004).

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Internal and external management.  
Annual budget allocated to external firms: \$550,000.

# Innovatech

**Web Site Administered:** <http://www.innovatech-regions.qc.ca>  
<http://www.innovatech.qc.ca/INTRO.html>  
<http://www.isq.qc.ca/>  
<http://www.innovatechquebec.com/www/index.html>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information on the mandates, the target population, the area served and the *Société's* investment activities.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures

### Appropriations Allocated to E-Services:

In 2003, the operating budget was \$25,000.

# Inspecteur général des institutions financières (IGIF)

Web Site Administered: [http://www.igif.gouv.qc.ca/accueil\\_igif1.htm](http://www.igif.gouv.qc.ca/accueil_igif1.htm)

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### The Dissemination of Information:

Via the Internet, the IGIF provides access to information on its activities and consultation of the *Registre des entreprises du Québec*. Table 3, shows a 44% increase in consultations of the register compared with last year, i.e., 4,440,021 consultations in 2001-2002 vs. 6,393,051 in 2002-2003 (p. 19).

### Forms Available on the Internet:

For the financial institution sector, as of March 31, 2003, 66% of the forms for trust companies and savings companies and 83% of the forms for insurers were available on-line. For financial service cooperatives, since IGIF has a direct link with the *Mouvement Desjardins*, several data required to monitor the institutions are collected electronically, thus avoiding the use of forms by clientele. For the corporate sector, in December 2002, the IGIF made all 37 of its on-line forms for legal persons and other companies (sole proprietorships, partnerships, associations and groups) interactive (i.e., can be filled out directly on-screen) in the aim of increasing access to services offered, such as the incorporation of legal persons and the registration of companies. The IGIF also implemented a print function for name search reports in order to speed up service. In 2002-2003, consultations of the *Registre des entreprises du Québec* increased 44% compared with the previous year, with the IGIF recording 6,393,051 consultations last year vs. 4,440,211 consultations in 2001-2002 (p. 26).

### Information and Technological Resources:

During the 2002-2003 fiscal year, the IGIF allocated significant resources to modernizing its computer systems and increasing the security of its technological infrastructure, so as to offer its clientele more reliable, high-performance, secure services. It is continuing its investments in this regard, ensuring the upgrading of its computer assets. In December 2002, in conjunction with the *Direction des entreprises*, the *Direction des ressources informationnelles* also began upgrading the administrative design of the project to modernize the *Registre des entreprises du Québec*. The IGIF had proposed an administrative design in 2001, which enabled it to create a business plan and map out the major guidelines for its work, systems and technologies, while ensuring coherence with government guidelines and projects, such as the modernization of public administration, the business start-up kit project, regulatory simplification, the government information highway, interdepartmental partnerships, and the Act to establish a legal framework for information technology. Following the tabling of the administrative design, various factors, including changes in the technological and software solutions and the legal framework (electronic signature), were deemed sufficiently important to justify upgrading the administrative design. It was agreed to maintain the objective to develop modern methods for the IGIF to deliver e-services. Accordingly, the electronic methods currently available will be broadened and Internet portals created to enable improved access for clientele. This upgrading of the administrative design, still in progress, will be completed in June 2003 and followed by a procedure to launch the selected solution. Regarding the monitoring and control of financial institutions, the DRI specifically implemented a new document management software, as well as transactional forms on annual disclosure for trust and savings companies (p. 34).

## List of On-Line E-Services:

### Informational E-Services:

- Dissemination of the list of companies struck off.
- Consultation of the *Registre des entreprises du Québec*, the *Registre des autorités publiques*, and the *Fichier central des entreprises*.
- Downloadable forms (interactive) for the *Direction des entreprises*.
- Dissemination of data files from the *Registre des entreprises du Québec* (for user D/A of the NEQ).

### Interactive E-Services:

Clients can print the name search reports.

### Transactional E-Services:

E-filing of companies' annual statements.

### Projects:

- Implementation of the IGIF's new Web site, taking into account the new *Registraire des entreprises* (in its final phase, it will host all electronic interactions with its clientele).
- Posting of electronic forms (further to a reengineering process, which will decrease the number of forms from 44 to 28).
- Project to modernize registers and systems to make them completely Internet accessible; implementation of transactional forms for companies, new name search engine, automation and digitization function at high and low volumes of correspondence, automatic communications function, process management (client files, employee management, agendas and assignments, follow-up of administrative procedures), dissemination to partners of register files updated in real time, all on-line transactions with electronic signature (2004-2007).

### Interdepartmental/Agency Project:

None specified.

## Expenditures

### Appropriations Allocated to E-Services:

Site managed internally	
Total cost of maintaining the Web site (2002-2003):	\$325,625
• Software and training:	\$10,400
• Hardware:	\$6,700
• Links and telecommunications:	\$7,000
• Maintenance and development:	861.5 person-days
• Hardware:	\$6,700
• Links and telecommunications:	\$7,000
• Maintenance and development:	861.5 person-days

# Institut de la statistique du Québec (ISQ)

Web Site Administered: <http://www.stat.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

All *Institut* publications are sold through the *Publications du Québec* distribution network. However, almost all of its publications are available free of charge on its Web site in downloadable format. In fact, the Internet is the *Institut's* preferred distribution method. Accordingly, on its Web site, it has continued to offer the general public, a multitude of statistical charts free of charge in all fields covered by its mission. In certain cases, the Internet is even the exclusive distribution method, i.e., for numerous data on culture and communications. The distribution of statistical information on the *Institut's* Web site has increased in popularity, with the number of hits per month increasing from just over 45,000 in 2001-2002 to almost 58,000 in 2002-2003, i.e. an increase of 29%. Moreover, in 2002-2003, the *Institut* renovated its Web site to adapt to the structure of the Databank of Official Statistics on Québec and to comply with new government standards on visual identification. (...) Technologically, the *Institut* has done promising work to enable researchers to securely and remotely access data from its surveys. A pilot project was implemented and discussions held on this topic with researchers at an Ontario university (p. 21).

## List of On-Line E-Services:

### Informational E-Services:

#### General public:

- Launch of an educational youth sub-site.

#### Representative of the database for investors and promoters (Horace):

- Maintenance and development of promotional windows on Québec.

### Interactive E-Services:

- Database on films.
- Database on Québec's geographic code.
- Directory of industrial R&D.
- Databank of Official Statistics on Québec.
- On-line ordering of publications (payment method is not integrated).
- Pilot project on remote access to the Institut's research data: researchers can now access the data via the Internet from the *Centre d'accès aux données de*

*recherche* of the *Institut de la statistique du Québec*, pursuant to the policy on the use of survey microdata files and within a secure technological environment.

#### Representative of the database for investors and promoters (Horace):

- Data warehouse that supports the activities of players in Québec's economic development: users can create their own queries and keep them in a personal profile.

### Transactional E-Services:

None.

### Projects:

None specified

### Interdepartmental/Agency Project:

- Project Horace (see above for description).
- Databank of Official Statistics on Québec: the *Institut* is the government's representative. The project is supported by the interdepartmental partnership fund. The Databank will be updated by the *Institut* and the 22 partner departments and agencies (central distribution point). Internet users can create their own user profiles, save specific queries and stay informed through regular updates (launched in November 2003).

## Expenditures:

### Appropriations Allocated to E-Services:

Site creation costs (1999):	\$70,000
Annual site maintenance and updating:	\$160,000
Horace (partnership): Institut's contribution:	\$120,000
Databank of Official Statistics on Québec:	\$4,700,000 over 3 years,
\$2,300,000 of which comes from the Fonds d'incitation au partenariat (including contracts totaling \$2 million granted to outside firms)	
Annual maintenance and updating costs: under evaluation.	
Pilot project for remote access to the Institut's research data: (implemented by internal resources in October 2003).	\$25,000

# Institut de tourisme et d'hôtellerie (ITHQ)

Web Site Administered: <http://www.ithq.qc.ca>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

No management report found.

## List of On-Line E-Services:

### Informational E-Services:

Downloading of registration forms.

### Interactive E-Services:

None.

### Transactional E-Services:

DECCLIC platform: enables professors and students to use the Internet to communicate for certain courses (forums, chat, e-mail, on-line documents and personal sites).

### Projects:

- Establish secure on-line payment and registration for certain projects.
- Procedures to activate various Internet transactions for students: schedules, grades, re-registration, update of students' files.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Annual costs: \$15,000.  
Internal management.  
External software hosting and development.

# Institut national de santé publique (INSPQ)

Web Site Administered: <http://www.inspq.qc.ca/>

## E-Service Objectives:

The Web site must support the INSPQ's mission of information, training, research and international cooperation by making available all reports by its experts and all information that characterizes the INSPQ in order to convey a credible image, enhance its reputation, and become an essential reference tool for target clientele.

## 2002-2003 Management Report Highlights of E-Services:

Much effort has been made to implement strategies and external communication methods. At the end of 2001-2002, the *Institut* launched the newsletter *Les Résonances de l'Institut*. This electronic newsletter aims to inform the *Institut's* clientele and partners about its files, publications and current/upcoming events, while drawing a link with additional information on the Web site. Between the 1st and 15th of each month, the newsletter is sent out to 415 *Institut* resource persons, as well as 630 outside subscribers. Since the newsletter was first launched, its number of subscribers has doubled—most are within the Québec healthcare network, but also in Europe and Africa.

Much work has been done to review and improve the Institut's Web site. The new version was launched in May 2003. The number of hits per month more than doubled in the past year, from 60,000 to just over 123,000. This success is partly due to *Les Résonances de l'Institut*, which encourages subscribers to visit the site for more information. Moreover, the content is constantly being improved. For example, 73 *Institut* publications were posted on the site, compared with 54 last year (p. 32).

## List of On-Line E-Services:

### Informational E-Services:

- Information on the agency.
- Publications.
- Job offers, list of events.
- Special files on the latest public health topics.
- Other information on individual and community development, lifestyle and chronic diseases, toxicological environment, infectious diseases, occupational health, laboratory and screening services, support for policies, guidelines and programs.
- Media centre: whom to contact for an interview.

### Interactive E-Services:

- Events: list of current/upcoming events via a search tool, as well as the possibility for the user to suggest an event on-line.
- Database of publications with search tool and possibility of downloading most publications.
- Personnel directory with search tool.
- Sale of materials on-line (on-line orders, but not payment).

### Transactional E-Services:

Sending of test results under the *Programme de comparaison interlaboratoires*: laboratories registered with the *Programme du Centre de toxicologie* can send their results via the Web site.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:** Salary of a research officer/Webmaster (internal site management)  
Implementation of a new Web site (May 2003): \$12,000.



# Investissement Québec

Web Site Administered: <http://www.invest-quebec.com/fr/accueil.htm>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information for Québec and foreign investors, presentation of financial products according to needs.
- Downloading of forms (interactive).

### Interactional E-Services:

Access and subscription to information/sectorial documents and the schedule of events.

### Transactional E-Services:

None.

### Projects:

Site reengineering project to transform corporate services in order to make them as transactional and integrated as possible.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Annual budget of approximately \$250,000 for site development and updates (over the past three years).  
Outsourced to external firms.

# La financière agricole

Web Site Administered: <http://www.financiereagricole.qc.ca/default800.html>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information on products and services, and ways to interact with the agency.
- Forms.
- Publications (guidelines, annual reports, brochures, information guides, etc.).

### Interactive E-Services:

The agency sends several computerized documents in a secure manner to its various clientele: data on slaughtering, monitoring of steer breeding, number of animal sales transactions, payment deposit for farmers, follow-up data on loans granted by financial institutions.

### Transactional E-Services:

#### All via a secure channel:

- Funding applications from farmers.
- Access to insurance files (enables clients to consult their contracts and report their insured volumes).
- Transfer of financial data (enables clients to send the data necessary for program administration via their accountants).

### Projects:

- Consultation by insured farmers of their farm plan (2004).
- Communication of debt transfers by financial institutions (2004).

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Development and maintenance by internal resources (three people and one employee from the communications department).

# Loto-Québec

**Web Site Administered:** <http://www.loto-quebec.com>  
<http://www.pari-sportif.loto-quebec.com>  
<http://www.casino-de-montreal.com>  
<http://www.hiltonlacleamy.com>  
<http://www.loterie-video.qc.ca>

<http://www.loteries.loto-quebec.com>  
<http://www.societe-des-casinos.com>  
<http://www.casino-du-lac-leamy.com>  
<http://www.casino-de-charlevoix.com>  
<http://www.ingenio-quebec.com>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### A COMPLETE RENOVATION OF THE WEB SITES :

Begun in spring 2001, the renovation of the Web sites of *Loto-Québec* and its subsidiaries is now complete. The result of close collaboration between the Communications and Publics Affairs, Information Technologies and Corporate Security divisions, the project added to the content, increased hyperlinks and ensured optimal integration of the various sites of the Corporation and its subsidiaries. Now numbering 11, these sites reflect *Loto-Québec's* diverse activities. The *Loto-Québec* portal is one of the most visited Web sites in Québec. The lottery results alone generate 1.2 million hits every month. *Loto-Québec* must be able to count on high-performance information technologies that adequately meet its needs and those of its subsidiaries. Its competent, specialized personnel ensure that the corporation has reliable operating systems and make judicious computer choices (p. 30).

## List of On-Line E-Services:

### Informational E-Services:

**Loto-Québec:**

- Data on the socio-organizational profile of the Corporation, its social commitment, requests for proposals, job offers, and data on pathological gambling.
- Information on video lottery terminals, instant lotteries, televised lotteries, special editions, etc.

**Société des loteries vidéo du Québec:**

General company profile.

**The Casino site:**

General information on the three casinos (games, restaurants, packages, etc.).

**Société des bingos du Québec:**

Information on bingo activities, partners, etc.

**Ingenio:**

### Interactional E-Services:

Occasional sending of a hyperlink to people interested in the *Cabaret du Casino de Montréal* calendar of events.

### Transactional E-Services:

**Ingenio :**

The site includes a private and secure area accessible only to lottery corporations outside of Québec which present a business opportunity.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:**

Maintenance and development of Web site: \$852,300 (2003-2004).  
Internal management.  
External hosting: \$193,000.

# Ministère de la Culture et des Communications (MCC)

**Web Site Administered:** <http://www.mcc.gouv.qc.ca> (Department site)  
<http://www.ang.gouv.qc.ca> (Archives nationales du Québec)  
<http://www.bnquebec.ca> (see data sheet on the Bibliothèque nationale du Québec for more information)  
<http://www.telequebec.qc.ca> (see data sheet on Télé-Québec for more information)

## E-Service Objectives:

In developing its 2001-2004 information resources master plan, the Department had already set several objectives in terms of delivery of e-services. One of the priorities was financial assistance services to be made gradually accessible as an e-service (DIAPASON project). There was also the matter of simplified access for clients to services offered by the Department via an integrated virtual one-stop service point (MCC Web Services project). Among other things, DIAPASON involves the management of the granting of financial assistance and the implementation of a client-partner database.

Simultaneous with this specific measure, the MCC is also overseeing other modernization projects, including a redesign of the *Système d'aide à la gestion intégrée du Conservatoire* (SAGIC) and the Department portal (MCC Web Services), which is currently the subject of a feasibility study. Where applicable, this project, which mainly aims to confirm certain guidelines on the use of the Web as a service delivery tool, will improve the MCC's e-administration.

## 2002-2003 Management Report Highlights of E-Services:

- DIAPASON Project, which aims to improve services to clientele likely to benefit from financial assistance: continuation of work to restructure financial assistance programs.
- SAGIC Project, which aims to offer certain on-line services directly to the clientele of the conservatories and to redesign management administration systems: approval of the administrative design.
- MCC Web Services Project, which aims to define the Department's portal in order to oversee the delivery of e-services to the clientele: start of a feasibility study, which will continue in 2003-2004.

## List of On-Line E-Services:

### Informational E-Services:

#### Department Site:

- Information on programs and services, various headings (events, books, festivals, etc.).
- News on culture and communications.
- Search tool.
- Publications (some downloadable).

#### Archives nationale du Québec Site:

- On-line search tool, numerous databases, general information on the Québec archive.
- Possibility of downloading forms.

### Interactional E-Services:

On-line forms for programs and certain services.

### Transactional E-Services:

None.

### Projects:

- Development of the *Système d'aide à la gestion intégrée du Conservatoire* (management of professional training service): specifically to eventually enable students to submit admission applications and consult their file on-line.
- Computerization of the financial assistance management system: specifically to enable clientele to submit their applications and monitor their status on-line.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Development of the <i>Système d'aide à la gestion intégrée du Conservatoire</i> (SAGIC) and development of a portion of the clientele-partner database (portion of the DIAPASON project for management of the granting of financial assistance):	\$730,900
(budgeted for 2003-2004).	
Feasibility study under the MCC Web services project:	\$105,960
(budgeted for 2003-2004).	

# Ministère de l'Agriculture, des Pêcheries et de l'Alimentation (MAPAQ)

**Web Site Administered:** www.agr.gouv.qc.ca (department site)  
www.ita.qc.ca (Institut de technologies agroalimentaires)  
www.carrefouralimentaire.com (Carrefour alimentaire du Québec)

## E-Service Objectives:

### Our e-business vision specifies the general guidelines of our P&S:

- Citizen- and clientele-oriented services.
- Secure and reliable services.
- High-quality services.
- Integrated, optimized, high-performance services adapted to our clientele.
- Beneficial services.

### Further to these general guidelines, our e-business vision consists of three major business guidelines:

- Improve the quality of services to citizens.
- Optimize performance by the State and its agencies.
- Contribute to the development of Québec society, according to the government's four missions, i.e., health, knowledge, prosperity and security.

## 2002-2003 Management Report Highlights of E-Services:

- For the entire Department, assessment of clientele satisfaction is very good with over 95% of clients satisfied or very satisfied with most items assessed.
- According to the survey, the items to be improved include: Information available on access to services (dissatisfaction rate of 7%).

## List of On-Line E-Services:

### Informational E-Services:

#### Department site:

- Numerous information headings.
- On-line forms (71).

#### Carrefour alimentaire du Québec:

- International commercial site with numerous headings and databases on Québec products (arranged by product or region) Institut de technologies agroalimentaires.
- Information on study programs, international collaboration, student services, etc.

### Interactive E-Services:

None.

### Transactional E-Services:

#### Department site:

On-line payment for renewal of food establishment licenses, specifically restaurants.

### Projects:

- Financial support and management information system: for farmers, fishers and other clientele, such as researchers, on-line access to their files and possibility of updates, on-line grant applications and follow-up. Veterinarians can request on-line refunds and consult the summary of their interventions with farmers.
- Program to analyze Québec beef herds: access for farmers to technical information on their herds, management by identification of genetically superior or high-performance cattle.
- Renovation of the Web site: a single Department site presenting services according to clientele and giving access to transactional application.
- Several projects to create databases in the fishing and aquaculture sectors, agrifood sector, etc.
- Creation of an integrated file for each of the Department's clients using a single identifier.
- Epidemiological management (inspection tracking and assistance system to avoid massive slaughtering in the event of a disease).
- E-learning program.
- Electronic license management for the fishing and aquaculture sectors.

### Interdepartmental/Agency Project:

*Démarrez votre entreprise* portal (posting of seven administrative formalities), in progress.

## Expenditures:

### Appropriations Allocated to E-Services:

#### Renovation of the new Web site:

- Architecture and impact study (2003-2004): \$265,000
- Implementation : - 2003-2004: \$365,000  
- 2004-2005: \$775,000
- Maintenance and development of the current site managed internally by Webmasters: 10.5 FTE in total.
- Maintenance costs for the new site: \$913,000 per year, including resources, software and hardware upgrades.

# Ministère de la Justice (MJQ)

<b>Web Site Administered:</b>	<a href="http://www.justice.gouv.qc.ca">http://www.justice.gouv.qc.ca</a>	(Department site)
	<a href="http://www.amendes.qc.ca">http://www.amendes.qc.ca</a>	(Bureau des infractions et amendes)
	<a href="http://www.rdprm.gouv.qc.ca">http://www.rdprm.gouv.qc.ca</a>	(Registre des droits personnels et réels mobiliers)
	<a href="http://www.lobby.gouv.qc.ca">http://www.lobby.gouv.qc.ca</a>	(Registre des lobbyistes)
	<a href="http://www.infocles.justice.gouv.qc.ca">http://www.infocles.justice.gouv.qc.ca</a>	(Service de gestion de clés et certificats)

## E-Service Objectives:

All applicable services to go on-line by 2004.

## 2002-2003 Management Report Highlights of E-Services:

- Information documents and content on the Web site: according to the annual report, this goal was reached in 2002-2003.
- RDPRM: the report concludes that electronic access to the register was 99.9% respected according to the timeline, and that generally, access to the register was maintained at 100%.

## List of On-Line E-Services:

### Informational E-Services:

#### Department Site:

Information on the Department, policies, searches by subject, downloadable documents and forms, links to sites of interest.

### Interactional E-Services:

None.

### Transactional E-Services:

#### **Bureau des infractions et amendes:**

On-line ticket payment.

#### **Registre des droits personnels et réels mobiliers (RPMRR):**

On-line registration and consultation of the register; secure on-line payments; use of a public key infrastructure (PKI) to send requests for registration electronically; in order to ensure the integrity, completeness and confidentiality of the information being sent, the authentication of the sender as well as non-repudiation (by electronic signature).

#### **Registre des lobbyistes:**

Registration and on-line consultation of the register; contextual on-line help; use of PKI to send requests for registration electronically; in order to ensure the integrity, completeness and confidentiality of the information being sent, the authentication of the sender as well as non-repudiation (by electronic signature).

#### **Service de gestion de clé et certificats:**

Creation of keys and certificates for those interested in using government services requiring a PKI.

### Projects:

#### **Bureau des infractions et amendes:**

On-line payment of fines at [amendes.qc.ca](http://amendes.qc.ca).

#### **Service de gestion de clé et certificats:**

On-line preparation and e-mailing of identity verification reports needed to issue keys and certificates, as well as the development of the on-line subscriber agreement.

### Interdepartmental/Agency Project:

**Système informatique de gestion des infractions et de la perception de amendes (SGIPA):** Secure exchange of information between the BIA and the D/A entrusted with processing tickets and complaint reports (SQ, SAAQ, CCQ, RBQ, MSP, etc.) and the prosecutors and partners (the Justice Department, deputy public prosecutors, bailiffs, financial institutions, the MSP, etc.) In progress. Deadline December 2005.

**PKI:** Issuing of certificates which allow the authentication of the servers of various partner departments and agencies to send confidential information to be saved in the Registre des sanctions (adolescents). In progress. Other partners will be added to secure confidential data on workstations and during sending of e-mail (prosecutors, judges, TAQ, SQ).

## Expenditures:

### Appropriations Allocated to E-Services:

<b>Department Site:</b>	\$31,890 (excluding salaries)
<b>Bureau des infractions et amendes:</b>	
Development costs:	\$39,800
Operating costs:	\$12,000
<b>Registre des droits personnels et réels mobiliers:</b>	
Maintenance costs:	\$4,106,000
<b>Registre des lobbyistes:</b>	
Development costs:	\$182,000
Maintenance costs:	\$296,600
<b>PKI:</b>	
Development costs:	\$56,500
Maintenance costs:	\$539,900

# Ministère de la Santé et des Services sociaux (MSSS)

Web Site Administered:

www.msss.qc.ca  
www.opinionsante.com

## E-Service Objectives:

- To considerably improve citizens' ability to make good healthcare decisions and to make informed individual and group choices about their health, the health of others, and the health and social services system.
- To reinforce the relationship between patients and professionals within the health and social services network.
- To improve accessibility to and the quality of health and social services, while increasing the efficiency of the system.

## 2002-2003 Management Report Highlights of E-Services:

### Objective 21.1: (p. 75)

Describes the work begun to design and develop a general portal featuring three components (informational, collaboration, transactional), for which initial implementation in 2003-2004 will consist in launching a public portal enabling citizens to increase their knowledge about a health or wellness topic

### Objective 21.2: (p. 76), emphasizes the gradual placing on-line of family medicine groups beginning in 2001-2002.

As at March 31, 2003, 17 FMGs had been accredited by the Minister, and the Department undertook to create the sites within 30 days of the accreditation. During 2002-2003, the computer applications to be deployed within FMGs were prioritized, i.e., the following four applications: Registration of FMG clientele with the RAMQ, results of laboratory analyses, identification of "vulnerable" clientele registered with *Info-Santé*, and transmission of the duty list of each FMG to *Info-Santé*. Moreover, a request for proposals was issued for a pharmacotherapy prescriber. The registration application has been available since fall 2002. The other applications will be tested in May 2003 and subsequently launched in the accredited FMGs.

### Objective 22.1: (p. 77), indicates that the Department is continuing deployment and upgrading of telehealth sites created in the health and social services network since the advent of the RTSS (fall 1998).

Projects in a wide variety of fields have been implemented at various sites across the province: Pediatric echocardiography, cardiology, speech language pathology, psychiatry, dermatology, dialysis, nuclear medicine duty department, telepathology and oncology, teleophthalmology, orthopedics and radiology. In 2002-2003, new projects were accepted by the Department, namely 14 regional teleradiology projects (PACS) one telepsychiatry project, two telerehabilitation projects, one telenephrology project, and the province-wide deployment of video-conferencing.

### Objective 23.2: (p. 79), anticipates the completion of development and deployment of the *Système d'information sur la gestion des listes d'attente* (SGAS). In fact, it was launched in April 2003 for tertiary cardiology services.

Before extending computerization of the SGAS to other sectors and all waiting lists, an evaluation will be conducted.

## List of On-Line E-Services:

### Informational E-Services:

Consultation of surgery waiting lists in hospitals.

### Interactive E-Services:

- Public consultation via [www.opinionsante.com](http://www.opinionsante.com) (the first consultation will take place by March 2004, followed by four consultations per year thereafter). People can also participate by telephone.
- Search tool to find a CLSC by postal code.
- Possibility of registering for the news service: subscribers notified by e-mail of new site features.

### Transactional E-Services:

None.

### Projects:

- Development of an intranet for the network: enable the Department to contact network personnel and provide them with information.
- Health portal project: may lead to a citizens', professionals' and business portal.
- CLSC search tool: improve the current search tool by including geomatic features and contact information for resources (pharmacies, clinics, etc.).
- Public health information program: integrated support program for managing health problems, including a paper information manual for each household, a Web database, and an improved *Info-Santé* line (single number and call centre for better service). Collaboration with network professionals so that all of them use the same work tools. Dissemination of content under specific themes.
- Dissemination of dynamic content: waiting lists in Emergency, waiting lists for surgery, etc.
- Telehealth program, appointments, consultation of e-files, etc.

### Interdepartmental/Agency Project:

MAPAQ project that aims to provide joint government information on GMOs via a Web site involving five D/A: MAPAQ, MENV, MRST, MSSS and OPC.

## Expenditures:

### Appropriations Allocated to E-Services:

- Site maintenance (including personnel salaries): \$163,250
- Development (including personnel salaries): \$220,000
- Creation of [www.allumelagang.com](http://www.allumelagang.com) in June 2003: \$122,500
- In progress:

[www.parlonsdrogue.com](http://www.parlonsdrogue.com): \$23,000  
[www.aimersansviolence.cim](http://www.aimersansviolence.cim): \$85,000  
[www.virusdunil.info](http://www.virusdunil.info): \$94,341

# Ministère de la Sécurité publique (MSP)

Web Site Administered: <http://www.msp.gouv.qc.ca/>

## E-Service Objectives:

To achieve a business architecture in 2004-2005 that specifies business needs in relation to the needs of users and partners, and thereby set P&S priorities.

## 2002-2003 Management Report Highlights of E-Services:

Participation at various colloquia or government meetings on improving services (including the delivery of e-services); participation in interdepartmental work sub-committees (creation of a guide on how to draw up a plan for improving services, and a glossary of terms used in the improvement of services and the Service Statement of Citizens).

## List of On-Line E-Services:

### Informational E-Services:

- Informational site using a client-specific approach, including a page for youths aged 8 to 12 .
- On-line forms related to the services.

### Interactive E-Services:

Management of fire reports.

### Transactional E-Services:

None.

### Projects:

- In development: making alcohol, racing and gambling permits transactional, in addition to forms for the Financial Aid Program for Disaster Victims.
- Potential for making transactional (however, not currently the focus of any tangible developments): refunds for disaster victims; links with the *Régie des alcools*; requests to the *Commission d'accès à l'information* (for example, a coroner's report).
- Development of an extranet site for our partners (for example, police forces) would be useful (could greatly reduce their paperwork).

### Interdepartmental/Agency Project:

- Very few possibilities given the sensitive nature of the data.
- Geomatics for use by the MRC and municipalities for public security purposes: is it used by the MAMSL? Once again, it seems to be held back by the royalties owed to the MRN.
- Internal Management System: those involved say that because municipalities are using these services, they should also be contributing financially.

## Expenditures:

Appropriations Allocated to E-Services: 2003-2004: \$1,160,900



# Ministère de l'Éducation (MEQ)

**Web Site Administered:** www.meq.gouv.qc.ca  
www.afe.gouv.qc.ca  
www.cofpe.gouv.qc.ca  
www.cpe.gouv.qc.ca  
www.cpn.gouv.qc.ca  
www.ceec.gouv.qc.ca  
www.cse.gouv.qc.ca

## E-Service Objectives:

The objective to continually improve services to citizens rests on work begun three years ago to thoroughly review work methods using information technologies to increase accessibility to services, reduce processing time and increase the efficiency of disseminating information using the Internet. This work led the Department to commit to major projects that will improve services:

- CONTACT – On-line applications for financial assistance and file follow-up.
- CHARLEMAGNE – Requests for transcripts and diplomas.
- EDM – Dissemination of Department data.
- Internet portal – Integrated access to services and dissemination of Department information according to a more needs-oriented approach.

## 2002-2003 Management Report Highlights of E-Services:

Several measures were successfully implemented in 2002-2003 to improve direct services to citizens: feasibility study to design an e-form for requesting copies of letters of certification for college studies.

## List of On-Line E-Services:

### Informational E-Services:

**Department Site** (including committees, commissions and boards):

Several information headings, possibility of downloading documents and publications, access to directories for resources, courses, search engines, etc.

**Student Financial Assistance Site:**

The site also provides access to Student Financial Assistance forms, publications, general information and administrative documents

### Interactional E-Services:

**Department Site** (including committees, commissions and boards):

- Possibility of obtaining transcripts or copies of diplomas.
- On-line requests for information or documentation.

**Student Financial Assistance Site:**

- On-line applications for financial assistance (full-time and part-time) .
- Students can consult their files on-line.

### Transactional E-Services:

**Department site** (including committees, commissions and boards):

- Requests for transcripts and high school diplomas.
- On-line requests for copies of diplomas of college studies.
- For teaching institutions: reserved access documents and additions to the Department's data collection system.

**Student Financial Assistance Site:**

- On-line applications for financial assistance (full-time and part-time).
- Students can consult their files on-line.

### Projects:

- Creation of a Department portal that includes all Department services. This portal will link to a future Education portal.
- **Student Financial Assistance site:**
- Creation of an Extranet for partners (teaching institutions) to exchange information and access reserved documents.
- Creation of on-line transactions between Student Financial Assistance and financial institutions.
- Broadening of the offer of on-line services (possibility for students to edit their files on-line).

### Interdepartmental/Agency Project:

Collaboration with the MESS for on-line placement and job market information sites (in progress).

## Expenditures:

### Appropriations Allocated to E-Services:

### Anticipated expenditures in 2003-2004:

Site Maintenance:

- Human resources and maintenance for Department sites (excluding the SFA): \$120,000
- Human resources and maintenance for the SFA site: \$120,850

Development:

- Work to improve the Department site and launch the Department portal: \$200,000
- Development of the SFA site: \$94,000

# Ministère de l'Emploi, de la Solidarité sociale et de la Famille

**Web Site Administered:** <http://www.messsf.gouv.qc.ca>  
<http://www.servicesdegarde.gouv.qc.ca>

<http://www.mfe.gouv.qc.ca>  
<http://www.famille.gouv.qc.ca>

<http://www.emploi Quebec.net>

## E-Service Objectives:

To increase the use of information technologies in order to improve, access to services, speed up the response and simplify transactions with clients (objective 15 in the strategic plan); to contribute to improving the quality of services to citizens and businesses by facilitating access to services and simplifying their use.

To support the optimization of resource management and improvement in the delivery of services; to contribute to maximizing social, cultural and economic spin-offs.

## 2002-2003 Management Report Highlights of E-Services:

A new Department Web site launched in 2002 presents information that meets the needs of the main clientele in the three-themed portal - family, daycares and seniors. This site includes new features on the location of daycares and provides a list of early childhood centres and daycares (as mentioned below). A new e-service (LMI Online) that provides information on the labour market was launched in 2003.

The annual report for what was until April 14, 2003 the *Ministère de l'Emploi et de la Solidarité sociale* highlights low use of the Department's Web site by individual clients, with only 4-19% of people surveyed confirming having used it to contact the Department. Accordingly, this is a good opportunity for development. However, given the low number of respondents to the survey who had Internet access, these results must be viewed with caution. In the same survey conducted between March and June 2002, business clients claimed an 86% rate of Internet access, and the proportion of businesses having already used the site to contact the Department stood at 34.5%.

## List of On-Line E-Services:

### Informational E-Services:

- Department information, news and press releases, descriptions of programs, measures and services resources, information on statistics and current major files, recovery centre, database on community organizations, labour market publications.
- Individual services: information, complaints, decision reviews, *Centre des garants défailants*, *Service aux parrainés*, etc.
- Static and interactive forms.
- Extranet for *Commission des partenaires de marché du travail*: virtual information centre.

### Interactive E-Services:

- Search tool to enable parents to obtain contact information on all daycare services near their home using an interactive geographic map.
- List of LECs by region, town and postal code.
- On-line consultation of and subscription to various periodic electronic bulletins.
- Customized search of over 500 trades and professions, training programs, economic activity sectors (Québec overall and by region).

### Transactional E-Services:

- On-line consultation of the funding and development of daycare services (project completed)  
(The Department considers the following features as being integrated)

**For people looking for work:** applications and job search.

**For employers:** Listing of job offers and search for applicants.

**Automatic matching feature:** enables both clienteles to create a search request for an applicant or a job offer.

### Projects:

- Greater integration of the Department's Web site.
- Project to use the P&S to support an exchange of information between *Emploi-Québec* and its partners in the work assistance sector: use a secure Internet application to send the information needed to have an individual accepted by the partner (e.g., community organizations, youth employment centres, etc.) and to send information to the Department.
- Employment profile: project to enable clients to submit information on their employment profile electronically, thus giving the user greater independence and releasing agents from data entry tasks.
- Daycare occupancy chart: computer tool to enable ECCs and daycares to submit their occupancy charts to the Department via a secure electronic link.
- CV assistant: tool to create and print a CV and save it directly in the applicant's employment file.
- Distribution of official ISQ statistics: creation of an integrated database of official statistics in Québec. The Department will help create this database using data compiled by the Department.
- Addition of an information aspect on the labour market related to businesses (LMI Online).
- Other avenues for reflection: interactive management of waiting lists, reorganization of the general distribution of information from the *Bureau des renseignements et plaintes, client communication* centres and local employment centres, self-service communication and access to the client's file, preparation and submission of an application for assistance and statement of a change, electronic payment and verification of client

### Interdepartmental/Agency Project:

#### On-line placement:

- Links with private and public partners (e.g., MDER, DRHC) to offer a greater variety of on-line placement services.
- Consultation of job offers and applicants per type of employment based on sectorial committee sites (in progress).
- Broaden partnerships, for example, with the *Secrétariat du Conseil du trésor*, the *ministère de la Santé et des Services sociaux*, the *Fédération des municipalités* (some work completed and others in progress).

#### LMI Online:

Includes links to resource organizations: *Inforoute de la formation professionnelle et technique* (MEQ), links to universities (completed). Several departments and agencies use information available at LMI Online: MRCI, CSST, MEQ, MDER.

#### Emploi Québec portal:

The Department has offered to lead this project.

## Expenditures:

<b>Appropriations Allocated to E-Services:</b>	Total 2003-2004 investment for developing e-services:	\$5.2 M .
	Human resources:	\$4.9 M .
	Infrastructure:	\$0.3 M .

# Ministère de l'Environnement (MENVQ)

Web Site Administered: <http://www.menv.gouv.qc.ca/>

## E-Service Objectives:

To provide information about the laws, regulations, policies and programs that apply to the Department, on the Department's Web site, as soon as they are officially announced.

## 2002-2003 Management Report Highlights of E-Services:

In 2002-2003, 96% of the documents were posted within 24 hours of being officially announced (compared with 98% in 2001-2002).

## List of On-Line E-Services:

### Informational E-Services:

- Public register of requests for certificates and authorization (issued or being processed).
- List of contaminated sites.
- List of dams and water levels.
- Guide for the consumption of fish.
- Bacteriological water quality at public beaches.
- Water levels of lakes and rivers.

### Interactive E-Services:

None.

### Transactional E-Services:

Extranet enabling the electronic transfer of information between business partners and the Department regarding: controlling the quality of drinking water, the Environnement-Plage program, managing pesticides, and groundwater catchment.

### Projects:

- Real-time information on air quality.
- Post the site [www.cehq.gouv.qc.ca](http://www.cehq.gouv.qc.ca) (containing all information related to water expertise and dams from the independent unit, *Centre d'expertise hydrique du Québec*).
- Develop a Web site for the independent unit, *Centre d'expertise analyse environnementale du Québec*.
- Water Project - Watersheds: major restructuring of information related to water management and the development of products specifically for watershed management.

#### Develop Two Extranets:

- Eliminating Residual Materials Project.
- Managing Hazardous Materials Project.

### Interdepartmental/Agency Project:

Business Start-Up Portal: to be done in collaboration with the Department; analytical work to standardize and simplify forms.

## Expenditures:

<b>Appropriations Allocated to E-Services:</b>	Web site development and maintenance: (\$250,000 for Internet management, including salaries for five FTEs, and \$15,000 for maintenance, i.e., hosting, search tool and development [\$5,000 each])	\$265,000
	Groundwater Catchment development:	\$75,000
	Maintenance of three extranets:	\$10,800
	<b>Total for 2003-2004:</b>	<b>\$350,800</b>

# Ministère des Affaires municipales, du Sport et du Loisir (MAMSL)

<b>Web Site Administered:</b>	www.mamsl.gouv.qc.ca	(Department site)
	www.sls.gouv.qc.ca/sls	(Secrétariat aux Loisirs et aux Sports)
	www.kino-quebec.qc.ca	(Kino-Québec)
	www.jeuxcanada.qc.ca	(Canada Games)
	www.equipequebec.qc.ca	(Équipe Québec)
	www.portail.mamsl.gouv.qc.ca	(Bureau municipal)

## E-Service Objectives:

To implement the framework needed to facilitate the development of the P&S of the MAMSL, as well as the various departments that deal with the municipal network and the sports and leisure network, and facilitate their access; also, promote the development of new information and communication technologies (NICTs) by municipal agencies, specifically through an informational and transactional portal for municipal governments, and by developing the municipalities' P&S for taxpayers.

## 2002-2003 Management Report Highlights of E-Services:

The 2002-2003 management report stipulates the implementation of a municipal information superhighway and, more specifically, that over 50% of the information needed to manage Department programs and activities had been sent by the municipalities to the MAMSL as part of the P&S, and that the *Système d'information et de gestion en aménagement du territoire* (SIGAT), the geomatic component of this information superhighway, is being launched across the entire municipal network.

## List of On-Line E-Services:

### Informational E-Services:

- Directory of municipalities (created from a database and accessible via an exhaustive search tool).
- Directory of median proposals and comparative factors.
- Preparation of the 2004 budget (planned transfer amounts).
- Map of Québec in the revision of layout diagrams.
- Discussion forum – work site on instrumentation.

### Interactional E-Services:

- Registration and presentation of activities proposed by the municipalities as part of *Semaine de la municipalité*.
- Search tool and on-line registration for athletes and coaches.

### Transactional E-Services:

- Compilation and display of results of municipal elections.
- Possibility of on-line registration for programs.
- Certain users who disseminate information, such as sports federations, can update on-line information themselves using a password.
- Secure site on which municipalities can access Department P&S in the form of a one-stop service point. The system uses a single identifier with customized menu so that municipalities can access P&S developed by the MAMSL and any other department or agency that deals with municipalities.
- P&S already on-line: SESAMM for Québec municipalities to enter and send financial reports and budget forecasts, SOMAE for managing water filtration plants in Québec, SIGAT to provide an initial geomatic database compatible for all Québec municipalities, SSI for the permanent inventory of firefighting equipment, GDT for sending all construction and renovation permits issued by the municipalities, and SVS for strategic monitoring.

### Projects:

- *Bureau municipal* site: upcoming P&S include EVALUA for the transmission and consultation of data from the municipalities' property assessment rolls, SSRE for monitoring municipal loan regulations, SSPI for monitoring municipal infrastructure programs, STCM for transactions with Québec municipal courts, SREQ for programs of the *Société d'Habitation du Québec*.
- Department site: grouping of information in a database to facilitate document searches (by theme, for example), renovation and integration of the *Secrétariat au Loisir et au Sport* site into the Department site, addition of a FAQ section, and a citizens' section.
- Renovation of the Kino-Québec site.

### Interdepartmental/Agency Project:

- According to the CEFRIO, the *Bureau municipal* site is the only operational, integrated government site that aims to group together the greatest possible number of department and agency P&S intended for the municipal network. It is a government site featuring P&S and databases used by more than one department.
- The *Système d'information et de gestion en aménagement du territoire* (SIGAT) involves some 18 departments and agencies responsible for applying the Act respecting land use planning and development; SIGAT comprises a virtual library of over 6,000 documents and 7,000 maps related to the layout of Québec's RCMs and digital diagrams for their electronic update; the *Banque de données des schémas d'aménagement* (BDSA), compatible for all municipalities, has an interdepartmental scope since it can be used for any government project intended for the municipal network.

## Expenditures:

### Appropriations Allocated to E-Services:

TOTAL BUDGET FOR 2003-2004: \$1.1M in operations.

# Ministère des Finances (MFQ)

**Web Site Administered:** <http://www.finances.gouv.qc.ca/>  
<http://www.placementsquebec.gouv.qc.ca/>

## E-Service Objectives:

To improve the efficiency and effectiveness of payment and collection methods available to individuals and businesses.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

Budgetary documents, press releases, Minister's speeches, etc.

### Interactive E-Services:

*Épargne Placements Québec* Web site: informational and transactional site offering Québec savings products. Account holders are given a user name and password, enabling them to view their portfolio and make transactions (purchase products, make a change of address, withdraw funds from an account).

### Transactional E-Services:

- Online P@yment service: on-line credit card payment service made available to other departments.
- *Clic Revenu*: the MFQ participates in this project, which offers its users payment options via the Web sites of financial institutions.

### Projects:

To complete a study that will lead to an action plan (clients' needs, search for effectiveness, improved performance).

### Interdepartmental/Agency Project:

Non specified.

## Expenditures:

### Appropriations Allocated to E-Services:

### Government Payment Server:

Server management for 2003-2004: \$500,000

Project development and follow-up, in-house management: \$250,000

Creating *Clic Revenu* (MFQ contribution): \$175,000

In-house management of the other sites, including human resources, annual budget: \$475,000

**Total: \$1,400,000**

# Ministère des Relations avec les citoyens et de l'Immigration (MRCI)

## Web Site Administered:

<http://www.mrci.gouv.qc.ca> (Department Site)  
[www.publicationsduquebec.gouv.qc.ca](http://www.publicationsduquebec.gouv.qc.ca) (*Publications du Québec*)  
[www.drapeau.gouv.qc.ca](http://www.drapeau.gouv.qc.ca) (Governmental portal)  
[www.webmaestro.gouv.qc.ca](http://www.webmaestro.gouv.qc.ca) (Webmaster)  
[www.aiprp.gouv.qc.ca](http://www.aiprp.gouv.qc.ca) (Access to information and protection of personal information)

[www.immigration-quebec.gouv.qc.ca](http://www.immigration-quebec.gouv.qc.ca) (Immigration and integration)  
[www.piv.gouv.qc.ca](http://www.piv.gouv.qc.ca) (*Programme d'identification visuelle*)  
[www.bibliotheque.gouv.qc.ca](http://www.bibliotheque.gouv.qc.ca) (Documentary information portal)  
[www.ribg.gouv.qc.ca](http://www.ribg.gouv.qc.ca) (*Réseau informatisé des bibliothèques gouvernementales*)  
[www.etatcivil.gouv.qc.ca](http://www.etatcivil.gouv.qc.ca) (*Directeur de l'état civil*)  
[www.scf.gouv.qc.ca/](http://www.scf.gouv.qc.ca/) (*Secrétariat à la condition féminine*)

## E-Service Objectives:

The Department's objectives concerning delivery of e-services are to:

- Adapt the structure and conditions for delivering products and services so as to adequately meet the recognized needs of its clientele, while using new information technologies to enable direct access by citizens. To this end, the MRCI, in keeping with other departments and agencies, has set an objective to make all of its programs available on the Internet by March 2004 such that its most frequently used forms can be filled out and sent electronically (incorporating an electronic signature);
- Simplify citizens' dealings with the government, in partnership with other departments and agencies and in respecting the security and protection of personal information;
- Disseminate quality, structured government information that is accessible according to the communication method selected by the citizen.
- The MRCI's objectives in terms of delivery of e-services related to these guidelines will be incorporated into the program planning and review work scheduled for the next financial year (2004-2005).

## 2002-2003 Management Report Highlights of E-Services:

The *Direction générale de la région métropolitaine* in the *Intégration and régionalisation* sector received and processed 15,703 requests in 2002-2003, compared with 8,309 requests in 2001-2002, an increase of 88.9% [...] The average turnaround time was eight days, which is below the target set at ten days.

- At *Communication-Québec*, all e-mail requests for information received an immediate, automatic acknowledgement. Wherever possible, the reply follows within a maximum of 1 day. A customized acknowledgement notifies the sender of the time required for the request if it cannot be answered within one day. Again in 2002-2003, *Communication-Québec* processed 14,566 e-mail requests for information. The Department believes that most e-mail requests for information were answered or forwarded within the target of one day stipulated in the Statement of Services.
- The *Directeur de l'état civil* received 17,297 e-mails in 2002-2003, compared with 11,228 in 2001-2002, with the majority being answered within the target of ten days. According to the annual management report, "the increase in the number of e-mails stems in large part from an increase in the number of requests for certificates and much broader use of the Internet as a communication tool."
- The purpose of the regional portals is to facilitate access for citizens in the regions to government programs and services. These portals are coordinated with the Québec Government portal, which disseminates information of general interest for all [Quebecers.[www.gouv.qc.ca](http://www.gouv.qc.ca)]. During 2002-2003, this portal registered 3,692,307 visits (total visits to government portals stood at 6,319,923 in 2003).

## List of On-Line E-Services:

### Informational E-Services:

**Department Site:** search tool, **Immigration and Integration Site:** information on Department programs and services, information on Québec, downloading of forms, on-line list of services offered by community organizations, **Publications du Québec:** search tool, downloading of forms, **Programme d'identification visuelle:** consultation of the graphics standards guide, secure access for certain designated individuals (user name and password), **Government Information Portals (national and regional):** general information on Québec, Access to service "clusters," links to all departments and agencies, search tool, **Directeur de l'état civil:** information on deeds and documents relating to civil status, downloading of forms, **WebMaestro** (Site for Web specialists in the Québec Government): technical information on Web site design and numerous links to reference sites, access to information and protection of personal information in Québec, **Secrétariat à la condition féminine:** information on government actions to promote equality between men and women.

### Interactive E-Services:

**On-line Immigration and Integration Site:** preliminary assessment of immigration.

### Transactional E-Services:

**Department Site:** information on programs, services and the main issues concerning relations with citizens and immigration, possibility of downloading or ordering documents (guides and others), list of media in Québec, **Publications du Québec:** transactional site enabling the purchase of publications (user code and password) **Réseau informatisé de bibliothèques gouvernementales** (RIBG), computerized management by the personnel of member libraries (user name and password)

### Projects:

**Government Information Portal (national and regional):** in 2004, government portals will be converted to service portals, as described in the priority action plans for e-government by the *Bureau pour le développement du gouvernement électronique* of the *Sous-secrétariat à l'information gouvernementale et aux ressources informationnelles* of the *Secrétariat du Conseil du trésor*: one-stop service point - Assessment of the pilot project (service points in 25 regional offices for citizens without Internet access) in 2004. Assessment of the relevance of broader deployment in other locations, *Service québécois de changement d'adresse*: additional funding of \$1.96M from the *Fonds de partenariat interministériel* (FPI) was granted in November 2003.

### Interdepartmental/Agency Project:

**Interorganizational Project:** the *Programme d'identification visuelle* site made available to all departments and agencies (in progress); Phase 2 of the *Service québécois de changement d'adresse* project (with support of other departments and agencies and the development of new features).

## Expenditures:

### Appropriations Allocated to E-Services:

Total budget for 2003-2004: \$324,540 and 13.0 FTE.

# Ministère des Relations Internationales (MRI)

<b>Web Site Administered:</b>	<a href="http://www.jmri.gouv.qc.ca">http://www.jmri.gouv.qc.ca</a>	(Department site)
	<a href="http://www.saiq.qc.ca">http://www.saiq.qc.ca</a>	(Site of the <i>Secrétariat à l'Aide internationale</i> - will be integrated into the Department site)
	<a href="http://www.mission-quebec.com">http://www.mission-quebec.com</a>	(Site of the <i>Bureau des missions</i> - will be integrated into the Department site)
	<a href="http://www.quebecnews.com">http://www.quebecnews.com</a>	(Translations of Québec papers)
	<a href="http://www.quebec-europe.be">http://www.quebec-europe.be</a>	(General Delegation of Québec in Brussels)
	<a href="http://www.quebec.org.uk">http://www.quebec.org.uk</a>	(Québec Government Office in London)
	<a href="http://www.mri.gouv.qc.ca/mexico">http://www.mri.gouv.qc.ca/mexico</a>	(General Delegation of Québec in Mexico City)
	<a href="http://www.quebecusa.org">http://www.quebecusa.org</a>	(Québec in the USA)
	<a href="http://www.quebec.fr">http://www.quebec.fr</a>	(General Delegation of Québec in Paris)
	<a href="http://www.mri.gouv.qc.ca/tokyo">http://www.mri.gouv.qc.ca/tokyo</a>	(General Delegation of Québec in Tokyo)

## E-Service Objectives:

Québec's international influence through a network of Web sites adapted to the information requirements of our various clientele:

- To deploy interactive tools that promote loyalty among Internet users (e-newsletters).
- To increase the Québec population's awareness of the government's international activities by promoting access to information about the Department's activities and programs.

## 2002-2003 Management Report Highlights of E-Services:

- Applicants to internships abroad received an e-mail reply regarding their eligibility to the program within the set deadline of five business days.
- The MRI sent an e-newsletter entitled Québec@Monde on the occasion of important events (general consultation on the project *Observatoire québécois de la mondialisation* - Porto Alegre).
- Participants in missions organized by *Mission Québec* were given the opportunity to register on-line.

## List of On-Line E-Services:

### Informational E-Services:

#### Department Site:

- Information about Québec's presence abroad.

#### QuebecNews.com:

- Translations of various newspaper articles about Québec.

#### Sites for Québec's Delegations Abroad:

- Information about Québec and links to sites of interest.

### Interactive E-Services:

#### Department Site:

- Possibility of searching a database containing all agreements between Québec and other states.
- Possibility of registering on-line for the missions of *Missions Québec*.
- Electronic version of the form for internships with international organizations.

#### QuebecNews.com:

- Possibility of subscribing on-line to Québec Flash.

#### Sites for Québec's delegations abroad:

- On-line subscription to e-newsletters: Quebec.fr (site of the General Delegation of Québec in Paris) . Québec Info (Web site of the General Delegation of Québec in Munich).

### Transactional E-Services:

None.

### Projects:

- Restructure the Department site: aim to provide greater information on Québec's international activities.
- Deploy e-newsletters related to each site, managed by the Department (newsletters are e-mailed).

### Interdepartmental/Agency Project:

As part of the reflection on e-government, the *Secrétariat du Conseil du trésor* wishes to review the government's computer architecture based on its clientele. In order to promote a fair perception of Québec abroad and develop a coherent image of Québec on the Web, it is best to implement an international portal for foreign clientele. The MRA wishes to participate in the work to design a portal for non-residents.

## Expenditures:

**Appropriations Allocated to E-Services:**

Total budget for 2003-2004: \$170,000.

# Ministère des Ressources naturelles, de la Faunes et des Parcs (MRNFP)

Web Site Administered: <http://www.mrnfp.gouv.qc.ca/>

## E-Service Objectives:

To place all relevant services on-line by 2004.

## 2002-2003 Management Report Highlights of E-Services:

- Acknowledge e-mails within one day: according to the annual management report, this objective was 100% achieved.
- The report contains no other direct reference to P&B.
- In 2002, P&B generated revenues of \$30M for 1.5M transactions (data obtained during a meeting with the Department's representatives).

## List of On-Line E-Services:

### Informational E-Services:

Information-type portal presented according to the Department's five areas of activity.

### Interactional E-Services:

None.

### Transactional E-Services:

- On-line payment of fees (forestry companies) and rent (public land tenants).
- On-line sale of documents and cards, and on-line payment.
- Consultation of property titles and cadastral lots, ordering of certain products for specific clientele (notaries, surveyors).
- On-line procurement of a mineral title and payment.
- Transmission of client and partner data to the Department via Extranet (technical information, tax data, files, etc.)
- Use of the SQAG to identify the user.
- Electronic forms.

### Projects:

- Québec cadastral reform.
- Reform of the land register to establish an interactive link with clientele.
- Administrative project: optimization of common electronic delivery procedures (standardization); review of the technical support offer for external users; project to simplify forms.
- Specific project: payment of fees land register, site for releasing geographic information, government portal for geographic information, Québec satellite database.

### Interdepartmental/Agency Project:

- *Plan géomatique du gouvernement du Québec:* Joint management of processing and dissemination systems for geographic information produced and used by several D/A.
- Partnership with the *ministère des Finances* for construction of the e-commerce corporate site.
- Change of address project.
- Development of intersectorial and interdepartmental service clusters.

## Expenditures:

<b>Appropriations Allocated to E-Services:</b>	Development:	\$4,378,000
	Maintenance:	\$668,700
	Human resources costs for management and maintenance of department site and corporate e-services:	\$326,000
	Development of EDIT and land register:	\$15,300,000
	<b>TOTAL:</b>	<b>\$19,678,000</b>



# Ministère des Transports (MTQ)

Web Site Administered: [www.mtq.gouv.qc.ca](http://www.mtq.gouv.qc.ca)

## E-Service Objectives:

To offer Québec citizens and companies the possibility of secure, direct communications and transactions with the MTQ through the Internet to find information, fill out forms for grant applications, compensation and other services at any time and anywhere, to capitalize on the potential offered by the new information and communication technologies to improve Department performance and better serve the public.

## 2002-2003 Management Report Highlights of E-Services:

Over the course of the past year, the Department's Web site has had an average of 240,909 hits per month. Although traffic on the Department's Web site was down 28.3% from 2001-2002, the number of pages visited increased, reaching 3,200,000 consultations per month, thereby positioning it as leader among the 94 government Web sites studied, with 7,434,419 hits.

- According to a 2002 survey, 74% of people consulted know that road conditions are available on the Department's Web site, and 66% know that information on roadworks is also available.
- The Department reviewed its e-mail management procedure so as to cut response time. In 2002-2003, the Department received 3,175 e-mail requests for information, up by 11% from 2001-2002.
- The possibility of obtaining certain special traffic permits and paying fees on-line enabled the Department to pursue its efforts to simplify certain procedures applicable to the trucking industry in the goal of improving the effectiveness of highway shipping.
- The Department also placed a digital version of Québec's official highway map on its Web site. This product became available to the public in July 2002 in both French and English. The official highway map gives information on the highway network, the services offered and the main points of interest.  
E-mail requests: 3,175 (increase of 11%).

## List of On-Line E-Services:

### Informational E-Services:

Database of highway distances, weight-restricted bridges and overpasses, and a list of expressways.

### Interactive E-Services:

- Traffic cameras, road conditions, alternative measures during construction work.
- Origin-destination surveys.

### Transactional E-Services:

- Car-pooling service.
- On-line subscription to various publications.
- Application for traffic permits for oversize vehicles, with on-line payment.
- Registration for specific events.
- Ordering of publications.
- On-line consultation of public-private partnerships.

### Projects:

- Creation of specific portals: Department trucking sub-portal.
- Customization of services at [mtq.gouv.qc.ca](http://mtq.gouv.qc.ca) via regional sub-portals.
- Interactive forms: progress toward interactional and transactional phases.
- Transactional section for complaints, claims, comments, etc.
- Improvement of the site for individuals with various disabilities.
- Implementation of a content management tool and installation of a management chart for updating content.
- Implementation of a secure extranet for businesses, access to databases and Department services.
- Development and placing on-line of other types of special permits.
- Dissemination of the *Atlas routier du Québec*.

### Interdepartmental/Agency Project:

- E-service delivery model: meetings were held between the MTQ, MAMSL, CTQ, SAAQ and MRCI with the goal of offering better transactional and Department services (e.g., on-line application for special permits, grants and assistance programs, requests for adapted transportation services, geomatic applications, through the creation of specific portals).
- Participation in the *Bureau municipal* portal (in progress).
- Creation of a Transport portal, in collaboration with the SAAQ, CTQ and STQ.

## Expenditures:

### Appropriations Allocated to E-Services:

### TOTAL BUDGET FOR 2003-2004:

**\$850,000**

(including \$538,430 for professional service contracts)

Implementation of the e-service delivery model, including internal resources (five FTE for coordination and four FTE for Web site content management), external resources and investment in new technologies. \$25M spread over four years (investment scenarios under review).

# Ministère du Développement économique et régional (MDER)

**Web Site Administered:** www.mder.gouv.qc.ca, www.mic.gouv.qc.ca, www.mrst.gouv.qc.ca, www.mreg.gouv.qc.ca, www.bonjourquebec.com, www.demarrez-entreprise.info.gouv.qc.ca, www.prixduquebec.qc.ca

## E-Service Objectives:

### Tourisme Québec:

- www.bonjourquebec.com: to promote the tourist attractions of Québec on world markets, sell Québec tourism products on-line, and provide information to the tourism industry.
- MDER: to develop the concept of the one-stop service point and apply it to e-services for businesses to simplify their relations with the government

## 2002-2003 Management Report Highlights of E-Services:

### Science, Research and Technology:

- Acknowledge receipt of e-mails within two business days: raise personnel's awareness of the tools, e.g., management capsules, available to them.

### Industry and Commerce:

- 98% of e-mails received via into@mic.gouv.ca received an acknowledgement within 24 hours.
- 96% of e-mails received at *Placement étudiant du Québec* received a response within three days.

- 100% of on-line applications for *Placement étudiant du Québec* received a reply within two days of receipt.

### Tourisme Québec:

- 703 accommodation establishments have registered for *Tourisme Québec's* centre d'affaires électronique (CAE) (e-business centre) reservation service.
- 7.9 million people used the CAE, including 88% on the Web site, i.e., 66% more than last year.
- 93% of e-mail requests for tourist information were addressed within 48 hours.

## List of On-Line E-Services:

### Informational E-Services:

#### Department Site:

- Information about programs and services; dissemination of studies, reports, statistics, laws, publications, press releases.
- On-line request forms for programs.
- Subscription to e-newsletters.
- Registration for events (*Placement étudiant du Québec*, training, etc.).

#### Department Site on the Regions:

- The site includes various information on the Department, programs and regions.

#### Bonjourquebec.com Portal:

- The portal provides access to a multilingual information database on 13,000 tourism companies in Québec.
- Over 750 promotional pages.
- E-mail response within 48 hours.
- Loyalty program through an e-newsletter.
- Departmental component of the portal features information on *Tourisme Québec*, its programs and services for the tourism industry.

### Interactive E-Services:

None.

### Transactional E-Services:

#### Bonjourquebec.com Portal:

- The portal is used to reserve accommodation and tourism packages on-line. Based on agreements with private suppliers, the portal can be used to order or download tourism brochures, reserve show, plane or train tickets, rent cars, or purchase tourism guides and gift packages.
- Secure extranet that enables participating businesses to change their offers and prices, and to consult reservations made.
- As per the *Tourisme Québec* service approach, the portal is completed by a call centre and information counters throughout the province.

### Projects:

#### MDER Department Site:

- Renovation of the four sites to reflect the new reality of the Department. Decentralized content management is planned. The future site will feature interactive functions.
- Subscription to e-newsletters, registration for events, polls, surveys, questionnaires and quizzes, information exchanges, etc.
- On-line payment.

#### Business Portal:

- Access for businesses to all 900 products and services offered and organized into 11 clusters, according to the life cycle.
- Business start-up cluster available since 2001.
- Example of interactive services: help and practical advice section, for example, on interactive business plans; consultation and update of files; on-line question and answer service; discussion groups on specific topics.

#### Bonjourquebec.com Portal:

- Creation of a media section.
- Translation of the site into Italian.
- Increased editorial and information content, improved browsing, search and reservation functions.
- New partnerships to diversify the products offered.
- Department component of the portal will be transferred to the renovated MDERR site, while remaining accessible via *bonjourquebec.com*. Amended partnership agreement with Bell to be finalized for the portal.

### Interdepartmental/Agency Project:

- Business information: includes products and services offered by the Québec and Canadian governments (in progress).
- The Department is collaborating with Industry Canada on a feasibility study for an integrated business services project.

## Expenditures:

### Appropriations Allocated to E-Services:

#### Department Site:

- Business portal: \$12-18 million over four years (estimate).

#### Bonjourquebec.com Portal:

- Portion managed and developed in partnership with Bell: \$4 million (in 2003-2004, recurrent at \$3.7 million).

# Ministère du Revenu (MRQ)

Web Site Administered: <http://www.revenu.gouv.qc.ca>

## E-Service Objectives:

Integrated into the Department's strategic plan, e-services aim to offer citizens and businesses improved and simplified services. Accordingly, the main objectives are to facilitate the execution of tax obligations for citizens and businesses; offer a self-service counter that is permanently open to clients; facilitate relations with the Department through a better awareness of tax obligations, more complete and better presented information, the availability of better methods, the availability of electronic transactions and the ability to consult their file.

## 2002-2003 Management Report Highlights of E-Services:

Posting new services on-line is mentioned as a highlight in the 2002-2003 annual management report.

## List of On-Line E-Services:

### Informational E-Services:

Various support programs for business start-ups.

### Interactive E-Services:

Numerous downloadable applications on the site: WinRAS (provides tax tables and enables employers to calculate their employees' payroll deductions); e-filing of personal tax returns (for simplified returns).

### Transactional E-Services:

- Since 1993, financial institutions have provided e-payment and e-filing services for their clients, in collaboration with the Department.

#### On-Line Transactions Available to Taxpayers

- NetFile Québec: used by taxpayers to e-file their returns prepared with commercially available tax software (the Department issues each user a secret access code).
- Refund Info-Line: enables taxpayers to determine the status of their tax returns and know the date of their refund.
- Access Code Info-Line: enables taxpayers to obtain an access code.
- On-line change of address.

#### On-Line Transactions Available to Businesses

- On-line change of address - Ordering forms: to receive paper forms by mail - Validation of QST number: enables businesses to confirm that their suppliers are registered for QST - On-line registration of files with the Department: for new businesses, obtain QST/GST and deduction-at-source numbers on-line - Clic Revenue electronic services (CRES, registration for services: assignment of a user name and password enabling an identified user in the company to use specific e-services; Filing QST, GST and DAS; Annual production of Relevé 1 slips and employer's summary; Consultation of the business's tax file; Information on its account; Management of powers of attorney: The user can procure access rights for a secondary user (these may even be external as of December 2003) - For businesses, payroll companies and financial institutions: possibility of e-filing statements.

## Projects:

- Payment services: broadening of payment services for individuals to other financial institutions; new payment service by pre-authorized debit; CRES - Addition of new e-file tax returns (tires, lodging, insurance, annual NPO form); CRES - Stop issuing tax return forms; CRES - Improved secure e-mail service for supporting documents and replies via the Internet.
- Improved informational content.
- Possibility for taxpayer to receive their TP-1 notice assessment; CRES - Possibility for agents to receive assessment and DAS notices via the Internet; CRES - Work on a direct link with a business's commercial accounting and payroll software; CRES - Corporate tax returns; CRES - Improved services for better processing of the list of support payment debtors; CRES - On-line updating of a business's file; CRES - Amended tax returns.

## Interdepartmental/Agency Project:

The Department has been asked to play an active role in certain government projects, including:

- The *Service québécois de changement d'adresse* (SQCA);
- The *Portail de démarrage d'entreprise* (PDE)
- The *Service québécois d'authentification gouvernementale* (SQAG).

In addition, the Department is collaborating with the QPP to implement a joint authentication solution for the purpose of supporting QPP P&S.

## Expenditures:

<b>Appropriations Allocated to E-Services:</b>	TOTAL AMOUNTS COMMITTED for 2003-2004:	\$11,96M
	Completion of development phase 1 (duration of three years, ending in December 2003):	\$5.70M
	Start of development phase 2 (ending in 2006):	\$2.06M
	Annual maintenance:	\$4.20M

# Ministère du Travail

Web Site Administered: <http://www.travail.gouv.qc.ca/>

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## E-Service Objectives:

On-line consultation of collective agreements, interest and grievance arbitration awards, and decisions rendered by the *Commission des relations du travail* (CRT).

## 2002-2003 Management Report Highlights of E-Services:

On-line consultation of collective agreements, interest and grievance arbitration awards, and decisions rendered by the *Commission des relations du travail* (CRT): feasibility study, administrative design, and market research.

## List of On-Line E-Services:

### Informational E-Services:

Several documents available for downloading.

### Interactive E-Services:

- Day-to-day list of strikes and lockouts.
- Some interactive forms available for downloading.

### Transactional E-Services:

None.

### Projects:

Labour Relations Electronic Document Management System (EDMS) Project (done jointly with the CRT): Access to collective agreements, interest and grievance arbitration awards, and decisions rendered by the CR; possibility of database searches; access with subscription.

### Interdepartmental/Agency Project:

The Labour Relations Electronic Document Management System (EDMS) Project was done jointly with the CRT.

## Expenditures:

### Appropriations Allocated to E-Services:

In-house management of the content on the *Ministère du Travail's* Web site (one FTE): \$73,000.  
EDMS Project (investments allocated to development and acquisitions for 2003-2004): \$1,025,000.

# Musée d'art contemporain de Montréal (MACM)

Web Site Administered: <http://www.macm.org>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### THE DISPLAY OF WORKS FROM THE COLLECTION ON THE INTERNET:

The Museum's collection is displayed on several networks on the Internet. Over 6,000 works are accessible on Artifacts Canada of the Canadian Heritage Information Network, as well as the Infomuse network of the *Société des musées québécois*. On these networks, we only display digital images of works in the public domain. Artimage, a site created in collaboration with the *Musée des beaux-arts de Montréal* and the Musée d'art contemporain de Montréal, features images of over 10,000 major works from our collections for viewing by users. A total of 1,113 works from the *Musée d'art contemporain de Montréal's* collection from the private sector are displayed on Artimage. In addition, this year, the Museum is contributing 1,708 images of major works from its collection to AMICO (Art Museum Image Consortium).

### RENOVATION OF THE WEB SITE:

After four years on-line using the full potential of this new information medium, the Museum's communication site underwent an in-depth study, made possible through the generosity of its users, who wanted to form a discussion group. It was decided that the Museum's Web site would be reworked to modernize and lighten it and especially to make it more user-friendly (p. 28).

## List of On-Line E-Services:

### Informational E-Services:

In-house educational sites.

### Interactive E-Services:

The Museum's Media Centre research site.

### Transactional E-Services:

- Association with the Admission Network to allow clients to purchase tickets on-line.
- Self-management site: event producers send their information using a standard software application, which is then checked internally.

### Projects:

Site renovation to come in order to group existing sites into one categorized communication site acting as a portal.

### Interdepartmental/Agency Project:

Collaboration with the *Musée des beaux-arts* and the *Musée du Québec* to digitize the works in the collection to make them accessible on Artimage.

## Expenditures:

### Appropriations Allocated to E-Services:

Site development (1999): \$50,000 (\$25,000 through a sponsorship).  
Site maintenance: \$5,000 per year.  
Management of updates in areas specified internally.  
Amount of \$20,000 reserved for site renovation (the Museum feels it will need four times this amount).

# Musée de la civilisation (MCQ)

Web Site Administered: <http://www.mcq.org/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Web site:

The Web site drew over 390,000 visitors in 2002-2003, for a total of 20 million screen pages consulted. Three new virtual exhibitions were inaugurated during the past year, and one other has been available since 2001 (long explanations about virtual exhibitions). Also, the Museum used its Web site to support its marketing strategy for the Cowboy at Heart and Skin Talks exhibitions. The summer 2002 public survey showed that 8% of respondents had heard about that summer's feature exhibition by surfing the Internet. Furthermore, the survey confirmed an observation made in 2001, i.e., in terms of marketing, the site's impact was equal to that of periodicals and magazines and close to that of radio and daily newspapers. In its own way, the Web site contributes to increasing the Museum's renown. That is why Disney Channel Europe contacted us to do a television segment on *Quête d'amulette*, an educational game about First Nations, for its children's television show, *Too le web*.

The Web site is also a means of communicating with our visitors. During the past year, we again received close to 1,000 e-mails with positive comments, questions about some of our services and messages for our curators via the *Patrimoine a domicile* section. 750 surfers used our Valentine's Day card, *Les amoureux*, by John James Audubon. Given our desire to make the Web site a tool for establishing client loyalty, we offer Internet surfers the possibility of subscribing to mailing lists to receive regular information about the Museum's activities, and the articles published on [www.mcq.org](http://www.mcq.org). Again this year, we paid special attention to Internet surfers, which was greatly appreciated: We sent e-Christmas cards signed by the Museum's director.

## List of On-Line E-Services:

### Informational E-Services:

- The site includes information on visits to the Museum and their themes.
- Various tourist information.

### Interactive E-Services:

None.

### Transactional E-Services:

Deemed semi-transactional because some transactions done on-line must be finalized by telephone:

- Ordering objects from the Museum Boutique (finalized by telephone).
- Users' asking questions about their own heritage objects.
- On-line group reservations (finalized by telephone).
- Hotel reservations, as well as reservations for cultural activities (finalized by telephone).

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

### Maintenance, hosting, advertising:

Approximately \$40,000 per year from the Museum's budget.  
Development: approximately \$140,000 solely from federal or provincial grants.

# Musée national des beaux-arts du Québec (MNBA)

Web Site Administered: <http://www.mnba.qc.ca/accueil.htm>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

In 2003-2004, implementation of the projects listed in the Master Computer Plan will continue, specifically the creation of an Intranet site and ticketing software (p. 80).

Sections of the Museum's Web site were developed for the Suzot-Côté and Tom Thomson exhibitions. Also, subsequent to the institution's name change in winter 2003, the Museum renovated its Web site's home page, which is now at [www.mnba.qc.ca](http://www.mnba.qc.ca) (p. 86).

## List of On-Line E-Services:

### Informational E-Services:

- The site is a communication showcase: upcoming exhibitions catalogue, selected works in the collection, artists' biographies, news, etc.
- General information and micro-sites for featured exhibitions.

### Interactive E-Services:

- Order form for the Museum's commercial activities (hall rental, gift shop, restaurant).
- Educational games.

### Transactional E-Services:

None.

### Projects:

Complete renovation of the site planned for 2004-2005.

### Interdepartmental/Agency Project:

Partner with the *Musée des beaux-arts de Montréal* and the MACM in the Artimage project (digitization of the collections of the three museums).

## Expenditures:

### Appropriations Allocated to E-Services:

### Annual expenditures (for external supplier):

Maintenance: \$5,000

Development of micro-sites for feature exhibitions: \$4,000

Hosting: \$1,250

A management tool is used to update certain sections automatically

### Artimage project (annual maintenance costs for the):

Hosting: \$3,400

Updates: \$3,100

Copyrights: \$1,725

# Office des personnes handicapées du Québec (OPHQ)

Web Site Administered: <http://www.ophq.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### WEB SITE:

Under the responsibility of the Communications Department, the Web site was significantly renovated to comply with graphics standards imposed by the Québec government's *Programme d'identification visuelle* (PIV). However, this presented a good opportunity not only to improve its image, but also to reorganize information and make the site more interactive. The number of monthly visits was 14,219 compared with 9,700 in 2001-2002 (p. 68).

## List of On-Line E-Services:

### Informational E-Services:

Downloading of documents.

### Interactive E-Services:

On-line subscription to certain periodic publications.

### Transactional E-Services:

None.

### Projects:

- Upcoming changes to improve accessibility for our disabled clientele (2004).
- On-line posting of services related to the experimentation programs and services offered by the Office's documentation centre.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

2002-2003: \$4,000 (site maintenance and development).  
Internal management by a Webmaster.  
Hosting and more complex changes mandated to an external supplier.



# Office des professions (OPQ)

Web Site Administered: <http://www.opq.gouv.qc.ca>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information on respect for citizens' rights.
- Information on the legal framework of professional corporations.

### Interactional E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Maintenance and development (2003-2004): \$15,000.

# Protecteur des usagers en matière de santé et de services sociaux

Web Site Administered: <http://www.protecteurdesusagers.gouv.qc.ca>

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## E-Service Objectives:

We spent 2003-2004 diversifying our communication and access-to-information methods in relation to the plan to examine complaints and the mission of the Health and Social Services Ombudsman. The development of a Web site is one of our priority actions. We are currently diligently responding to requests for information received by e-mail.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

Deposit and complaint forms available on the site.

### Interactional E-Services:

None.

### Transactional E-Services:

None.

### Projects:

- Addition of information capsules in Québec sign language (for the deaf).
- Eventual adaptation of the site for people with limited vision.
- Extranet site for local service quality commissioners and physicians responsible for examining complaints in HSS network institutions (posting of training, facilitation and information tools).
- Possible creation of a discussion group (being analyzed).

### Interdepartmental/Agency Project:

Agreements with Communication-Québec about the dissemination of information tools on the network accessible to users.

## Expenditures:

### Appropriations Allocated to E-Services:

Web site design, extranet and personnel training: \$9,700.  
Internal site management, maintenance and updating.  
Hosting of the two sites: \$76.25 per month.

# Protecteur du citoyen

Web Site Administered: <http://www.ombuds.gouv.qc.ca/fr/index.asp>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information regarding the reasons for a complaint and the institution's mandate.
- On-line publications and archives.

### Interactive E-Services:

None.

### Transactional E-Services:

Change, request for access and complaint forms.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

A professional responsible for the Web site.  
Annual maintenance and development costs (2002-2003): \$12,000.

# Régie de l'Assurance maladie (RAMQ)

Web Site Administered: <http://www.ramq.gouv.qc.ca/>

## E-Service Objectives:

[ . . ] the Régie plans to overhaul the Prescription Drug Insurance section to make the information more user-friendly and accessible.

## 2002-2003 Management Report Highlights of E-Services:

For several years, the Régie has been emphasizing e-services in order to reduce delays and cut down on red tape. Adapted to its clients' needs, these services rely on secure infrastructures capable of adapting to different telecommunications methods. In 2002-2003, the Régie increased its efforts to bring healthcare institutions and professionals up to date. From now on, institutions and regional boards will have access to an extranet allowing them to send or renew service notices stipulating the status of healthcare professionals under contract. This results in considerable time savings and fewer data-entry errors. Healthcare professionals can also consult announcements and, if necessary, make address changes on the extranet. Since the first family medicine groups were set up, general practitioners have had access to an on-line form allowing them to enroll patients. Another form also allows family doctors to be identified in order to take at-risk patients under their care (p. 31).

The Régie agrees to make its services available to healthcare professionals [ . . ] by continually updating its Web site with information of interest to them (billing manuals, memos, etc.) (p. 43).

The target number of hits in the "Statistics" section has been greatly surpassed, with 37,500 visits in 2002-2003. The number of requests for information has also increased. The answers to most of these questions, generally more complex, cannot be found in the statistical data available on the Web site (p. 56).

**Objectives:** to emphasize e-services adapted to clients' needs, more specifically, to implement the first e-services in other RAMQ activity sectors by 2002.

"E-services" designates the services offered by the Régie that allow electronic exchanges between itself and its clients, replacing various paper documents. Only operational services used by clientele are included in the results. Consequently, ongoing trial and pilot projects are excluded.

**Comments:** by making these services available on-line, the Régie is aiming primarily to reduce processing time and red tape and serve its clients more rapidly.

The Régie has set up a basic secure infrastructure supporting the delivery of e-services, which is capable of adapting to different telecommunications methods. The planned security measures ensure the protection of data.

A Web portal currently being developed should facilitate client access to the Régie's e-services. It will organize information, enabling clients to easily browse different products and services according to their needs (two pages of comments, p. 62 and 63).

## List of On-Line E-Services:

### Informational E-Services:

- Information on renewal of health insurance cards, health and prescription drug insurance plans, etc.
- Downloadable forms.

### Interactional E-Services:

None.

### Transactional E-Services:

E-services for healthcare professionals allowing them to make address changes and offering a secure personal mailbox.

### Projects:

#### Development of transactional sites for the Department's clients. Over the next year, the following goals will be achieved:

- Implementation of a brokerage infrastructure, allowing the exchange of information between heterogeneous technologies.
- Renewal of the TIP-1 payment information telecommunications infrastructure, updating existing communications between billing agencies.
- Salary payment: payment requests for salaried professionals may be entered, validated and e-mailed to the Régie.
- In the medium term, e-services are also planned to manage the financial contribution of accommodated adults, the contributions of adults cared for by intermediary resources and the financial assistance program for domestic help services.

The Régie's business structure will be tabled at the beginning of March 2004; it will contain a complete plan for introducing e-services to all of the Régie's clients.

#### For citizens:

- In the short term, citizens will be able to make address changes on-line.
- Discussions have taken place on the 2004-2007 strategic plan and the business structure; for example, it will be possible to enroll people in the health insurance plan and update files on-line.

### Interdepartmental/Agency Project:

The Régie is a partner in the *Service québécois de changement d'adresse* (SQCA) project, whose start date has yet to be determined.

## Expenditures

### Appropriations Allocated to E-Services:

Investments for e-services for 2003-2004 are expected to total \$2.4M.

# Régie de l'énergie

Web Site Administered: <http://www.regie-energie.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Basic information about the Régie (Act, role, mandate, annual report).
- Public documents pertaining to requests being studied or already studied.
- Transcription of hearings.
- All documents submitted as proof (updates and index in the search tool).
- Consultation of electronic documents related to ongoing hearings (like a virtual records office).
- Detailed information on the consumer complaint procedure.
- Publication of the information bulletin on the price of petroleum products in Québec (weekly).

### Interactive E-Services:

- Search tool for browsing the 6,773 documents available.
- Section on the price of petroleum products; these pages are e-mailed to those who express their interest (subscribers).

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Site update by internal resources (one person-year).  
Occasional use of freelancers.  
Hosting in-house.

# Régie des alcools, des courses et des jeux (RACJ)

Web Site Administered: <http://www.racj.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Development of Computer Technologies:

- Internet deployment plan, administrative design and corporate architecture (done).
- Update and implementation of a computerized registry for decisions by the directors (under construction) (p. 29).

### Internet and Intranet Deployment Plan:

From a technical perspective, this objective has been met. Accordingly, the *Régie* acquired new modern and reliable infrastructure, notably by replacing all of its computer servers and communication links between Québec City and Montréal. In addition, the *Régie* established Web links enabling remote connections to its network. All *Régie* employees now have Internet access through this new network from high-performance workstations. The *Régie* also created an intranet to better disseminate in-house information. Accordingly, employees have access to more of the information needed to make decisions (p. 31).

### Designing and Implementing the Internal and External Communications Plan:

(...) Furthermore, the *Régie* overhauled its entire Web site to meet government standards and user expectations. It added forms, press releases and an automatic acknowledgement of receipt system, and is constantly adding various public documents (bills, moratoria, market studies, etc.) (p.33).

## List of On-Line E-Services:

### Informational E-Services:

- Public documents (bills, moratoria, market studies, etc.).
- Printable forms and documents.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

- Add to the site the *Régie's* schedule of hearings and decisions of public interest rendered by the *Régie's* directors.
- General review of the architecture in 2003-2004 to integrate new items.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Technical costs (including hosting) are assumed by the *ministère de la Sécurité publique* to whom the *Régie* reports (amounts are generally attributed to the Department). Department human resources increased by approximately \$20,000. *Régie* human resources also increased by approximately \$20,000 (100 persons per day).

# Régie des installations olympiques du Québec (RIO)

Web Site Administered: <http://www.rio.gouv.qc.ca>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

No management report found.

## List of On-Line E-Services:

### Informational E-Services:

Information on the facilities and past/future events.

### Interactive E-Services:

None.

### Transactional E-Services:

On-line ticket sales through the Admission Network.

### Projects:

Complete restructuring of the site (ongoing, ending in 2004).

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Updates are done in-house and are part of the regular budget.

# Régie des marchés agricoles et alimentaires (RMAAQ)

Web Site Administered: <http://www.rmaa.q.gouv.qc.ca>

## E-Service Objectives:

The Web site is the communication method preferred by the Régie for announcing its decisions and informing its various clientele of its activities, services, access methods, etc.

## 2002-2003 Management Report Highlights of E-Services:

**Action:** Develop the Régie's Web site preferred method of communication.

**Result:** 2,400 visits per month - 12,400 pages consulted per month; official, reliable, quality information that is easily accessible; quick access to the Régie's decisions (p. 2).

The Régie publishes its rules of procedure on its Web site. The ensuing guide provides information on the following to anyone interested in a file processed by the Régie during a public hearing: how they can intervene or be represented How to file a complaint with the Régie; the procedure for withdrawing or postponing a request; the procedure pertaining to public hearings or pre-hearing conferences; how the Régie renders its decisions, and the procedures regarding requests for review. In addition, the Régie publishes and keeps an administrative guide up to date on its Web site on the progress of mediations, which provides interested parties with the information they need to facilitate their progress (p. 29).

The Régie publishes and keeps a schedule of activities up to date on its Web site that informs interested parties of the dates, locations, times and nature of public hearings (p. 30).

The Régie's Web site is its preferred vehicle for announcing its decisions and activities, as well as its products and services. This site is mostly used by the Régie's regular clientele. In 2002-2003, a monthly average of approximately 2,400 visits were recorded and approximately 12,400 pages of information were consulted. This represents an increase of over 20% over the previous year. Different on-line services will be introduced in the coming years to improve access to the Régie's services (p. 30).

## List of On-Line E-Services:

### Informational E-Services:

- Publication of decisions rendered by the *régie*, information about the activities offered to its clientele, services, regulations, etc.
- Downloadable forms.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

- Develop a check system on the use of milk (in partnership with members of the dairy industry); available in early 2004.
- The *Financière agricole* acts as Internet provider.

## Expenditures:

**Appropriations Allocated to E-Services:** An agreement was reached with the *Financière agricole*, who acts as Internet provider (hosting).  
On-line access to internal information (costs estimated at \$40,000).



# Régie des rentes (RRQ)

Web Site Administered: <http://www.rrq.gouv.qc.ca/fr/accueil/00.htm>

## E-Service Objectives:

To have 70% of our services available on-line and 2,700 visitors per day by 2007; for 20% of our contributors to have used the simulation tool between 2002-2007.

## 2002-2003 Management Report Highlights of E-Services:

### Information System:

In 2002-2003, there were several notable events concerning our computer systems, including:

- Preparation of the 10<sup>th</sup> edition of the *Plan intégré des systèmes et des technologies* based on the vision for the future;
- The computer system was given a clean bill of health;
- \$32 million was invested in technology;
- The Web development infrastructure was innovative and integrated;
- A computer disaster recovery plan was maintained;
- A security infrastructure was set up to protect the system from intruders and viruses, keeping our clients' information both private and completely secure;
- The transactional mode will soon be available for the delivery of e-services (p.66).

## List of On-Line E-Services:

### Informational E-Services:

- General information about private and public pension plans, contributions and the various programs.
- Newsletter on retirement.
- List of children's given names.

### Interactive E-Services:

- CompuPension.
- E-mail subscription service to the newsletter.

### Transactional E-Services:

- Application for a Retirement Pension.
- Change of address.
- Direct deposit in Canada.
- Application for a Statement of Participation in the Québec Pension Plan.
- Request for an income tax slip duplicate for income tax reductions.
- Request for a personal access code.

### Projects:

Non specified.

### Interdepartmental/Agency Project:

Non specified.

## Expenditures

### Appropriations Allocated to E-Services:

In 2002-2003: \$5,137.

# Régie du bâtiment (RBQ)

Web Site Administered: <http://www.rbq.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### The Web Site:

During the year, the *Régie* completely redesigned its Web site to meet government standards set under the *Programme d'identification visuelle* and to facilitate searches by users. Since the creation of the *Régie's* Web site in 1998, traffic has increased constantly, and the site requires frequent updates to provide as much information as possible to users. The average number of daily hits rose to 942 in 2002-2003 from 630 in the previous year, representing an increase of 49.5%. The *Fichier des entrepreneurs* registered 437,815 hits, representing an average of 36,485 per month and 1,199 per day. Compared with the previous year, the number of hits on the *Fichier des entrepreneurs* increased by 43.4% (305,338 in 2001-2002). The Web site's e-mail server is also busier -the *Régie* processed 14,802 e-mail requests in 2002-2003. These requests for information mainly dealt with checking or obtaining a license, interpreting regulations and standards, the Guarantee Plan for new residential buildings, complaints regarding contractors and labour statements (p. 58).

Also the Information Resources Department began work related to the adoption of new technologies, drafting an impact study that defined the target architecture from a methodological and technological point of view in order to support new computer systems that will be implemented in the modernization project.

## List of On-Line E-Services:

### Informational E-Services:

Information on services offered by the *Régie* regarding public security, contractors' qualifications and regulations.

### Interactive E-Services:

None.

### Transactional E-Services:

On-line consultation of licensed contractors' files (updated daily).

### Projects:

Modernize business processes and systems: consult the *Régie's* information base and the public contractors registry, service requests (e.g., permit applications), on-line payments, formulation of statements, on-line accounts.

### Interdepartmental/Agency Project:

Offer transactional services to municipalities to facilitate reporting work that requires a construction permit (offered via the *Bureau municipal* portal).

## Expenditures:

### Appropriations Allocated to E-Services:

Internal daily updates  
The information site is managed by the DGSIG: \$10,000 (hosting)  
External development and design: \$1,406 (2003-2004)  
Contractors' files: \$24,000

# Régie du logement (RDL)

Web Site Administered: <http://www.rdl.gouv.qc.ca/>

## E-Service Objectives:

E-mail replies within 72 hours.

## 2002-2003 Management Report Highlights of E-Services:

### Objectives:

To make the following available on the Web site: forms and automatic calculations of rent variations. Increase the number of visitors to the site by 40% in two years.

Number of hits in 2002-2003: 629,626

Comment: the current rental market trend, characterized by a low vacancy rate, has led to a significant increase in consultations of the *Régie's* publications and the Frequently Asked Questions section, and in the use of the interactive calculation form for rental adjustments (p. 16-17).

### Internet, Intranet and Monitoring:

The *Régie* has upgraded its Web site and created and installed an Intranet for a total of approximately \$55,000. In accordance with the provisions of the government directive stemming from the Public Administration Act, the *Régie* also acquired licenses (\$8,000) to upgrade monitoring software (p. 32).

## List of On-Line E-Services:

### Informational E-Services:

- Information on tenant and landlord rights.
- Downloadable forms for filing complaints with the *Régie*.

### Interactive E-Services:

The site includes an interactive work tool that allows citizens to calculate rental variations that may apply in their case.

### Transactional E-Services:

None.

### Projects:

Plan to allow citizens to e-mail their forms and pay the required fees in a secure manner.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Site upgraded in 2002: \$24,740.  
Site maintenance, development and management done internally.  
Hosting taken over by the DGSIG.

# Registraire des entreprises (REQ)

Web Site Administered:

<http://www.req.gouv.qc.ca/index.htm>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

No report (the *Autorité des marchés financiers* has only been operating since February 1, 2004).

## List of On-Line E-Services:

### Informational E-Services:

- Information on incorporation.
- Forms for incorporation, striking off, amendment declarations, etc.

### Interactional E-Services:

Database of registered businesses.

### Transactional E-Services:

- An e-filing service that enables businesses to submit their annual declarations (no amendments) via the Internet. Processing is reliable and fast and at the same time the service eliminates the need to send paper forms.
- A service for obtaining information on businesses found in the CIDREQ database (sole proprietors, partnerships and corporations). Possibility of determining the order in which the files are presented and what information they contain.
- Application for subscription to both of these services.

### Projects:

Non specified.

### Interdepartmental/Agency Project:

Non specified.

## Expenditures:

Appropriations Allocated to E-Services:

Non specified.

# Secrétariat du Conseil du trésor (SCT)

Web Site Administered: <http://www.tresor.gouv.qc.ca>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### Information Resources:

- Implement information and communication technologies to increase access and simplify public services.
- Adaptation to new work methods by individuals.
- Secure protected personal information.
- Establish a culture of partnership to, first, facilitate the grouping of services offered to citizens and businesses and, second, make the delivery of public services more effective and generate productivity gains.
- Implement GIRES while respecting the set budget and deadlines and implementing the strategy to ensure the smooth adoption by departments and agencies and their employees of new administrative processes related to the solution (p. 26). The implementation of the GIRES solution for integrated resource management is ongoing; the initial delivery was completed October 1, 2002 (p. 27).
- New work and collaboration methods in the Internet era. In 2002-2003, information was gathered from pre-existing communities of practice (p. 31).

Accordingly, in compliance with Québec's Information Superhighway Policy, the *Rapport sur la mise en oeuvre de l'infrastructure gouvernementale* was prepared in 2002-2003 and tabled before the Cabinet on November 20, 2002. The aim of this report was to present a summary of government accomplishments and the services implemented by departments and agencies during the 2000-2002 period (p. 46).

Objective 4.8.2: During the 2001-2004 period, implement security-oriented management and support functions to ensure that information and e-mails are secure. INDICATOR: Percentage completion of the *Plan d'action gouvernemental en sécurité de l'information*.

### Plan d'action gouvernemental en sécurité de l'information:

Government interventions in terms of digital information security are defined annually in an action plan adapted to the problems noted. The activities planned include the implementation of support and management functions by departments and agencies. Over 70% of the activities scheduled in the 2002-2003 annual action plan were completed. A restructuring of intervention priorities, compounded by a scarcity of specialized security resources, explains the delay on certain activities. However, the expected results will not be compromised and will be met during the coming fiscal year. Accordingly, the work done has enabled us to:

- Define strategic orientations for authenticating and certifying the identity of citizens and businesses;
- Develop practices concerning the backup of computer systems, the management of security breaches and the standard content of a security policy;
- Establish a specialized team to respond to incidents on a government-wide scale.

In addition to this work, the *Secrétariat* was entrusted during the year with a mandate to evaluate whether the current legal and administrative framework for the protection of personal information meets the requirements of the e-government project. To this end, a task force under the direction of the *Secrétariat* presented a preliminary report to the *Comité stratégique des ressources informationnelles*. The *Secrétariat* also collaborated with several government agencies to design a government authentication solution, enabling citizens to make secure electronic transactions. This solution was used by the Québec Government's certification services, *Infrastructure à clés publiques gouvernementale* (ICPG), presented in section 4.14.1 (p. 47).

### Orientation 4:

Promote and help ensure the coherent and efficient deployment of the Government's information superhighway. (p. 56-76).

## List of On-Line E-Services:

### Informational E-Services:

- Information on the modernization of the State, job openings in the public sector and recruitment.
- Information for the Conseil's government clientele.
- Information for government suppliers.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

Non specified.

### Interdepartmental/Agency Project:

Non specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Non specified.

# Société de développement de la Baie-James (SDBJ)

Web Site Administered: <http://www.sdbj.gouv.qc.ca>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- General information for investors.
- Dissemination of highway conditions for roads managed by the *Société*.
- Press room updated regularly.
- Downloadable bid forms.
- Information about Auberge Radisson (managed by the *Société*) and its rates.

### Interactive E-Services:

Possibility of filling out a document request form on-line.

### Transactional E-Services:

None.

### Projects:

Addition of an English version of the site.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Site redesign (2003): \$17,000.  
Development (2004): \$6,000 allocated (for an outside firm).  
Design and management of content done in-house.

# Société de développement des entreprises culturelles du Québec (SODEC)

Web Site Administered: <http://www.sodec.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

#### Department Site:

- Full access to all assistance, financing, policy and tax measure programs.
- Information about the financial products offered by SODEC.
- On-line editable forms available for downloading .
- News about the *Société* and the Sodexpress newsletter.

#### The *Programme d'aide aux jeunes créateurs* Site:

- The purpose of the site is to promote the works created under this program.
- Information about events, production workshops, etc.

### Interactive E-Services:

Clients can print the name search reports.

### Transactional E-Services:

None.

### Projects:

In the long term, the *Société* aims to make the site transactional.

### Interdepartmental/Agency Project:

None specified.

## Expenditures

### Appropriations Allocated to E-Services:

Sites managed internally.  
Hosting done externally: \$2,500.  
Changes made to the content: approximately \$8,275 (per year).  
Planned visual redesign of the site: \$20,000 initial phase, \$31,500 total.

# Société de la faune et des parcs du Québec (FAPAQ)

Web Site Administered: <http://www.fapaq.gouv.qc.ca/>

## E-Service Objectives:

To disseminate information and documentation about legislation, regulations, policies and programs from the date of their official announcement.

## 2002-2003 Management Report Highlights of E-Services:

### Corporate Image (Web Site):

2002-2003 was a year for redesigning the Web site: new visuals, upgrading to the standards of the *Programme d'identification visuelle* (PIV) and the *Ministère des Relations avec les citoyens et de l'Immigration*. Hits on the *Société's* Web site have increased considerably: From April 2002 to March 2003, the number of monthly visits rose from 53,029 to 77,509 (p. 50).

**Commitment:** Via the Web site, disseminate information and documentation about legislation, regulations, policies and programs, from the date of their official announcement.

**Comments:** Redesigning the site to make it compliant with the government's *Programme d'identification visuelle* made it more user-friendly. Interactive sections, supported by databases, have been added, and 25% of the forms are now downloadable (p. 55).

**Commitment:** Via the Web site, disseminate free publications for the general public as soon as their publication is announced via a press release (p. 58).

**Perspectives:** During the coming year, the *Société* is committed to reviewing its Declaration of Services to Citizens. It will certainly keep those commitments related to respect for people and accessibility of services. It will use the knowledge acquired during this first experience and will report on the integration of e-services, which are increasingly present (p. 61).

## List of On-Line E-Services:

### Informational E-Services:

- Downloadable information brochures.
- Section on threatened wildlife species.
- Development of an educational section (cartoons, games, drawing, etc.) and teaching projects.

### Interactive E-Services:

- An integrated regional portal that allows users from each of the 17 regions to access information specific to their area.
- Order system for regulatory brochures on fishing, hunting and trapping (delivery within two to five days).
- On-line forms ordering.
- Ordering point-of-sale licenses.
- Requests for information.

### Transactional E-Services:

Change of address for hunting licenses.

### Projects:

- Make accessible all research reports published by wildlife specialists at the *Société*.
- Prepare a database on Québec vertebrates and another on wildlife habitats to protect, as well as a section on wild animals that cause damage.
- Needs assessment through an on-line survey, to come
- Add a promotional section on fishing.
- Future transactional services for the sale of hunting and fishing licenses (gradual implementation already started).

### Interdepartmental/Agency Project:

- Contribution to the *Démarrez votre entreprise* portal.
- In collaboration with the *ministère de l'Environnement*, develop a section for the *Centre de données sur le patrimoine naturel du Québec*.

## Expenditures:

**Appropriations Allocated to E-Services:** Annual site maintenance costs: \$20,000. Internal management done by two people.



# Société de l'assurance automobile du Québec (SAAQ)

Web Site Administered: <http://www.saaq.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Proportion of e-mails processed within two business days or less: 98% (p. 30).

Objectives: Conduct 30% of all transactions with customers and partners on-line (p. 32).

In terms of technology infrastructure, the following accomplishments should be noted:

- The completion and consolidation of infrastructure required to develop and operate applications that rely on Internet and client/server technology.
- The replacement of mainframes and the automated library.
- The increased strength of the information highway's technological components, especially the network components, as well as increased security due to the implementation of an intrusion and escalation detection process.
- Studies that have led to the decision to immediately start using the shared government network as the method of choice for the transmission of information between the Société's head office and its other offices.

In term of security, the main accomplishments include:

The strengthening of log/recording measures and the implementation of a technological solution to analyze the logs for any dubious access, as well as threats to privacy

- The implementation of stricter password management mechanisms.
- The launch of a review process of users' access rights, limiting access to the data required for specific jobs.
- The launch of a process to make trial data anonymous.
- The accomplishment of some of the actions to improve the central platform recovery plan (p. 97).

## List of On-Line E-Services:

### Informational E-Services:

General information about the rights and responsibilities of citizens.

### Interactional E-Services:

None.

### Transactional E-Services:

- Change of address using a secure form.
- SAAQcllic: allows 30 car dealers to register new and used vehicles on concluding a sale (in progress). This application also allows 25 mandated mechanics/inspectors to register their certificates with the Société for inspecting all types of vehicles at their garage.
- The possibility for business and private clients of Desjardins and the National Bank to pay for registrations, drivers' licenses and disabled parking stickers on-line.

### Projects:

- Continue to deploy the SAAQcllic application (800 dealers targeted by the end of 2005, as well as 150 mechanics/inspectors)
- Develop an application to allow municipalities to obtain on-screen information about violations of the *Programme d'évaluation des véhicules lourds*, rulings, and notices of payment and non-payment of fines (2004).
- Site renovation will be started in 2004.

### Interdepartmental/Agency Project:

The Société is part of the implementation team of the ICPG and the *Service québécois de changement d'adresse*.

## Expenditures:

### Appropriations Allocated to E-Services:

Maintenance, development and improvements: \$12M (in the past seven years).  
Site and transactional applications managed internally.

# Société des alcools du Québec (SAQ)

Web Site Administered: <http://www.saq.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

### www.saq.com A Commercial Transformation:

Results of the transactional site [www.saq.com](http://www.saq.com) are exciting. In 2002-2003, the sales goal of \$3 million was achieved two months before the end of the fiscal year. The site has almost 7,000 visitors every day, and while not everyone makes purchases on-line, most users do research on the site before going shopping. The increase in this virtual patronage has been maintained since [www.saq.com](http://www.saq.com) went on-line in the fall of 1999. Additions have been made to the site this year, allowing users to subscribe to the SAQ e-Newsletter, a monthly e-mail detailing promotions, major sponsorships by the SAQ, and wine and food pairings. To date, 115,000 users have subscribed to the service. The site also offers a "Business to Entertainment" section, simplifying information searches by grouping data pertaining to businesses: Organizing a wine tasting, product suggestions, a link to the *Maison du Gouverneur* for receptions, etc. The [www.saq.com](http://www.saq.com) team does not plan to rest on its laurels, though, as numerous additions are expected for the 2003-2004 fiscal year, including a section on organizing a reception and another offering a range of delicious recipes. The site will be totally redesigned to make it even more user-friendly...at high-speed!

### Reality is Virtual:

Over the past few months, staff has begun, and in certain cases completed, numerous projects, such as setting up a new server infrastructure and VSOP management tools. It proceeded, for the benefit of clients and store employees, to implement new technologies, including improved e-payments, the establishment of a backup telecommunications environment for stores and the entire network, the use of Windows 2000, an operating system ensuring the security of the computer environment and the compliance of all workstations, including cash registers in stores. By assigning a large team to VSOP activities, the DRI has accomplished many complementary projects and supported the policies of other SAQ departments, such as the redesign of the Montréal warehouse network and the development of [www.saq.com](http://www.saq.com).

### Two Complementary Portals:

Finally, the DRI has started up and integrated private (SAQ-B2B) and public (GWS) portals: A new way of doing business and an answer to the demands of a global market. B2B e-commerce is a powerful and unavoidable phenomenon. The SAQ has in this way equipped itself in some 60 countries (p. 25).

## List of On-Line E-Services:

### Informational E-Services:

Corporate section with information on the *Société*.  
Information and education on products to help clients in their decision-making.

### Interactional E-Services:

None.

### Transactional E-Services:

- On-line purchases (since 2000).
- The Global Wine and Spirits portal (launched in 2001): International e-commerce portal for wine (for producers and importers).

### Projects:

Technological and ergonomic upgrade of the site planned in 2004.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

Appropriations Allocated to E-Services: Annual cost: \$200,000

# Société des établissements de plein air du Québec (SEPAQ)

Web Site Administered: <http://www.sepaq.com/>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

Members of the public can enter on-line for the four Sépaq-administered draws for booking hunting and fishing packages. In 2002, there were 42,774 on-line entries, a 40% increase from the previous year (p. 17).

## List of On-Line E-Services:

### Informational E-Services:

- Institutional information (annual report, mission of the national parks, publications, available jobs and service offer forms, bids, etc.).
- Information about the various national parks and resorts; a variety of tourist information.

### Interactive E-Services:

Vacation planner.

### Transactional E-Services:

- Entries for various hunting and fishing draws.
- Book and play for a fishing vacation or camping package.
- Subscribe to the candidate database to apply for a job.

### Projects:

Make all booking-related products available on the Web site.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:** The maintenance and development of the Web site are done internally by a five-person team. The amounts allocated total \$170,000 per year.

# Société des traversiers

Web Site Administered: <http://www.traversiers.gouv.qc.ca/>

## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

The ever-increasing accessibility of the Web to citizens partially explains the significant increase in the number of hits on the *Société's* Web site. A total of 128,732 hits were recorded between April 1, 2002 and March 31, 2003. Accordingly, there were an average of 352 visits per day, compared with 213 in 2001-2002, an increase of 52%.

The search for information on the *Société's* Web site varies during the year. The use of ferry services during vacations is reflected in the site traffic statistics. In the months of May, June, July and August, there are 3,000 to 4,000 hits per week, whereas there are fewer than 1,800 hits per week in January and November. Like last year, the page on the Matane-Baie-Comeau-Godbout ferry is the most visited, followed by the Québec City-Lévis ferry and the link to the Rivière-du-Loup ferry.

The Web site is a highly appropriate means of efficiently relaying information about our services. Visitors also use it to send questions and comments. The *Société*, which receives several thousand requests for information by e-mail, answers most of them within two business days. The new site, currently under construction, will be more clear, more complete and will include links to other private ferry companies and tourism partners. It should answer user's most frequently asked questions, thereby cutting down on the number of requests for information (p. 36-37).

## List of On-Line E-Services:

### Informational E-Services:

Schedules, rates and various information about the ferries.

### Interactive E-Services:

None.

### Transactional E-Services:

Provide suggestions about services using the form "Your opinion about our services".

### Projects:

Add an on-line reservation form for the Matane-Baie-Comeau-Godbout ferry.

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

### Appropriations Allocated to E-Services:

Amount allocated to site maintenance and development: \$20,000.

# Société d'habitation (SHQ)

**Web Site Administered:** <http://www.shq.gouv.qc.ca/>  
(The domain name will be changed to [www.habitation.gouv.qc.ca](http://www.habitation.gouv.qc.ca/) once the site is upgraded.)

## E-Service Objectives:

Non specified.

## 2002-2003 Management Report Highlights of E-Services:

### Objective: Make Programs and Services Accessible On-Line

The *Société's* brochures and publications are already available on the Web site, which is accessible through a hyperlink on the government portal. In 2001, the *Société* upgraded its Web site to make it compliant with the development guidelines for the government's information superhighway. A development plan for the new site, using a client-based approach, was tabled in 2002; the new site will be finalized in 2003.

The planning of activities related to the Web site development plan, especially those regarding the delivery of e-services to the *Société's* partners and representatives, will be completed in 2004. This will clarify the strategic objectives for forms to be filled out and transactions to be done on the government Web site. In 2002, the *Société* took several steps to make transactional exchanges possible on its pending joint Web site. Software and hardware infrastructure should be completed in 2003. Reengineering studies have also been launched to consider new work methods and the upgrading of existing computer systems, as well as the development of new computer systems that use leading-edge technologies (p. 33).

### Computer Resources

By modernizing the housing-related public services it provides, the *Société* aims to improve services offered to its clientele, as well as its representatives and partners by developing the delivery of e-services and using information and communication technologies. In 2002, the SHQ began implementing a modern and secure infrastructure for delivering e-services while adapting its methods and standards, as well as tools for upgrading its systems. Gradually, it will offer citizens and its representatives and partners access to its services via the Internet. With the advent of "city contracts," the e-services provided take on increased significance because the *Société* will have to follow up on and account for the overall progress of the programs administered by the cities. In addition, the SHQ is continuing the work already begun to compensate for obsolete technology and to review work methods while considering better ones: Results-based management, e-services etc. For example, a management system for social and community housing programs will be developed for on-line use by representatives and partners. The development of a management system for the housing stock assembles the information on buildings within several systems whose technology needs improvement. The Web site upgrades will follow a client-based approach. The priorities of the SHQ Information Technology Department include: better support for programs that fall under the *Plan d'accélération des investissements publics*, including Affordable Housing Québec, *AccèsLogis Québec* and *Rénovation Québec*; implementing the infrastructure for e-services; reviewing the management of the housing stock; upgrading aging systems; and pursuing an action plan for making digital information secure. The challenge for the SHQ is to adjust its investments according to its priorities in order to contribute to the evolution of e-government. The coming years will see the continuation of the activities initiated in 2002 (p. 42).

## List of On-Line E-Services:

### Informational E-Services:

- Reference portal with information on housing in Québec.
- Informational extranet for: housing offices, technological resource groups, cooperatives and NPOs, organizations that manage units within the Rent Supplement Program (secure sites: access with a user name and password).

### Interactive E-Services:

Ordering publications.

### Transactional E-Services:

None.

### Projects:

- Upgraded site scheduled to become operational in 2004.
- Implementation of calculation software to determine eligibility to the Shelter Allowance Program (interactive).

### Interdepartmental/Agency Project:

None specified.

## Expenditures:

**Appropriations Allocated to E-Services:** Site upgrade: \$57,000 (professional services to develop the site and write the content).  
2003-2004: \$195,000 for the upgrades (\$1450,000 over three years).  
Technological infrastructure for the support of e-services: \$515,000 (2003-2004).  
Total budget over three years: \$1,095,000 Regular maintenance of the Web site done in-house.

# Société générale de financement (SGF)

Web Site Administered: <http://www.sgfqc.com/>

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## E-Service Objectives:

A work committee is currently reviewing SGF's strategy on the use of Web technology as a method of communicating with its different audiences. For the time being, there are no plans to make the new site transactional. However, in light of the SGF's future mission and its subsequent business objectives, a transactional component may be appropriate.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Documents, press releases, annual reports.
- Investments from industrial sectors.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures

### Appropriations Allocated to E-Services:

In 2003, the operating budget was \$25,000.

# Société immobilière du Québec (SIQ)

Web Site Administered: <http://www.siq.gouv.qc.ca/>

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## E-Service Objectives:

[...] this site is currently being analyzed. Our main objectives are to review navigation, better organize information, facilitate the updating of information, improve the effectiveness of our customer/supplier relations, and evaluate the relevance of creating more interactive and transactional tools. We have not yet set a release date for the new version.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information about Québec's housing stock, calls for tenders, integrated land developments, spaces for rent, real estate for sale by the *Société*, and awards given by the *Société*.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures

### Appropriations Allocated to E-Services:

In 2003, the operating budget was \$25,000.

# Société nationale du cheval de course (SONACC)

Web Site Administered: <http://www.sonacc.com/>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Names of entries and results for races from different tracks.
- Information about race regulations.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures

### Appropriations Allocated to E-Services:

In 2003, the operating budget was \$25,000.



# Société québécoise d'assainissement des eaux (SQAE)

Web Site Administered: <http://www.sqae.gouv.qc.ca/index.html/>

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## E-Service Objectives:

None: the *Société* plans to reexamine the relevance of keeping its Web site open.

## 2002-2003 Management Report Highlights of E-Services:

No annual report.

## List of On-Line E-Services:

### Informational E-Services:

No annual report.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

None specified.

### Interdepartmental/Agency Project:

None specified.

## Expenditures

### Appropriations Allocated to E-Services:

No budget is currently allocated to this area of expenditure.

# Télé-Québec

## Web Site Administered:

<http://www.telequebec.tv/>  
<http://www.100quebecois.tv/>  
<http://www.cornemuse.com/>  
<http://www.telequebec.qc.ca>

<http://www.dicteesdesameriques.com>  
<http://www.belleetbum.tv/>  
<http://www.extremis.tv/>  
<http://carrefour-education.telequebec.tv/>

## E-Service Objectives:

Télé-Québec intends to strengthen its interactive content and become a true on-line public broadcaster, in keeping with its mission. [...] Télé-Québec can become a true on-line public broadcaster known as Télé-Québec-Interactive.

## 2002-2003 Management Report Highlights of E-Services:

### New Media:

...*Télé-Québec* has been able to improve its on-line television content, creating quality interactive products while improving the viewing experience of its Internet customers. In 2002, the central *Télé-Québec* site was improved by adding a variety of hyperlinks leading to a wealth of information and services. For example, *infocourriel* (the e-newsletter) informs thousands of users of *Télé-Québec*'s programming every day and new, not-to-be-missed shows, according to their preferences (Information on show sites).

Until recently, only a few people worked on developing new media at *Télé-Québec*. In the fall of 2002, *Télé-Québec*'s senior management completed an internal study on the status of new media, in order to create a solid framework for their development, production and broadcasting. To accomplish this, the Direction des nouveaux médias was created to develop interactive communication and on-line broadcasting strategies, while supporting *Télé-Québec*'s educational and cultural mission. It will also be responsible for management, design, production, acquisition, broadcasting, distribution and updating of all of *Télé-Québec*'s Web sites and interactive multimedia products (p. 20).

### On-Line Education:

By proposing an operating method better suited to the goals of *Services éducatifs* (Educational Services), and more specifically by monitoring technological developments, *Télé-Québec* has also identified the resources necessary to intensify the marketing and distribution of its products, particularly through a broadband network (p.21).

Over its four years of existence, *Carrefour éducation* (Education Crossroads) has been consistently enhanced, and its contents have become indispensable, with influence extending far beyond the borders of Québec to the entire French-speaking world. Its numerous partnerships are the cornerstone of its development. In fact, the *Carrefour* team works energetically to coordinate the efforts of all those involved in Québec, in order to optimize the impact of the distribution of available resources. The *Carrefour éducation* is also sought after for its ability to broadcast information and penetrate the educational milieu thanks to its Web site, newsletter and active participation in numerous teaching symposia and conferences. With its hits doubling every year since its inception, the site has had an average of approximately 1,000 visits per day over the past year. At the same time, the number of subscribers to the *Carrefour* newsletter has increased from 2,300 to 5,500 (p. 21).

## List of On-Line E-Services:

### Informational E-Services:

- Programming and corporate information, related television show sites.
- Information on the mission and history of *Télé-Québec*.

### Interactive E-Services:

None.

### Transactional E-Services:

- Subscription to *infocourriel*.
- Requests for educational videos.

### Projects:

- The main site is being redesigned and a new version will be available in the spring of 2004.
- Design and production of theme educational guides.
- Mandate to produce a Web site for educating youth about film.

### Interdepartmental/Agency Project:

Delivery of digital educational videos on the broadband network of RISQ and of three school boards. The project could be expanded to include the entire *Villes et villages branchés* network.

## Expenditures:

### Appropriations Allocated to E-Services:

Development and management of new media:	\$1,310,986
Computer support:	\$77,828
Connectivity:	\$100,000
Fixed assets (2003-2004):	\$300,000
<b>Total:</b>	<b>\$1,788,815</b>

# Urgence santé

Web Site Administered: <http://www.urgences-sante.qc.ca/>

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## E-Service Objectives:

None specified.

## 2002-2003 Management Report Highlights of E-Services:

None mentioned.

## List of On-Line E-Services:

### Informational E-Services:

- Information and general advice on various topics related to ambulance transportation.
- ClinicUS journal available for downloading.
- Information about job opportunities at *Urgence Santé*.

### Interactive E-Services:

Pay ambulance transportation bills.

### Transactional E-Services:

None.

### Projects:

To renovate the site in 2003-2004, to improve its interactivity, ergonomics and visual appeal.

### Interdepartmental/Agency Project:

Non specified.

## Expenditures

**Appropriations Allocated to E-Services:** \$30,000 per year for maintenance and development.

# Zone de commerce international de Montréal à Mirabel

Web Site Administered: <http://www.zonemirabel.com/>

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## E-Service Objectives:

In the short term, we do not plan to make any changes to the site. The purpose of our site is to provide information and not conduct transactions.

## 2002-2003 Management Report Highlights of E-Services:

No report.

## List of On-Line E-Services:

### Informational E-Services:

Information on the services and the aerospace industry, investment projects, press releases, events, and comparative economic studies.

### Interactive E-Services:

None.

### Transactional E-Services:

None.

### Projects:

To renovate the site in 2003-2004, to improve its interactivity, ergonomics and visual appeal.

### Interdepartmental/Agency Project:

None specified.

## Expenditures

Appropriations Allocated to E-Services: In 2002-2003: \$5,137.