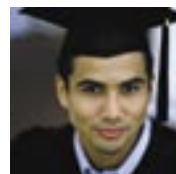
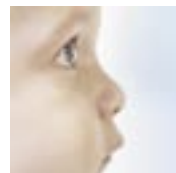


First Progress Report

Modernization Plan 2004-2007

Promoting Quality Services to the Population



May 2005

Québec 

To contact us:

875, Grande Allée Est, section 1-C

Québec (Québec) G1R 5R8

Telephone : (418) 643-1529

1 866 552-5158

Fax : (418) 643-9226

E-mail : communication@sct.gouv.qc.ca

This document is also available on the internet
[www.tresor.gouv.qc.ca]

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New Strategies to Ensure Quality Services to the Population



A Government Priority

Upon its election, the Government made modernizing the State one of its major priorities. The objective was to improve quality services to the population, while respecting the taxpayers' ability to pay and preparing to respond to the impact of demographic changes. Such a project requires a systematic review of the current organization of government and look for innovative ways to deliver the services to which the population is entitled.

This commitment to change has been emphasized in several ways, especially by the publication, in May 2004, of the 2004-2007 Modernization Plan. Twelve months later, the time has come to present our first progress report, with a view to ensure transparency. This document therefore showcases all our endeavours as well as an assessment of the steps completed and of what is still to come.

Tangible Results Already Achieved

A look at the appendix to this document will show at a glance the scope of this initiative and how many steps have already been completed. Thanks to the progress already achieved, life has been made easier for individuals and businesses having to deal with the Government every day. For example, it is now easier for anyone who wants to start a business to find the right forms.

Sophisticated Internet tools now exist for workers so that they can obtain a precise idea of their future retirement income with a pension simulator. Anyone can now give notice of a change of address on the Internet, and electronic hubs allow people to look up job offers and training opportunities in their region.

At the same time, in 2004-2005, we laid the foundations for many structuring projects for the future. Thus, the legal and administrative framework was defined for major projects such as Services Québec, the Agence des partenariats public-privé du Québec and the Centre de services partagés du Québec.

Improving Government Performance

Other measures have the effect of improving government performance. These are new modes of organization which, together with our approaches towards streamlining structures and reviewing programs, will allow us to reduce the size of the public service without affecting the quality and level of services to the population.

The staff reduction target for 2004-2005 was achieved, and even exceeded. The staff reduction within the public service was 1,400 FTEs. Combined with the efforts of the departments and bodies to reduce their operating costs, this will represent total annual savings of \$350 million beginning in 2005-2006.

Thus, gradually, the Québec Government is refocusing on its core missions, improving its performance and reorganizing to put the public at the centre of its priorities. The modernization efforts are constant, without necessarily being visible every day, but together they are profoundly transforming the public service. Considerable progress has been made and the anticipated results of the steps still to be completed are even greater. The Government also intends to continue its approach by proposing a series of new initiatives in addition to the projects of the 2004-2007 Modernization Plan.

The progress of the work and the extent of the improvements are a source of great satisfaction for our Government, confirming the validity of going ahead with the Plan. More convinced than ever that it is possible to transform government to make it serve the public, we intend to continue passionately and rigorously along the same path.



Introduction

In May 2004, the Government published its 2004-2007 Modernization Plan, *Modernizing the State – Promoting Quality Services to the Population*.

With this modernization plan, the Government sought to ensure that the Québec State, more than ever, adapts to our collective values and the means we are prepared to mobilize in response to these values.

For this purpose, the Government committed its efforts to four directions:

1. Improving the way we do things;
2. Streamlining structures;
3. Reviewing programs;
4. Planning human resources.

The Government thus chose an ambitious approach. It did so with the utmost transparency, clearly and explicitly identifying the nature of the projects initiated and the approach preferred.

One year later, the Government is accounting to the public for the implementation of the 2004-2007 Modernization Plan by publishing a first progress report.

In the following section, the Government reviews the progress of the ten main modernization projects currently under way. For each of them, the progress report thus presents the work performed in 2004-2005, the tangible results currently obtained and the objectives pursued for the year ahead.

The Government also evaluates twelve new initiatives, all within the context of modernization, which will be studied in the coming year. These initiatives are described in the section following the main projects.

Finally, the progress report includes a detailed status report on each of the thirty-nine projects which had been identified in the 2004-2007 Modernization Plan.

Principal projects

- **Services Québec**
- **Development of Online Government**
- **Public-Private Partnerships**
- **Reduction of the Size of the Public Service**
- **Modernization of the Health and Social Services Network**
- **Decentralization and Regionalization**
- **Role and Governance of Government Corporations**
- **Review of Public Bodies**
- **Centre de services partagés du Québec**
- **Human Resources Management**



Principal projects

Services Québec

The Government of Québec is significantly changing its structure for delivering services to individuals and businesses with the creation of Services Québec, an agency with the primary mission of offering a multi-service and multimode one-stop centre (Internet, telephone, counter and mail), which will allow simplified access to public services.

Services Québec must rethink the traditional modes of delivering government services, based on a modern and innovative approach, link line with the needs of individuals and businesses, while accounting for special regional conditions. Services Québec will take advantage of new technology, including the Internet, to adapt to the public's schedules and needs, and will maintain telephone access and over-the-counter services.

Services Québec is mandated to exercise strong leadership in service delivery within the government administration.

While the opposite has long prevailed, it is now the Government which is adapting to the needs of individuals and businesses, who will no longer have to make multiple approaches to the administration to obtain the services to which they are entitled.

ACHIEVEMENTS

- Adoption of Bill 63 creating Services Québec
- Tabling of the Couture Report on the establishment of Services Québec
- Appointment of the Minister responsible for Services Québec, Mr. Pierre Reid, and the Chair and Chief Executive Officer

2005-2006 OBJECTIVES

- Integrate the Communication-Québec network and the Government Service Portal into Services Québec
- Increase the current service offering and develop the range of front-line and second-line public services (permits, cards and certificates)
- Begin work on offering a single telephone number to reach the Government
- Gradually develop points of service throughout Québec



Principal projects

Development of Online Government

In June 2004, the Minister for Online Government, Mr. Henri-François Gauthrin, tabled a report in the National Assembly entitled *Connecting Québec to its Citizens*, which gave a detailed presentation of the online government project and the means that will be implemented to ensure its success.

Considerable energy has been invested in accelerated the development of flourishing projects, capable of making life easier for individuals and businesses. In 2004-2005, several initiatives related to the development of online government were carried out, with beneficial effects on many clientele.

The Minister for Online Government will soon table an assessment of the achievements of the departments and bodies in online government for 2004-2005, which will present the situation exhaustively.

ACHIEVEMENTS

- **Report on Connecting Québec to its Citizens**
- **Appointment of Minister for Online Government, Mr. Henri-François Gauthrin**
- **New government portal with the achievements announced in the 2004-2007 Modernization Plan**
 - individual, international, business and youth portals giving access to over 40 service clusters, including those dedicated to events in the lives of individuals and businesses
- **Villages branchés**
 - budget doubled, increasing the public investments to \$150 million
 - 24 projects announced, serving 1,233 school buildings and 1,210 municipal buildings
- **New online services:**
 - Québec change-of-address service: a single transaction can notify six departments and bodies
 - Clic Revenu: citizens can now obtain online confirmation of their anticipated refund and their notice of assessment. New services have also been developed for businesses:
 - obtaining GST-QST numbers online when registering a new business
 - transmission of records of employment and the employer summary via commercial software (Fortune 1000)
 - electronic reporting of the tax on tires and insurance premiums and the specific tax on lodging
 - NetRégie: addition of a functionality allowing direct online consultation of the Statement of Participation in the Québec Pension Plan
 - Calcul@ide: makes it possible to calculate, in three easy steps, the amount of refundable tax credits to which an individual is entitled under the new Child Assistance and Work Premium programs
 - Business startup: new entrepreneurs are guided and clearly directed, by simple questions, to simplify their dealings with the Government



Principal projects

Development of Online Government (continued)

2005-2006 OBJECTIVES

- Improve the online service offering
- Provide transactional rather than informational services
- Continue implementation of the Villages branchés program
 - develop 18 more projects in Québec regions





Principal projects

Development of Online Government (continued)

Tangible results for the population in 2004-2005

The efforts invested in modernization have consolidated the online services already offered to the Québec population. Others were created in 2004-2005, and conclusive results have already been observed

- Québec change-of-address service: 150,000 changes since June 2004 (www.adresse.info.gouv.qc.ca)
- Revenu Québec: nearly 2 million returns transmitted electronically by individuals and 700,000 captured electronically by bar code technology
- Clic Revenu: 14,565 individuals registered, service available since February 2005 (www.revenu.gouv.qc.ca)
- Online job placement: development of its full potential, resulting in 176,740 applicants registered and 149,643 positions filled in 2004-2005, compared to 135,206 positions in 2003-2004 (emploi.quebec.net/)
- NetRégie: 1.7 million visits in 2004-2005 for a little more than 4,500 visits per day on this Régie des rentes du Québec site. Among other things, users can request direct deposit, simulate a pension, apply for a pension and obtain other information. (www.rrq.gouv.qc.ca/fr/services/15_09.htm)
- Financial assistance to education: 70% of students who applied for financial assistance in 2004-2005 used online services, compared to 58% in 2003-2004. Students can also simulate the financial assistance calculation and consult their file online in total security. (www.afe.gouv.qc.ca)

Tangible results for businesses and municipalities in 2004-2005

Québec businesses and municipalities also benefit from the development of online services, increasingly well adapted to their needs.

- Clic Revenu: 17,441 businesses are now registered and transact electronically with Revenu Québec. (www.revenu.gouv.qc.ca)
- Government Business Services Portal: 326,347 visits since July 2004 to obtain various online services and advice, particularly regarding business startups. (www.entreprises.gouv.qc.ca)
- CSST service centre: 4,686 active users transact online with the CSST, to transmit their claims and access data specific to their business, among other purposes. (http://www.csst.qc.ca/portail/fr/informations/guichet_csst/informez_vous.htm)
- SAAQClic-concessionnaires : more than 50% of automobile dealers are connected. (www.saaq.gouv.qc.ca/immatriculation/saaqclic/concessionnaires)
- Municipal Office: more and more employees and mandataries of municipal organizations use the eleven electronic services; 5,000 registered users. (www.portail.mamr.gouv.qc.ca/accueil.jsp)



Principal projects

Public-Private Partnerships

The 2004-2007 Modernization Plan reaffirms the Government's commitment to use a new tool, public-private partnership (PPP), which has proven its usefulness in several administrations comparable to Québec. This formula clearly differs from privatization because it allows the State to maintain ownership: it determines the scope of the project and the obligations of the private partner, while assuring financial support equivalent to its responsibility.

In 2004-2005, the Government laid the legal and administrative foundations for carrying out such projects. These foundations institute a structured framework and evaluation process to ensure that implementation of PPP will be completely transparent and really represent a gain for the public, both in terms of costs and the quality of services.

To ensure this transparency, the Agence des partenariats public-privé du Québec will post the calls for tender and the signed contracts on its Web site. In addition, each contract will be reviewed by a process auditor.

In general, the PPP formula could be applied advantageously in certain niches, such as infrastructure construction. Thus, 2005-2006 should normally see the emergence of the first projects implemented in PPP mode if the studies confirm that this formula is interesting in their case.

ACHIEVEMENTS

- **Publication of a Public-Private Partnerships Framework Policy**
- **Agence des partenariats public-privé du Québec :**
 - adoption of Bill 61
 - startup of the Agence and appointment of a Chair and Chief Executive Officer.

2005-2006 OBJECTIVES

- **Continue to study priority projects in PPP mode. The main steps already complemented and the future steps are presented in the Appendix:**
 - Autoroutes 25 and 30, a new network of highway parks, a new major cultural complex in Montréal, the development of 1,000 to 1,500 places in residential and long-term care centres, delegated management of maintenance and operation of certain road corridors, and the Centre de gestion des équipements roulants (rolling stock management centre)
- **Continue the work concluding in the use of innovative modes for certain projects:**
 - certified medical and surgical centres, cultural facilities, a detention centre in Montérégie, and the Centre de signalisation routière (traffic control centre)



Principal projects

Reduction of the Size of the Public Service

Reducing the size of the public service inevitably requires a reduction in the number of its employees. The Government plans to achieve such a reduction by attrition, in accordance with the collective agreement, with the goal of reducing public service staff levels by 20% over a 10-year period. During these years, one out of two retirees will be replaced. Thus, staff levels, will drop from 75,800 to 60,100 over this period.

Thanks to the development of new ways of doing things, such as Services Québec, the Centre de services partagés du Québec and Online Government, we will be able to improve the quality of services to the population while pursuing the objectives of reducing the size of the public service.

This entire exercise is accompanied by rigorous planning of workforce needs to improve the quality and level of public services.

Despite the objective of replacing one out of two retirees, it is interesting to note that the Government, by 2014, will proceed to hire about 16,000 people to replace the personnel who will be leaving.

ACHIEVEMENTS

- Establishment of measures to control staff levels
- Establishment of government targets for the reduction of operating costs

2005-2006 OBJECTIVE

- Reduce staff levels by 1,109 additional full-time equivalents (FTEs)

Tangible results

- Reduction of public service staff levels by 1,400 FTEs compared to an objective of 926 in 2004-2005
- Combined with the departments' efforts to reduce their operating costs, this initiative allows recurring savings of \$350 million on an annual basis beginning in 2005-2006.



Principal projects

Modernization of the Health and Social Services Network

A Québec Government priority, the health and social services sector is at the centre of the discussions on improving the quality of services to the population. Various actions have thus been initiated to provide Québec's regions with local networks adapted to their clientele and give them greater freedom of action.

The objective pursued is to reduce the steps by patients who need services, while ensuring the quality and continuity of the care and services provided to them.

In addition, the decrease in administrative structures, combined with the reduction of the number of bargaining units, will simplify the organization of work in the network and thus make it possible to invest more in services to the population.

ACHIEVEMENTS

- Decrease in the administrative structures of public institutions
- Reduction in the number of bargaining units from 3,800 to 800, at the end of the process, all subject to confirmation by the Commission des relations du travail
- Decentralization of negotiation of 26 matters in public institutions, with the aim of promoting the local organization of work and dealing with the workforce shortage
- Improvement in direct services to the population, particularly by establishing health and social service centres and integrated university health networks

2005-2006 OBJECTIVES

- Development sustainable solutions to assure long-term funding of the health and social services network
- Adopt a new prescription drug policy
- Develop network clinics to improve access to front-line care

Tangible results

- 42% decrease in administrative structures of public institutions by mergers or groupings, which will reduce their number from 339 to 195
- Integration and continuity of services to the population by grouping institutions into local networks: 95 health and social service centres created
- Reduction of waiting time in emergency units and other services resulting in the reorganization of services, such as:
 - 60% increase in knee operations, 28% increase in hip operations and 30% increase in cataract operations
 - decrease in the average length of stay in emergency units despite a 5% increase in traffic
 - establishment of 82 additional family medicine groups throughout Québec. In March 2003, there were only 17.



Principal projects

Decentralization and Regionalization

The Government has made the regional and municipal autonomy project one of its action priorities. The regions and the local communities should have tools allowing them to take charge of their own development. A first phase of the project was accomplished with the establishment of the Regional Conferences of Elected Officers (CRÉ - Conférences régionales des élus), a majority of whose members are from the municipalities.

Last fall, within the context of the Forum des générations, this commitment also materialized by the signing of two memoranda of understanding on decentralization and regionalization.

Taking charge of their own development assumes that local or regional economic development levers are available, specific to the priorities which these communities have identified. Taking better account of local and regional economic development realities also means allowing regional decision-making.

ACHIEVEMENTS

- **Creation of 21 regional conferences of elected officers**
- **Signing of two memoranda of understanding on:**
 - decentralization, with the mandate entrusted to the Table Québec-municipalités
 - regionalization of government services, adaptation of government standards and programs to regional realities, and accomplishment of partnership initiatives, with the mandate entrusted to the Table Québec-régions
- **Creation of the Regional Economic Intervention Fund (FIER) to give the regions the levers for their economic development, with capitalization of \$300 million, including \$210 million from the Government of Québec**

2005-2006 OBJECTIVES

- **Initiate the process of simplifying municipal legislation to grant greater municipal autonomy**
- **Identify potential solutions for following up the memoranda of understanding, beginning with the proposals received from the Regional Conferences of Elected Officers (CRÉ) with the aim of adapting government standards and programs to regional realities**
- **Agree with the municipal partners on a first agenda for discussions on decentralization in anticipation of gradual implementation starting in 2006**

Tangible results

- Investissement Québec: 90% of the projects are approved and managed locally
- Ten Fier-Régions regional funds and one Fier-Soutien assistance fund received their accreditation



Principal projects

Role and Governance of Government Corporations

Over the years, the governance of government corporations has strayed off course, as evidenced by substantial financial losses for the taxpayers, due to decisions with dubious foundations. The Government intends to review the rules of governance applicable to these corporations so that they can adequately accomplish their missions, which contribute to economic development and thus promote job creation.

The purpose of this review, for example, will be to increase the accountability of upper management – the general management and the board of directors – and the transparent operation of government corporations, by establishing a clear division of responsibilities and strengthening the role of the board of directors and the Government's means of control. There is also discussion of setting up committees mandated to support the boards of directors, such as a governance and ethics committee.

Finally, the Government took tangible actions to transform the Sociétés Innovatech and restore the profitability of the Société générale de financement.

ACHIEVEMENTS

- **Caisse de dépôt et placement du Québec:**
 - mission refocused on seeking the best possible return on the depositors' capital
 - imposition of greater accountability on the officers and directors
 - strengthening of the role of the board of directors and its audit, governance and ethics, and human resources management committees
- **Société générale de financement : return to its core mission of participating in the development of profitable new projects**
- **Privatization of Société Innovatech du Grand Montréal**
- **Agreement in principle to transform Société Innovatech Régions ressources into a mixed private-public corporation**

2005-2006 OBJECTIVES

- **Table a policy to modernize the governance of government corporations**
- **Transform Société Innovatech Québec et Chaudière-Appalaches and Société Innovatech du Sud du Québec into mixed private-public corporations**

Tangible results

- \$200 million in new capital through the privatization of Société Innovatech du Grand Montréal and the purchaser, Collier Capital, chose Québec to establish its North American head office
- \$30 million in new capital could be released by the transformation of Société Innovatech Régions ressources based on the agreement in principle established with Capital régional et coopératif Desjardins and with Desjardins Venture Capital



Principal projects

Review of Public Bodies

Over the past several years, many new public bodies have been added without considering the relevance of those already in place. The mission and mandate of these bodies must be reviewed systematically to ensure their relevance to the State. Therefore, a better management necessarily requires a review of the existing bodies, to improve their performance, put an end to duplication and simplify the organization of services to individuals and businesses.

In this perspective, the Government decided to review its bodies over a three-year horizon. In 2004-2005, sixty of them were reviewed by a working group chaired by Mr. Thomas J. Boudreau. This work produced recommendations with a wealth of prospects for simplification and increased effectiveness.

The Government intends to act on most of the recommendations in the months ahead.

Finally, a second working group will be established in 2005-2006, with Mr. François Geoffrion as Chair and Ms. Lise Lachapelle as Vice-Chair, with the mandate to review fifty-eight other bodies.

ACHIEVEMENTS

- **Publication of the Boudreau Report which recommends:**
 - abolition of 22 bodies
 - merger of 2 bodies
 - improvements for 20 bodies
 - maintenance of 16 bodies
- **Adoption of Bill 81 with the aim of abolishing two bodies:**
 - Société de sidérurgie du Québec
 - Société du parc industriel et portuaire Québec-Sud
- **Tabling of Bill 68 with the aim of abolishing Société de développement de la Zone de commerce internationale de Montréal à Mirabel and Bill 98 for the abolition of the Advisory Committee of the Régie du bâtiment du Québec, whose board of directors will be representative of the construction industry**
- **Publication of the Bédard Report, Priorité à l'écran, resulting from the review of Télé-Québec**

2005-2006 OBJECTIVES

- **Ensure follow-up of the Boudreau Report**
- **Review of 58 other bodies**
 - establishment of a second working group and appointment of the Chair and the Vice-Chair
- **Provide orientations on the follow-up of the Bédard Report on Télé-Québec**



Principal projects

Centre de services partagés du Québec

To be able to reduce the size of the public service without affecting the services it offers, the Government is particularly relying on greater integration of administrative services. This decompartmentalization approach will increase the efficiency of government and thus free up flexibility which ultimately will facilitate delivery of services to the population by promoting the pooling of technology. To meet its objective, the Government is relying on the creation of the Centre de services partagés du Québec.

Other government organizations which have already established a shared services model derived savings of around 10% to 20% over a period of two to three years. This could represent minimum annual savings of around \$30 million for Québec.

The year 2004-2005 allowed us to define the legal and administrative bases of this future agency. Over the next few years, the departments and bodies will gradually be induced to share certain administrative centres.

ACHIEVEMENTS

- **Adoption of Bill 85 creating the Centre de services partagés du Québec**
- **Appointment of the Minister responsible, Mr. Pierre Reid**
- **Publication of the summary of the Lortie-Trudeau preliminary report on integration and rationalization of administrative support services to departments and bodies**

2005-2006 OBJECTIVES

- **Publication of the final Lortie-Trudeau Report**
- **Establish the Centre de services partagés du Québec**
 - finalize consolidation at the Centre de reprographie gouvernemental (government copy centre) of the various internal workshops of the departments and public bodies
 - evaluate the possibility of consolidating certain major data-processing centres to obtain savings of at least 10%
 - expand the range of services offered by the Centre



Principal projects

Human Resources Management

The efficient operation of the Québec State primarily depends on the commitment and qualification of its personnel. In the years ahead, this personnel will be confronted with new challenges resulting from mass retirements and the establishment of new service delivery modes, among other factors.

It is important the government employees have the necessary competencies to face these challenges. This is assuming that the Government adopts rigorous planning of its quantitative and qualitative workforce needs, and that it adapts the human resources management framework to the realities of the job market, such as the growing scarcity of resources.

ACHIEVEMENTS

- Publication of the 2004-2007 Human Resources Management Plan
- Establishment of the Centre québécois de leadership
- Holding a competition to create a reserve of Class 4 senior managers
- Systematic recruiting on university and college campuses and in the secondary schools
- New rules for relocation of personnel and hiring of persons from target groups
- Establishment of a Redeployment Support Service

2005-2006 OBJECTIVES

- Hold a single competition per job level for the entire public service
- Develop online recruiting
- Table a bill to renew the Public Service Act

Tangible results

- The rate of hiring of members of cultural, Anglophone and aboriginal communities for regular jobs increased from 5.7% for 2003-2004 to 13.3% for 2004-2005
- The holding of a government competition for Class 4 senior managers allowed:
 - creation of a reserve of 1,827 candidates fit to hold a supervisory position
 - average savings of \$400 per candidate for evaluation and correction of examinations
- First program offered by the Centre québécois de leadership :
 - management training is available since January 2005; 45 people started their training

New Initiatives

Modernization should be seen as a dynamic and evolving process. This means that other initiatives are identified and that still others will certainly emerge in the years ahead.

All will contribute to the major objectives of modernization, namely to refocus the State on its core missions, show confidence in the regions and in the front-line stakeholders, be open to partnerships and innovative practices, and favour services over structures.

PROJECTS IDENTIFIED AT THE FORUM DES GÉNÉRATIONS

Upon tabling the 2004-2007 Modernization Plan, the Government already foresaw projects emerging from the "Place aux citoyens" regional forums.

At the Forum des générations on October 14, 2004, the Premier announced the creation of eight teams. On December 21, 2004, the teams and their mandates were defined and their work began on January 2005, extending in most cases up to June 2005.

Three teams will propose potential solutions to the Government, which will contribute more specifically to the objectives of modernizing the State. After studying all of the proposals, the Government will have to launch the following initiatives to improve the way we do things:

- **Funding and maintenance of quality education services**
- **Funding of the health and social services network**
- **Development of community schools**

NEW INITIATIVES TO IMPROVE THE WAY WE DO THINGS

New initiatives will be launched by the departments and bodies to modernize and transform the way the government apparatus does things, i.e. how it manages the resources entrusted to it:

- **Modernization of the governance of government corporations:** update the rules of governance of government corporations to ensure effective management of government corporations and bodies and make this management respond to strict criteria of transparency, integrity and responsibility
- **Modernization of public forest management:** identify the projects that can be implemented by late fall 2005 to act on the recommendations of the report of the Commission for the Study of Public Forest Management in Québec (Coulombe Commission). Currently, the Ministère des Ressources naturelles et de la Faune is analyzing the Report's eighty-one recommendations. An Interdepartmental Committee to follow up the Commission will be formed shortly to analyze the orientations to be adopted in the government action plan. This action plan will certainly have an impact on the way we do things. In particular, consider the creation of the position of Chief Forester, the review of wood potential calculation methods on new bases for 2008, the pilot projects on regionalization and intensive silviculture
- **Simplification of municipal legislation:** modernize the legislative framework within the perspective of granting greater municipal autonomy. Simplifying the legal texts governing municipalities and making them more comprehensible.
- **Optimization of data-processing centres:** within the context of the establishment of the Centre de services partagés du Québec, study the possibility of consolidating certain data-processing centres to generate economies of scale for public sector organizations with a high volume of activities.

New Initiatives

- **Renewal of the general legal system of environmental protection:** propose an environmental protection approach based on the achievements of results instead of the determination of means. Share responsibilities better with all stakeholders in society and promote integrated management of the environment in harmony with Québec's economic development and social progress, and thus ensure the sustainability of ecosystems.

NEW INITIATIVES TO REVIEW STRUCTURES AND PROGRAMS

Through the review of structures and programs, new initiatives are added to those already introduced to deliver quality services to individuals and businesses while respecting their ability to pay as taxpayers.

- **Development of a policy on fixed assets and infrastructure:** renew the way we do things within a sustainable development perspective through new approaches with the specific aim of:
 - clearly identifying and better defining government priorities and determining the appropriate investment envelopes
 - study innovative modes of infrastructure financing
 - establish management structures for major projects with the specific aim of preventing cost overruns
 - implement the asset maintenance policy, rigorous management that allocates 2% of the replacement cost of health, social services and education infrastructure.
- **Optimization of the Government's inspection activities:** study the possibility of optimizing the effectiveness of the Government's inspection activities. Several departments and bodies perform inspection activities. Some of these activities could be consolidated to improve law enforcement and fairness towards those who are in compliance with the law.
- **Redefinition of the role and responsibilities of the Agence de l'efficacité énergétique:** review this agency's role and responsibilities within the context of the development of the orientations of the energy strategy in preparation at the Ministère des Ressources naturelles et de la Faune
- **Integration of the different regional services of the forest, wildlife and land sectors:** study the different possibilities for better integration of the operations of the Ministère des Ressources naturelles et de la Faune in the regions to act on the strategic orientations adopted regarding integrated management of land and resources, and in the wake of the Coulombe Commission's recommendations.

Conclusion

Modernization

A Major Contribution to the Government's Action Priorities

In a context in which the State is confronted with major financial restrictions and will soon feel the impact of demographic changes, modernizing the State, more than ever, guarantees the continuity of all of the services offered to individuals and businesses.

This progress report shows that the modernization efforts are progressing and are already bearing fruit. The reduction of the size of the public service and the streamlining of structures are already helping improve government performance. Certain modernization initiatives, particularly in the area of online government, have already made life easier for individuals and businesses.

These results confirm that the efforts invested are necessary, that achievement of the objectives is feasible and that the exercise should continue. The full benefits of this approach will gradually be felt over the next few years, which is why it is important to act now.

Finally, the new initiatives show the Government's will to make modernization a dynamic and evolving process.

Annex

Status Report

First direction: Improving the way we do things

Second direction: Streamlining Structures

Third direction: Reviewing programs

Fourth direction: Planning human resources

2004-2007 Modernization Plan

Status Report

First direction: Improving the way we do things	Completed	2005-2006	2006-2007
Establishment of Services Québec			
– Adoption of the bill creating Services Québec (Bill 63 adopted in December 2004)	✓		
– Tabling of the Couture Report on the establishment of Services Québec	✓		
– Appointment of the Minister responsible for Services Québec and the Chair and Chief Executive Officer	✓		
– Integration of Communication-Québec into Services Québec		✓	
– Gradual interconnection of the call centres into Services Québec with a view to offering a single telephone number to reach the Government		✓	✓
– Gradual deployment of points of service throughout Québec		✓	✓
– Expansion of the range of services offered		✓	✓
Development of online government			
– Report on <i>Connecting Québec to its Citizens</i>	✓		
– Appointment of a Minister for Online Government	✓		
– New government portal	✓		
– New online services	✓	✓	✓
Establishment of the Centre de services partagés du Québec			
– Adoption of the bill creating the Centre (Bill 85 adopted in May 2005)	✓	✓	
– Tabling of the Summary of the Lortie-Trudeau Preliminary Report on integration and rationalization of administrative support services to departments and bodies	✓		
– Publication of the Lortie-Trudeau Final Report		✓	
– Gradual implementation of the Centre		✓	✓
– Consolidation, rationalization and evaluation of a partnership for copying services			
– two consolidation agreements: Sûreté du Québec Headquarters and Revenu Québec	✓		
– complete consolidation of copying agreements		✓	
Public-Private Partnership Framework Policy (PPP)			
– Publication of the <i>Public-Private Partnerships Framework Policy</i>	✓		
– Implementation of the policy	✓	✓	✓
– Distribution of a guide on PPP practices intended for the municipalities		✓	
Establishment of the Agence des partenariats public-privé du Québec			
– Adoption of the bill creating the Agence (Bill 61 adopted in December 2004)	✓		
– Startup of the Agence and appointment of the Chair and Chief Executive Officer	✓		
– Appointment of the Board of Directors		✓	✓
Projects studied from the perspective of public-private partnerships			
<u>Priority projects:</u>			
– Autoroute 25			
– definition of the concept	✓		
– work of the Bureau d'audiences publiques sur l'environnement	✓	✓	
– calls for tender for the proposals		✓	
– beginning of the work		✓	✓
– Autoroute 30			
– definition of the concept	✓		
– acquisition of land and moving of high-voltage lines	✓	✓	
– calls for tender for the proposals		✓	
– beginning of the work		✓	✓

First direction: Improving the way we do things (continued)	Completed	2005-2006	2006-2007
- New highway parks network - definition of the concept - calls for tender for the proposals - beginning of the work - Major new cultural complex in Montréal - study of the concept and consultation of the cultural community - calls for tender for the proposals - beginning of the work - Development of 1,000 to 1,500 places in residential and long-term care centres - clarification of the concept: PPP will be limited to projects mainly involving new places, i.e. 1,000 to 1,500 places - study of a PPP pilot project for a new 228-place residential and long-term care centre (CHSLD) in Montérégie - Delegated management of maintenance and operation of certain road corridors - - continuation of the studies and experimentation with pilot projects - Centre de gestion des équipements roulants (rolling stock management centre) - continuation of the studies	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
Projects concluding in the use of innovative methods:			
- Certified medical and surgical centres - definition of an innovative concept of agreements between private clinics and hospital centres - determination of a pilot project for an affiliated clinic in the Montérégie region - calls for tender for the proposals - startup - Detention centre in the Montérégie region - continuation of the work - Cultural facilities - analysis concluding that the conventional mode is more appropriate for small projects - development of a vision and an action plan - Centre de signalisation routière (traffic control centre) - expert opinion favouring the maintenance of a government centre with proposals for improvement - study of the proposed proposals for improvement	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
Harmonization of rules for awarding government procurement contracts			
- Abandonment of the project after study	✓		
Decomartmentalization of government procurement purchasing groups			
- Continuation of the work	✓	✓	
Rationalization of property management			
- Continuation of the work	✓	✓	

Second direction: Streamlining Structures	Completed	2005-2006	2006-2007
Review of 60 public bodies per year			
– Publication of the Boudreau Report on the review of public bodies in 2004-2005	✓		
– adoption of the bill abolishing the Société de sidérurgie du Québec and the Société du parc industriel et portuaire Québec-Sud (Bill 81 adopted in December 2004)	✓		
– tabling of the bill abolishing the Société de développement de la Zone de commerce internationale de Montréal à Mirabel (Bill 68 tabled in November 2004)	✓		
– tabling of the bill to abolish the Advisory Committee of the Régie du bâtiment and provide the Régie with a representative board of directors (Bill 98 tabled in April 2005)	✓		
– Follow-up of the recommendations of the Boudreau Report		✓	✓
– New working group and appointment of new Chair and Vice-Chair to review 58 other bodies for 2005-2006		✓	
– Report on the review of public bodies in 2005-2006		✓	
– Other departmental reviews			
– creation of the Health and Welfare Commissioner, replacing the Conseil de la santé et au bien-être and the Conseil médical (Bill 38 tabled in December 2003)	✓		
– improvement of the functioning of the Commission d'accès à l'information (Bill 86 tabled in December 2004)	✓		
– streamlining of the decision-making process of the Commission de reconnaissance des associations d'artistes et des associations de producteurs (Bill 42 adopted in June 2004) with adoption of a new regulation	✓		
– review of the mode of governance of the Caisse de dépôt et placement du Québec (Bill 78 adopted in December 2004)	✓		
– improvement of the functioning of the Conseil de la justice administrative and the Tribunal administratif du Québec (Bill 103 tabled in April 2005)	✓		
– abolition of the Société de la faune et des parcs (Bill 48 adopted in June 2004)	✓		
– refocusing the Office des personnes handicapées du Québec on the defence of human rights (Bill 56 adopted in December 2004)	✓		
– strengthening the financial self-sufficiency of the Société de l'assurance automobile du Québec (Bill 55 adopted in December 2004)	✓		
Study of the modernization of Télé-Québec			
– Bédard Report <i>Priorité à l'écran</i>	✓		
– Providing orientations for the follow-up to the Bédard Report		✓	
Evaluation of the creation of a position of Director of Public Prosecutions			
– Tabling of a bill creating the position of Director of Public Prosecutions (Bill 109 tabled in May 2005)	✓		
Analysis of the organization of municipal justice			
– Teams with the participation of the stakeholders concerned	✓		
– Establishment of orientations		✓	
Abolition of the Commission municipale du Québec			
– Tabling of the bill abolishing the Commission municipale du Québec (Bill 76 tabled in November 2004)	✓		
– Implementation of the bill after its adoption		✓	
Merger of the Bibliothèque nationale du Québec and the Archives nationales du Québec			
– Adoption of the merger legislation (Bill 69 adopted in December 2004)	✓		
– Gradual merger of the two institutions		✓	✓

Second direction: Streamlining Structures (continued)	Completed	2005-2006	2006-2007
Creation of the Bureau des musées nationaux			
– Formulation of potential solutions	√		
– Implementation of the chosen solutions		√	√
Convergence of the Emploi-Québec and Sécurité du revenu networks			
– Pilot projects in 8 local employment centres combining intake, evaluation and referral of clientele	√		
– Deployment of the converged services in all centres		√	
Replacement by a bank of experts of various sectorial and advisory councils and committees reporting to the Ministère de la Santé et des Services sociaux			
– Abolition of the Conseil québécois de lutte contre le cancer in June 2004	√		
– Abolition of the Comité de la santé mentale du Québec		√	
– Abolition of the Conseil permanent de la lutte contre la toxicomanie inc.		√	
Consolidation of activities of the Registraire des entreprises with those of the Ministère du Revenu			
– Drafting of a bill to match the return for the purposes of the Registre des entreprises with the income tax return	√	√	
– Development and startup of the system		√	
– Consolidation of other activities		√	√
Consolidation of the activities of interdepartmental consensus building bodies			
– Physical consolidation	√		
– New management framework and implementation		√	
Transformation of Sociétés Innovatech			
– Investment of private capital thanks to:			
– privatization of Société Innovatech du Grand Montréal	√		
– agreement in principle for the Société Innovatech Régions ressources	√		
– Transformation of the other Sociétés Innovatech into mixed public-private corporations		√	
Integration of the different regional offices of the Ministère du Développement économique et régional et de la Recherche			
– Abandonment of the project following the Cabinet shuffle	√		
Establishment of the Centre de contrôle environnemental			
– In operation since May 2004 –50% increase in field interventions with the addition of some 6,000 control inspections of compliance with drinking water quality standards	√		
Transformation of the Ministère du Revenu into an agency			
– Transformation into an agency	√		
– Startup of bar code technology for capture of personal income tax returns	√		
– Use of bar code technology for capture of corporate income tax returns			
– analysis and development of the system		√	
– startup			√

Third direction: Reviewing programs	Completed	2005-2006	2006-2007
Consolidation and simplification of financial support programs in cultural matters			
– Design of new business processes to consolidate some 40 programs into 4 programs	✓	✓	
– Establishment of new programs			✓
Acceleration of the preliminary authorization system under the Environment Quality Act			
– Administrative reorganization making it possible to process 92% of the applications within 90 days	✓		
– Amendments to the regulation to make the promoters and professionals responsible for certain projects		✓	
– Regulation to simplify the procedures for certain work without apprehended environmental consequences		✓	
Optimization of the environmental impact assessment and review procedure			
– New rules to facilitate public consultation for the development of protected areas	✓		
– Amendments to the regulation to optimize the assessment procedure and revise the subjection thresholds and addition of certain new projects		✓	
Consolidation of the programs and measures of the Ministère du Développement économique, de l'Innovation et de l'Exportation			
– Consolidation of 162 measures and programs into 10 programs	✓		
Establishment of a new subsidy program management framework			
– New regulation on the triennial approval process		✓	
– Beginning of the triennial approval process			✓
– Strengthening of internal audit			
– interdepartmental consultation	✓		
– government orientation		✓	
Water use and management			
– Change in municipal accounting for greater transparency regarding the cost of water		✓	
– Legislative amendments to allow new modes of financing for municipalities		✓	
Definition of a prescription drug policy			
– Draft policy published	✓		
– Public consultation	✓	✓	
– New prescription drug policy		✓	
Review of housing programs			
– Proposal of a comprehensive housing policy		✓	
– Harmonization and simplification of programs			✓
Review of the division of dam management responsibilities for wildlife or resort purposes and for municipal and residential use			
– Assessment of the impacts of various potential solutions	✓		
– Definition of government orientations		✓	
Territorial reorganization of judicial services			
– Review of the current situation and reflection on potential solutions	✓		
– Establishment of orientations		✓	
Study of the potential for consolidating government debt collection activities			
– Diagnosis of the current situation	✓		
– Drafting of a government proposal		✓	

Third direction: Reviewing programs (continued)	Completed	2005-2006	2006-2007
Evaluation of the expediency of increasing private sector participation in the Government Air Service			
– Proposals for reorganization of the services		✓	✓
Support for the development efforts of the food processing industry			
– Launch of Transformation alimentaire Québec in February 2005	✓		
– Collaboration and coordination agreements with the partners		✓	
Fourth direction: Planning human resources			
Human Resources Management Policy			
– Publication of the <i>2004-2007 Human Resources Management Plan</i>	✓		
– Reliance on attrition, establishment of control measures:			
– exceeding the objective of 926 FTEs: achievement of 1,400 FTEs	✓		
– achieving a target of 1,109 additional FTEs		✓	
– Establishment of a redeployment support service:			
– new rules to favour relocation and adaptation of employee competencies	✓		
– dissemination of the service offering to the departments and bodies	✓		
– Review of the competition process			
– systematic recruiting on university and college campuses as well as in secondary schools	✓	✓	✓
– governmental competition for a reserve of Class 4 senior managers	✓	✓	
– holding of a competition by job level for the entire public sector instead of by department		✓	✓
– new rules to promote hiring of people from target groups	✓		
– online recruiting		✓	✓
– Management career planning and development:			
– establishment of the Centre québécois de leadership	✓		
– launching of the Public Management Training Program	✓		
– formulation of new professional development programs for managers		✓	✓
– Renewal of the Public Service Act			
– tabling of a bill		✓	

