

INFORMATION RESOURCE INVESTMENT AND EXPENDITURE PLAN

2026 • 2027



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EXPENDITURE PLAN**

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Information Resource Investment and Expenditure Plan 2026-2027
Expenditure Budget 2026-2027

Legal Deposit – March 2026
Bibliothèque et Archives nationales du Québec

ISBN: 978-2-555-03417-4 (Print Version)
ISBN: 978-2-555-03380-1 (Online)

ISSN 2563-8726 (Print Version)
ISSN 2563-8734 (Online)

TABLE OF CONTENTS

MESSAGE FROM THE MINISTER OF CYBERSECURITY AND DIGITAL TECHNOLOGY	4
TERMS APPEARING IN THE DOCUMENT	5
ACRONYMS	8
HIGHLIGHTS.....	9
INTRODUCTION	10
CONTRIBUTION OF INFORMATION RESOURCES TO GOVERNMENT ACTIVITIES	11
INVESTMENTS AND EXPENDITURES IN INFORMATION RESOURCES	14
1. PROBABLE INVESTMENTS AND EXPENDITURES IN INFORMATION RESOURCES.....	14
2. INFORMATION RESOURCES INVESTMENT AND EXPENDITURE PLANNING FOR FISCAL YEARS 2026-2027 TO 2029-2030.....	16
3. ANNUAL INVESTMENT PLANNING FOR THE QUÉBEC INFRASTRUCTURE PLAN—INFORMATION RESOURCES SECTOR (PQI-RI).....	20
INFORMATION RESOURCES BY MINISTERIAL PORTFOLIO	23
MANAGING BENEFITS FROM INFORMATION RESOURCE PROJECTS	76

MESSAGE FROM THE MINISTER OF CYBERSECURITY AND DIGITAL TECHNOLOGY



The digital transformation of the government is part of an ongoing process and remains an essential lever for improving the quality, accessibility, and security of public services. In a context where technologies are evolving rapidly and digital risks are becoming more complex, it is essential to carefully plan investments and expenditures in information resources.

With investments and expenditures of nearly \$6.7 billion planned in the 2026-2027 Information Resources Investment and Expenditure Plan (PIDRI), the Gouvernement du Québec is ensuring that Québec's public administration is based on modern, reliable, and secure digital infrastructures. This represents a 4.6% increase over the 2025-2026 fiscal year, and more than 40% of this amount will be devoted to projects in the health, education, and higher education sectors.

Since April 1, 2023, all projects classified as information resources by public bodies are subject to the Government Framework for Managing Information Resource Project Benefits. In this regard, the estimated gross benefits for projects classified as information resources in the 2023-2027 strategic cycle are \$494.2 million.

The 2026-2027 Information Resources Investment and Expenditure Plan enables the government to implement its strategic goals for digital transformation, support the advancement of projects included in the Portfolio of Priority Projects in Information Resources, and strengthen digital governance in public administration. It is part of a long-term vision to build trust in digital public services by focusing on reliable infrastructure, strengthened governance, and responsible digital transformation.

Gilles Bélanger

TERMS APPEARING IN THE DOCUMENT¹

In order to facilitate our summary of the status of information resources, even though these can be classified amongst the seven intervention strategies in the Integrated Information Resources Management Framework (hereinafter referred to as SIGRI), for the benefit of the Information Resources Investment and Expenditure Plan (hereinafter referred to as PIDRI) they have been grouped into two intervention strategies, namely “enhancement” and “maintenance.”

DISPOSAL

Action aimed at disposing of an information asset that is considered obsolete or no longer meets the objectives pursued. This strategy is part of the “maintenance” intervention strategy.

INFORMATION ASSET

An object that has potential or actual value for an organization. Information systems and infrastructure services are considered information assets. Public bodies may be owners or solely users of these assets.

ACTIVITY

Any intervention in information resources that is not considered a project is deemed to be an activity. These interventions encompass two types of activities: continuity activities and governance activities.

ADDITION

Action aimed at acquiring or designing new information assets. This strategy is part of the “enhancement” intervention strategy.

IMPROVEMENT

Action aimed at modernizing, increasing, or enhancing the service potential of an information asset. This strategy is part of the “enhancement” intervention strategy.

ENHANCEMENT

Intervention strategy that combines the “addition” and “improvement” strategies.

EXPENDITURE

Costs incurred for compensation, operations, and overhead related to supervision, planning, monitoring, research, and administrative and physical support. These costs are not directly attributable to the development or improvement of a capital asset and do not generate any future economic benefits.

GOVERNANCE

Action aimed at ensuring the sustainability of management and planning operations in order to implement the organization’s strategic objectives in terms of information resources. This type of intervention is part of the “maintenance” intervention strategy.

1. The definitions provided in translation from the original French are taken from the [Règles relatives à la gestion des information resource projects \(Rules on Information Resource Project Management\)](#), the document “[Programmation des Investissements et des Expenditures en Ressources informationnelles et description de l'utilisation des sommes – Guide d'élaboration \(Programming of Investments and Expenditures in Information Resources and Description of the Use of Funds – Development Guide\)](#),” and the [Act respecting the governance and management of the information resources of public bodies and government enterprises](#). A good many of the acronyms appearing herein, such as PIDRI and SIGRI, are the those of the original French.

INFORMATION RESOURCE INTERVENTION

Activity or project related to information assets or information resource services.

INVESTMENT

Costs incurred for the acquisition, construction, development, or enhancement of a capital asset, such as IT developments or IT and office equipment.

MAINTENANCE

Intervention strategy that combines the strategies of “disposal,” “maintenance,” “governance,” “replacement,” and “maintenance deficit recovery” for an asset,

PROGRAMMING

Investments and expenditures related to all of the public body's information resource interventions for the current fiscal year and subsequent fiscal years. In this document, the programming is for the 2025-2026 fiscal year and the 2026-2027 to 2029-2030 fiscal years.

PROJECT

A set of actions leading to the development, acquisition, evolution, or replacement of an information asset or information resource service.

QUALIFIED PROJECT

A project involving a total cost of \$500,000 or more and corresponding to one or more of the following situations: the addition or implementation of a new information system, solution, or business service that may cover development, acquisition, or subscription; the replacement of an information system; the addition of features or the improvement of an information system, solution, or business service; and/or the introduction of new services in technological infrastructures.

ACTUAL

Summary of investments and expenditures made during the last completed fiscal year. In this document, the term “actual” applies to the 2024-2025 fiscal year.

REPLACEMENT

Action taken to replace all or part of an information asset, normally at the end of its useful life. This strategy is part of the “maintenance” intervention strategy.

MAINTENANCE DEFICIT RECOVERY

Action aimed at catching up on delays in the maintenance of an information asset. This strategy is part of the “maintenance” intervention strategy.

INFORMATION RESOURCE

A resource used by a public body in the context of information processing activities, to carry out its mission, for decision-making, or for problem-solving. An information resource can be a human, material, or financial resource directly assigned to the management, acquisition, development, maintenance, operation, access, use, protection, preservation, and destruction of information elements. A resource can therefore be a person, a file, or a computer system.

In the plural, the term “information resources” refers to a set of resources that can be listed in the organization’s information assets.

GOVERNANCE SERVICE

All management, planning, and administrative support activities, project office implementation and management, accountability, policy studies, and technology watch that are not directly related to an information asset.

INFRASTRUCTURE SERVICE

An integrated set of configuration items, which may include hardware and software, designed to meet a need or achieve an objective. These automated services include virtualization, storage, networking, provisioning, and others, and have no direct link to the public body’s mission. They also have a high potential for reuse and sharing.

MISSION SYSTEM

A system operating within an organization’s core business and constituting its fundamental purpose.

MISSION SUPPORT SYSTEM

A system that supports the common processes of a public body (e.g., resource management, procurement management, communications management, legislation management, and the like).

ACRONYMS²

3PGTN	Portfolio of Priority Projects in Information Resources establishing government priorities for digital transformation initiatives in public bodies
B\$	Billion dollars
AGMIR	Act respecting the governance and management of the information resources of public bodies and government enterprises
MCN	Ministère de la Cybersécurité et du Numérique
M\$	Million dollars
PIDRI	Information Resources Investment and Expenditure Plan
PQI	Québec Infrastructure Plan
PQI-RI	Québec Infrastructure Plan — Information Resources Sector
PES	Electronic service delivery
SAG	Government Authentication Service
SEAO	Système électronique d'appel d'offres du gouvernement du Québec
SGCN	2024-2028 Québec Government Cybersecurity and Digital Strategy

2. With the exception of the Act respecting the governance and management of the information resources of public bodies and government enterprises, for which there is an official translation, acronyms will appear in their original French form.

HIGHLIGHTS



268

public bodies subject to the Act respecting the governance and management of the information resources of public bodies and government enterprises (chapitre G-1.03) (AGMIR).



355

assets dedicated to online services for citizens and businesses.

2023-2027

\$494.2 M

in estimated gross benefits for qualified information resources projects planned for the 2023-2027 strategic cycle.

2025-2026

\$6.3956 B

in investments and probable expenditures in information resources for the 2025-2026 fiscal year to support the various missions of the State.



1,072

active projects as of February 28, 2026.



189

information resources projects completed during the 2025-2026 fiscal year, as of February 28, 2026.



37

projects prioritized in the Portfolio of Priority Projects in Information Resources establishing government priorities for public body digital transformation initiatives (3PGTN) in 2025-2026.

2026-2027

\$6.6892 B

in planned investments and expenditures in information resources for the 2026-2027 fiscal year.

\$1.1773 B

in planned investments for the 2026-2027 fiscal year in the Québec Infrastructure Plan – Information Resources Sector (PQI-IR) 2026-2036.

2026-2036

\$8.9493 B

in planned investments in the 2026-2036 PQI-IR.

INTRODUCTION

For its 2026-2027 edition, the PIDRI presents an overview of the information resources of each ministerial portfolio, including their investment and expenditure planning, their projects, the status of their information assets, and changes in their information resource workforce. These overviews have the advantage of better presenting the specific realities of each of these portfolios³.

There are some changes to note in the list of public bodies covered by the 2026-2027 Information Resources Investment and Expenditure Plan:

- The three sectors of the Fonds de recherche du Québec, namely Nature and Technologies, Society and Culture, and Health, have been integrated into the Fonds de recherche du Québec.
- The “Protector of Integrity in Recreation and Sports” is a new organization included in the Education portfolio.
- Santé Québec has been added to the Health and Social Services portfolio, while Mobilité Infra Québec has been added to the Transportation and Sustainable Mobility portfolio.
- Two organizations that were included in the Treasury Board and Government Administration portfolio in 2025-2026 are no longer there: the Québec National Capital Commission has been integrated into the Municipal Affairs and Housing portfolio, while the Office des professions du Québec has been integrated into the Work portfolio.
- The Conseil du statut de la femme has been transferred from the International Relations and the Francophonie portfolio to the Health and Social Services portfolio.

Based on the data available at the time of writing, the likely investments and expenditures for the 2025-2026 fiscal year indicate an increase of 7.6% compared to the forecasts published in the 2025-2026 PIDRI for the same fiscal year.

The 2026-2027 PIDRI shows a 12.5% increase in planned investments and expenditures for the 2026-2027 fiscal year compared to the investments and expenditures planned for the same fiscal year in the 2025-2026 PIDRI, rising to \$6.6892 billion from the \$5.9481 billion previously forecast.

For fiscal years 2026-2027 to 2029-2030, planned investments and expenditures in information resources within the public administration total \$26.5238 billion, for an annual average of \$6.6310 billion.

The total amounts of investments and expenditures planned in the 2026-2027 PIDRI, for fiscal years 2026-2027 to 2028-2029 are 12.2% higher than those planned in the 2025-2026 PIDRI, rising from \$17.8151 billion to \$19.9879 billion.

Despite an initial 4.6% increase in planned investments and expenditures compared to those realized for the 2025-2026 fiscal year, in an effort to limit the increase in the tax burden on taxpayers, the government has limited the growth of its investments and expenditures in information resources from \$6.7 billion for fiscal year 2026-2027 to \$6.5 billion for fiscal year 2029-2030.

3. In this document, data prior to the 2026-2027 PIDRI has been processed to reflect the current government structure. This may result in differences from data published in previous publications.

CONTRIBUTION OF INFORMATION RESOURCES TO GOVERNMENT ACTIVITIES

2024-2028 Government Cybersecurity and Digital Strategy

The 2025-2026 fiscal year marked the second year of implementation of the 2024-2028 Government Cybersecurity and Digital Strategy (SGCN). Adopted by the Conseil des ministres on July 3, 2024, this strategy is an important step in propelling public administration into the digital age by proposing a renewed common vision for government action in the areas of cybersecurity and digital technology.

With ten objectives, eleven targets, and twenty-five strategic priorities, the SGCN introduces tactical changes to increase the cybersecurity of public administration, accelerate its digital transformation, and develop sustainable and secure technological infrastructures.

Portfolio of Priority Projects in Information Resources (3PGTN) to establish government priorities with regard to the digital transformation initiatives of public bodies

With the aim of strengthening the governance of public administration information resources, the 3PGTN seeks to monitor large-scale projects arising from government priorities. These projects are evaluated according to several criteria, including their alignment with the SGCN and government priorities, as well as their benefits for the Québec population and its public administration. In 2025-2026, 37 projects in various priority areas were selected.

Among these projects, it is impossible to overlook the Lexius program, a major project to transform the justice system that is in line with the government's objectives of efficiency and transformation. This program uses technological and administrative means to implement and manage digital court files, court records, and judges' case files in order to simplify procedures, reduce backlog, and improve access to the justice system for all Quebecers.

It also includes the Accessibility and Equity Project of the Ministère de la Famille, which promotes access to educational childcare services. This project gives parents, including those with special needs or in precarious socioeconomic situations, easier access to these services, in addition to ensuring better supervision of subsidized childcare services and the equitable allocation of spaces.

In the area of health, the Digital Health Record (DSN) Deployment Project is a priority for the government. It enables the digital transformation and clinical practices of the healthcare system by optimizing clinical and administrative processes to ensure continuity of care, reduce medical errors, and promote more efficient patient management.

Although the Program for the Consolidation of Computer Processing Centres and the Optimization of Processing and Storage (PCCTI) ended on December 31, 2025, the consolidation of computer processing centres remains a government priority, and the MCN continues to monitor progress.

Electronic delivery of services to citizens and enterprises

During the last fiscal year, 13 new electronic service offerings (PES) were added to the 15 already linked to the Government Authentication Service (SAG). As of December 9, 2025, 28 PES use the SAG as their authentication service. The range of services has thus been expanded to offer citizens greater access to cutting edge PES for everyday use. The list can be found on the [Québec.ca website: About the Government Authentication Service | Gouvernement du Québec](#).

In 2025-2026, changes were made to the SAG with a view to improving the digital experience and client relations:

- Improvement of the account recovery process for users of security codes received by mail.
- Provision of access to an English version of the SAG for individuals benefiting from an exception under the Act respecting French, the official and common language of Québec.
- Improvement of online accessibility.
- Expansion of service points in the Services Québec offices of the Ministère de l'Emploi et de la Solidarité and at Revenu Québec.

The following changes will continue in the coming months:

- Improvement of the user account recovery process.
- Optimization of the telephone support process for users.
- Optimization of the login process by implementing alternatives to email for security codes.
- Improvement of consent management based on user profiles.

The SAG, a single, secure access point to government digital services, aims to replace clicSÉCUR – Citoyens (CSC) as a new, modern authentication system with enhanced security mechanisms. To ensure the phasing out of CSC, the SAG connection strategy has prioritized PES that use this authentication solution. The year 2025-2026 marks an important milestone in the SAG rollout with the completion of the connection of all 19 PES using CSC. Thus, as of June 2026, the SAG will be the main gateway to the Québec government's online services.

Ever since Order in Council No. 1084-2024 was issued on July 10, 2024, public bodies subject to the AGMIR are required to use the MCN's SAG as the official solution for authenticating individuals accessing their electronic services. Public bodies must comply with this requirement by March 31, 2028. This obligation also applies to organizations that already use another authentication service, which will have to migrate their services to the SAG before the specified deadline.

The SAG lays the foundation for a national digital identity that will provide a unique and secure identity for every Quebecer, simplifying interactions with the government and its partners to offer more accessible, secure, and user-friendly services. The Act respecting national digital identity and amending other provisions, which was passed on October 28, 2025, establishes the foundations for a legal framework for the implementation of a national digital identity, aimed at providing citizens with a secure and simplified means of identifying themselves when using online government services.

Projects exceeding \$50 million

In January 2026, four information resources projects underway in the public administration had an authorized budget of \$50 million or more.

Table 1: Overview of active projects with a budget of \$50 million or more currently underway

Project name	Description
Ministère de la Cybersécurité et du Numérique	
Urban Radio Communications Project	<p>The objective of this project is to provide accessible and user-friendly communications, using portable radios, to public safety agencies operating in Québec that use the National Integrated Radio Communications Network.</p> <p>The network's service offering must be enhanced in urban areas to meet the operational needs of public safety outside and inside strategic buildings (schools, hospitals, police stations, courthouses, shopping centres, etc.). This solution will have the overall effect of enhancing the safety of police officers and citizens.</p>
Ministère de la Justice	
Management of court records, registers, and judges' case files	<p>The goal of this project is to deliver a business solution that enables the management of digital court records, court registers, and judges' case files using technological and administrative means. The objective is to digitize court information, simplify procedures, and reduce processing times.</p>
Santé Québec	
Deployment of the Digital Health Record (DSN) Window	<p>The DSN aims to replace faxes, paper forms, and manual scanning with a smart, fluid, and interoperable digital platform. It will enable clinicians to receive real-time alerts, avoid duplicate tests, better coordinate care, and improve patient safety. It is designed to transform clinical, support, and administrative practices while empowering citizens.</p> <p><u>Implementation</u></p> <ul style="list-style-type: none"> • In the context of this showcase project, the DSN is being implemented in two regions: the CIUSSS du Nord-de-l'Île-de-Montréal (CIUSSS NIM) and the CIUSSS Mauricie-et-du-Centre-du-Québec (CIUSSS MCQ). • Santé Québec is responsible for implementing the project. • A centre of expertise has been created to plan, implement, and provide support for the DSN. <p>The DSN Window Deployment Project is thus acting as a pioneer for the whole of Québec, making it possible to lay the groundwork, test approaches, and configure the foundations of the DSN – with input from clinical representatives from across the network – while validating the benefits, processes, and implementation methods in a real-world context, paving the way for a structured and consistent rollout across the entire province.</p>
Implementation of the Provincial Laboratory Information System	<p>The project aims to implement a single laboratory information system for all clinical medicine departments and laboratories in the public network.</p>

Source : Integrated Information Resources Management Framework, January, 2026.

INVESTMENTS AND EXPENDITURES IN INFORMATION RESOURCES

Section 13 of the AGMIR provides that, for the purposes of the development of government-wide information resource planning, a public body must establish an information resource investment and expenditure program and describe how amounts allocated to information resource investments and expenditures will be used.

1. Probable investments and expenditures in information resources

Based on the information on investments and expenditures in information resources provided by public bodies during the information gathering process, as well as descriptions of how amounts allocated to information resource investments and expenditures will be used, the total probable investments and expenditures, from all sources of funding, amounts to \$6.3956 billion for the 2025-2026 fiscal year. This represents an increase of 7.6% over the amount included in the 2025-2026 PIDRI plan, which was estimated at \$5.9442 billion. This difference is the result of a \$43.0 million decrease in investments and a \$494.4 million increase in expenditures.

Table 2 shows actual investments and expenditures for fiscal years 2022–2023 to 2024–2025, as well as probable investments and expenditures for fiscal year 2025–2026.

Table 2: Actual and probable investments and expenditures of public bodies subject to the AGMIR⁴ (in millions of dollars unless otherwise indicated)

Ministerial Portfolio	2022-2023			2023-2024			2024-2025			2025-2026		
	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total
Affaires municipales et Habitation	2.5	23.9	26.4	2.4	26.9	29.3	3.3	30.3	33.6	4.1	33.2	37.4
Agriculture, Pêcheries et Alimentation	6.0	39.1	45.1	6.1	45.8	51.8	5.0	55.4	60.4	8.1	66.0	74.2
Conseil du trésor et Administration gouvernementale	8.3	56.7	65.0	9.3	62.1	71.4	6.7	71.1	77.8	10.6	74.9	85.5
Conseil exécutif	0.7	6.6	7.3	2.0	5.9	7.9	3.0	7.4	10.4	1.7	8.6	10.4
Culture et Communications	10.7	26.0	36.7	19.9	29.2	49.1	18.9	30.6	49.5	16.6	30.6	47.1
Cybersécurité et Numérique	81.8	440.3	522.1	96.2	491.5	587.7	102.4	550.7	653.1	126.0	566.7	692.7
Économie, Innovation et Énergie	1.4	11.7	13.1	1.5	13.3	14.9	1.4	14.2	15.6	2.9	16.5	19.4
Éducation	12.5	90.5	103.0	7.9	134.9	142.8	7.9	134.1	141.9	11.2	147.6	158.8
Emploi et Solidarité sociale	18.7	106.4	125.1	28.0	123.7	151.7	22.7	129.1	151.7	19.0	133.3	152.3
Enseignement supérieur	3.1	8.1	11.3	2.3	11.8	14.1	4.4	10.7	15.1	5.3	14.1	19.4
Environnement, Lutte contre les changements climatiques, Faune et Parcs	12.0	33.6	45.6	9.9	51.7	61.7	10.3	54.9	65.2	7.8	58.6	66.4
Famille	9.6	37.7	47.2	12.8	42.3	55.1	19.7	46.6	66.3	19.6	51.4	71.0
Finances	140.6	301.9	442.4	120.2	356.1	476.3	126.8	372.1	498.9	132.3	376.9	509.2
Immigration, Francisation et Intégration	7.9	34.8	42.7	9.2	43.6	52.8	12.0	53.8	65.8	11.0	54.9	65.9
Justice	39.5	136.2	175.7	25.8	144.5	170.4	24.2	153.4	177.5	43.0	162.1	205.0
Langue française	0.6	4.2	4.8	0.6	6.1	6.7	1.9	6.8	8.6	2.2	6.8	9.0
Relations internationales et Francophonie	0.5	5.5	6.0	0.6	6.1	6.6	1.2	5.2	6.4	1.3	6.0	7.2
Resources naturelles et Forêts	12.3	63.1	75.4	8.8	66.0	74.9	8.7	73.6	82.3	18.4	82.9	101.3
Santé et Services sociaux	63.7	367.4	431.1	171.3	537.3	708.6	161.1	629.1	790.2	22.4	269.4	291.9
Sécurité publique	19.9	122.8	142.7	24.7	153.6	178.4	31.4	174.8	206.3	27.9	195.0	222.8
Tourisme	3.6	9.8	13.4	4.1	12.1	16.2	3.9	13.1	17.0	5.7	14.0	19.7
Transports et Mobilité durable	147.7	194.4	342.1	58.0	283.0	341.0	75.6	314.8	390.4	37.0	309.2	346.3
Travail	21.3	113.9	135.2	15.2	133.8	149.0	20.6	159.6	180.3	24.8	166.8	191.6
Réseau de l'éducation	158.2	201.3	359.5	180.0	222.0	402.0	175.6	243.4	419.0	157.2	256.5	413.7
Réseau de l'enseignement supérieur	153.5	474.2	627.7	174.6	523.4	698.0	151.6	568.0	719.6	170.2	617.5	787.6
Santé Québec	263.8	713.9	977.7	293.4	790.8	1.0842 B	189.3	840.5	1.0298 B	232.8	1.5570 B	1.7898 B
Total	1.2005 B	3.6239 B	4.8244 B	1.2849 B	4.3176 B	5.6024 B	1.1895 B	4.7433 B	5.9328 B	1.1191 B	5.2765 B	6.3956 B

Notes : Amounts have been rounded and may not add up to the sum shown.

4. All sources of funding. Official data submitted on June 15, 2024, taking into account requests for resubmission from public bodies since that date, where applicable, with the exception of education and higher education networks, for which data was submitted on September 15, 2024, and investment envelopes allocated to public bodies for investments financed by the Gouvernement du Québec.

2. Information Resources Investment and Expenditure Planning for Fiscal Years 2026-2027 to 2029-2030

The planning of investments and expenditures in information resources for each public body for the 2026-2027 fiscal year and the three subsequent fiscal years is based on a portfolio of information resource interventions that is consistent with its strategic planning, its digital transformation plan, the state of its information assets, and the need to protect its assets against cyber threats.

For the 2026-2027 fiscal year, the total amount of planned investments and expenditures in information resources for public bodies subject to the AGMIR is estimated at \$6.6892 billion. Investments account for 19.5% of this amount and expenditures for 80.5%.

For the same fiscal year, the portion attributable to Santé Québec, the education network, and the higher education network accounts for 43.4% of total investments and expenditures.

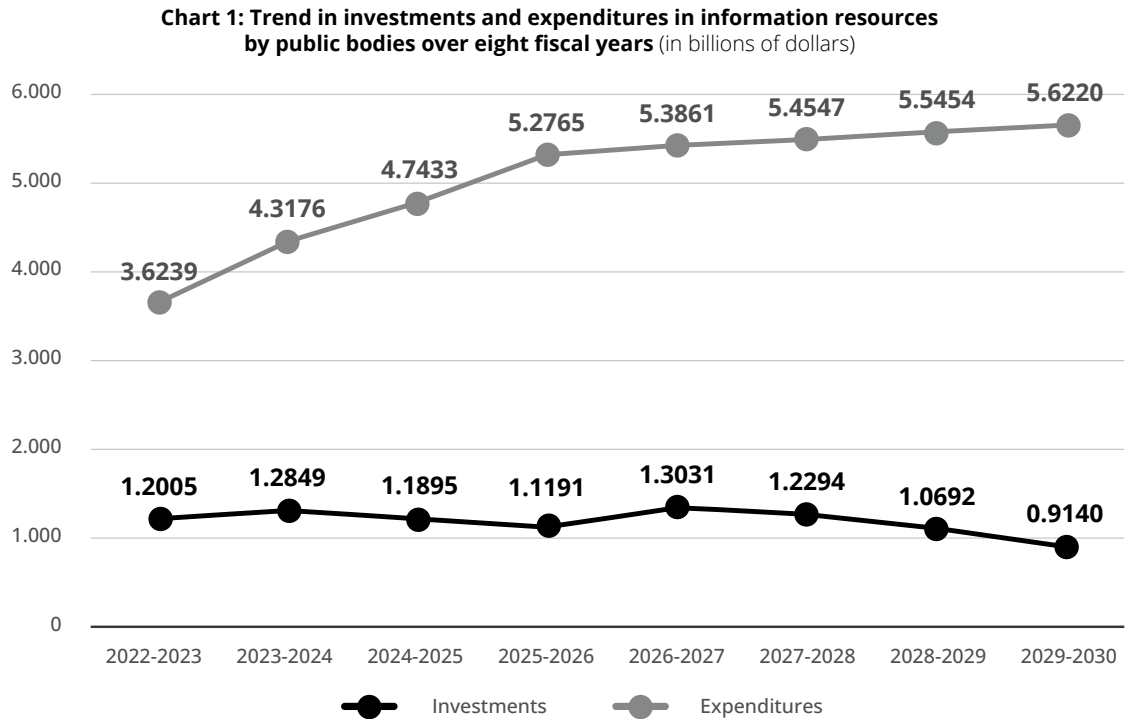
Table 3: Annual planning of information resources investments and expenditures⁵ (in millions of dollars unless otherwise indicated)

Ministerial Portfolio	2026-2027			2027-2028			2028-2029			2029-2030		
	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total
Affaires municipales et Habitation	5.2	36.2	41.4	4.4	36.2	40.6	3.5	34.8	38.3	2.9	32.1	35.0
Agriculture, Pêcheries et Alimentation	8.3	70.6	78.9	5.4	70.6	76.0	6.7	75.0	81.7	9.3	78.0	87.4
Conseil du trésor et Administration gouvernementale	12.5	78.0	90.5	10.5	78.5	89.1	10.5	69.2	79.7	10.5	70.0	80.5
Conseil exécutif	2.7	8.5	11.2	2.5	8.7	11.2	1.0	9.0	10.0	0.7	0.8	1.5
Culture et Communications	16.3	30.5	46.8	10.6	30.1	40.8	9.3	24.9	34.2	8.2	16.1	24.3
Cybersécurité et Numérique	117.9	606.5	724.4	124.6	593.0	717.6	93.8	597.8	691.5	79.7	593.8	673.5
Économie, Innovation et Énergie	2.6	15.4	18.0	1.4	14.9	16.4	1.2	14.9	16.1	0.7	15.1	15.8
Éducation	12.9	158.4	171.2	14.0	163.5	177.4	7.3	167.7	175.0	5.1	174.6	179.7
Emploi et Solidarité sociale	20.6	141.7	162.3	17.5	142.6	160.1	11.9	138.6	150.5	13.9	141.0	154.9
Enseignement supérieur	4.5	14.6	19.2	4.3	15.5	19.8	3.4	16.5	19.9	2.4	16.5	18.9
Environnement, Lutte contre les changements climatiques, Faune et Parcs	11.7	57.4	69.1	8.1	59.8	67.9	8.0	63.3	71.3	6.0	62.3	68.3
Famille	14.2	53.8	67.9	10.3	55.0	65.3	8.9	55.9	64.8	7.7	57.9	65.6
Finances	129.6	400.3	529.9	131.2	422.6	553.7	114.8	436.7	551.6	104.8	451.7	556.5
Immigration, Francisation et Intégration	10.0	56.0	66.0	5.9	57.1	63.1	3.5	57.9	61.4	3.5	59.0	62.5
Justice	53.7	169.2	222.9	42.4	143.7	186.1	19.2	145.3	164.5	16.3	144.6	161.0
Langue française	2.0	7.3	9.3	1.3	7.3	8.6	0.5	7.7	8.2	0.5	7.7	8.2
Relations internationales et Francophonie	0.4	6.0	6.3	0.4	6.1	6.5	0.4	6.1	6.5	0.4	6.1	6.5
Resources naturelles et Forêts	11.4	82.4	93.8	8.6	77.0	85.6	5.9	77.9	83.8	5.0	81.0	86.0
Santé et Services sociaux	32.3	271.9	304.2	27.7	278.0	305.7	23.2	274.6	297.8	21.1	270.0	291.1
Sécurité publique	30.7	199.3	230.0	24.4	197.1	221.5	21.8	199.1	220.9	23.0	196.2	219.2
Tourisme	5.3	15.0	20.3	3.8	15.6	19.4	2.5	15.9	18.4	2.3	16.1	18.5
Transports et Mobilité durable	74.9	309.7	384.5	58.4	325.5	383.9	57.7	342.0	399.6	48.6	350.1	398.7
Travail	23.3	175.5	198.8	21.1	184.5	205.6	21.3	192.7	214.0	20.2	201.0	221.2
Réseau de l'éducation	165.4	253.1	418.4	165.4	259.6	425.0	165.4	265.0	430.4	85.9	263.2	349.1
Réseau de l'enseignement supérieur	145.2	614.7	759.9	144.2	628.3	772.5	129.3	640.1	769.4	126.2	677.2	803.5
Santé Québec	169.2	1 554.2	1.7234 B	143.8	1 583.8 B	1.7276 B	128.7	1 616.7 B	1.7454 B	102.0	1 639.8 B	1.7417 B
Réserve en Ressources informationnelles	220.5	0.0	220.5	237.4	0.0	237.4	209.6	0.0	209.6	207.1	0.0	207.1
Total	1.3031 B	5.3861 B	6.6892 B	1.2294 B	5.4547 B	6.6841 B	1.0692 B	5.5454	6.6146 B	914.0	5.6220 B	6.5360 B

Notes : Amounts have been rounded and may not add up to the sum shown.

5. All sources of funding. Official data submitted on June 15, 2025, taking into account requests for retransmission from public bodies since that date, except for education and higher education networks, for which data was submitted on September 15, 2025, and investment envelopes allocated to public bodies for investments financed by the Gouvernement du Québec.

Chart 1 shows the relative share of investments and expenditures in the information resources investment and expenditure programs of public bodies.



The average investment for fiscal years 2022-2023 to 2029-2030, for all sources of funding, is \$1.1637 billion, compared to an average of \$4.9962 billion for expenditures.

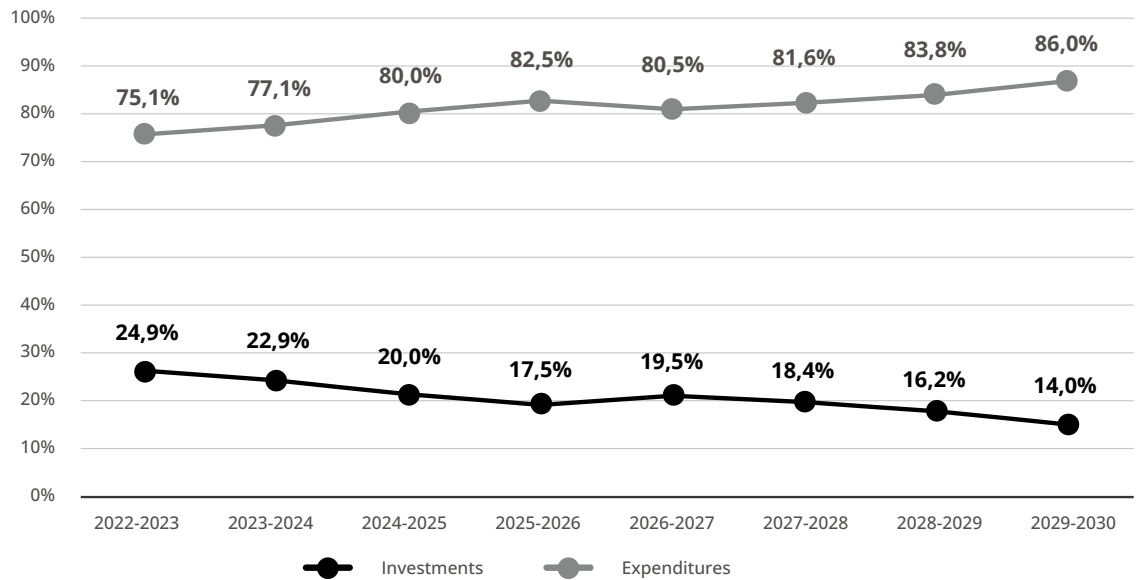
For fiscal years 2022-2023 to 2025-2026, the ratio of actual investments to actual expenditures shows a steady decline, from 33.1% to 21.2%.

Chart 2 illustrates the decline in investments as a percentage of total investments and expenditures in information resources.

Beyond the price increases imposed by IT suppliers in recent years, the annual growth in expenditures is primarily driven by the rising adoption of cloud solutions. This consumption-based service delivery model reduces the share of capitalizable project costs while increasing operating expenditures related to the use and operation of these solutions.

For fiscal years 2022-2023 to 2025-2026, the share of investments, for all sources of funding, decreased from 24.9% to 17.5% of total investments and expenditures in information resources. For fiscal years 2026-2027 to 2029-2030, after returning to a rate of 19.5% for fiscal year 2026-2027, the share of investments is expected to decline to 14.0%. However, longer-term forecasts remain assumptions that may fluctuate as digital transformations emerge.

Chart 2: Trend in investments and expenditures in information resources by public bodies over eight fiscal years (in percentage terms)



3. Annual investment planning for the Québec Infrastructure Plan—Information Resources Sector (PQI-RI)

The PQI-RI outlines, over a ten-year period, the planned investments required to carry out information resource projects and activities to be funded by a contribution from the Government of Québec. It should be noted that only investments in information resources by public bodies subject to the Public Infrastructure Act (chapter I-8.3) are included in the PQI-RI. As such, the investments planned in the PQI-RI are included in the investments in information resources presented in Table 3.

For the decade 2026-2036, the budgets allocated to public bodies are determined based on their current and planned initiatives, their capacity to deliver, the growth in needs related to the provision of public services, and government guidelines and priorities in terms of information resources.

The investments planned in the 2026-2036 PQI-RI, allocated to each public body, total \$8.9493 billion, including \$1.1773 billion for the 2026-2027 fiscal year. These investments, which are part of the 2026-2036 ten-year plan for the 2026-2027 fiscal year, represent an increase of \$309.9 million, or 3.6%, over the 2025-2035 PQI-RI, which was set at \$8.6394 billion. Table 4 shows the breakdown of the 2026-2036 PQI-RI by ministerial portfolio.

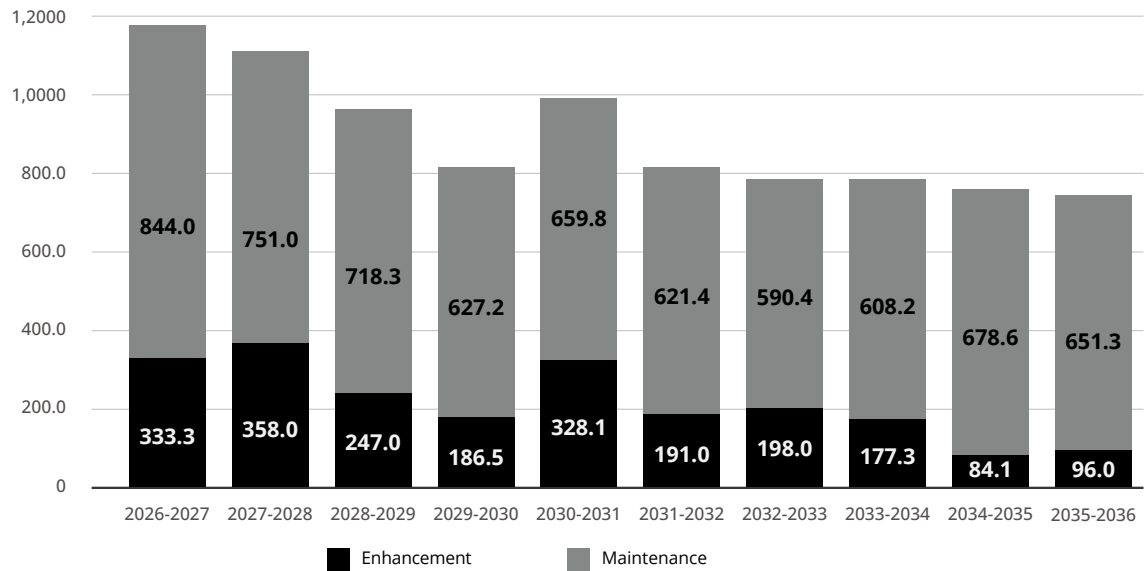
The portion attributable to Santé Québec and the education and higher education networks represents 37.5% of the total investments planned for the decade.

**Table 4: Ten-year investment plan for information resources
by ministerial portfolio for the period 2026-2036** (in millions of dollars unless otherwise indicated)

Ministerial Portfolio	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	2035-2036	PQI 2026-2036
Affaires municipales et Habitation	5.2	4.4	3.5	2.9	2.6	1.1	1.1	0.6	0.8	0.8	23.1
Agriculture, Pêcheries et Alimentation	7.0	3.8	4.1	5.7	5.8	3.8	2.6	3.0	2.8	2.8	41.4
Conseil du trésor et Administration gouvernementale	12.5	10.5	10.5	10.5	8.9	4.5	4.6	4.6	4.6	4.6	75.7
Conseil exécutif	2.7	2.5	1.0	0.7	0.6	0.5	0.5	0.5	0.7	0.7	10.4
Culture et Communications	16.3	10.6	9.3	8.2	6.3	6.0	6.0	5.9	5.7	5.8	80.1
Cybersécurité et Numérique	117.9	124.6	93.8	79.7	79.2	66.9	65.0	65.0	65.0	65.0	822.1
Économie, Innovation et Énergie	2.1	1.4	1.0	0.7	0.7	0.7	0.7	0.7	0.7	0.7	9.5
Éducation	10.4	11.5	6.1	4.4	4.4	4.4	4.4	4.4	4.4	4.4	58.9
Emploi et Solidarité sociale	18.4	15.3	9.7	11.6	7.9	7.5	7.5	7.5	7.5	7.5	100.6
Enseignement supérieur	4.5	4.3	3.4	2.4	1.9	1.6	1.5	1.5	1.5	1.5	24.0
Environnement, Lutte contre les changements climatiques, Faune et Parcs	11.4	7.7	7.7	5.8	2.9	3.0	2.9	3.0	3.0	3.0	50.4
Famille	14.2	10.3	8.9	7.7	3.2	3.2	3.2	3.2	3.2	3.2	60.3
Finances	109.2	110.5	95.6	84.4	93.4	82.2	61.3	63.0	41.8	39.1	780.4
Immigration, Francisation et Intégration	10.0	5.9	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	43.9
Justice	53.6	42.3	19.1	16.2	11.6	14.3	9.0	24.3	12.5	6.7	209.6
Langue française	2.0	1.3	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	7.2
Relations internationales et Francophonie	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	3.8
Resources naturelles et Forêts	11.2	8.6	5.9	5.0	5.1	4.1	4.1	4.6	5.4	5.6	59.6
Santé et Services sociaux	26.7	21.6	21.5	21.1	21.6	21.5	22.1	22.4	22.4	20.9	221.9
Sécurité publique	29.2	24.4	21.8	23.0	23.5	11.6	14.4	13.7	13.9	8.2	183.6
Tourisme	5.3	3.8	2.5	2.3	2.4	3.0	2.6	2.8	3.4	3.0	31.1
Transports et Mobilité durable	65.4	56.0	55.2	46.2	37.4	36.6	41.4	43.4	43.4	43.4	468.5
Travail	4.9	2.8	2.4	1.8	1.4	1.1	1.1	1.1	1.1	1.1	18.8
Réseau de l'éducation	165.3	165.3	165.3	85.9	155.7	155.7	155.7	155.7	155.7	155.7	1,515.8 B
Réseau de l'enseignement supérieur	82.6	78.2	74.1	74.1	74.7	82.9	82.9	82.9	82.9	82.9	798.4
Santé Québec	168.5	143.8	128.7	102.0	83.0	83.0	83.0	83.0	83.0	83.0	1,041.0 B
Réserve en Ressources informationnelles	220.5	237.4	209.6	207.1	349.3	208.8	206.3	184.3	193.0	193.3	2,209.5 B
Total	1,177.3 B	1,109.0 B	965.3	813.8	987.8	812.3	788.4	785.5	762.7	747.3	8,949.3 B

Notes : Amounts have been rounded and may not add up to the sum shown.

Chart 3: Level of investment in the 2026-2036 PQI-RI by intervention strategy (in millions of dollars)



Notes : Amounts have been rounded and may not add up to the sum shown.

Chart 3 shows the breakdown of planned investments in the 2026-2036 PQI-RI by enhancement and maintenance intervention strategies. The majority of investments are devoted to maintaining information assets, averaging 75.4%.

The share of the ten-year envelope allocated to maintaining information assets attributed to Santé Québec, the education network, and the higher education network is 37.5%.

Thus, for the ten-year period from fiscal year 2026-2027 to fiscal year 2035-2036, planned investments for enhancement strategies total \$2.1992 billion, and \$6.7501 billion will be devoted to maintenance strategies.

This investment choice demonstrates the commitment of the Gouvernement du Québec to maintaining the information assets necessary for electronic service delivery in good condition, strengthening their security, and replacing outdated or obsolete infrastructure.

INFORMATION RESOURCES BY MINISTERIAL PORTFOLIO⁶

This section presents the status of information resources by ministerial portfolio. The following information is presented:

- Planned investments and expenditures for fiscal year 2026-2027 and the 10-year envelope allocated to the 2026-2036 PQI-IR, by intervention strategy.
- The status of information resource projects, as recorded in the SIGRI as of February 28, 2026. The number of projects presented includes multi-agency projects. The table also shows the distribution of active projects by phase, type of service or system targeted, and intervention strategy.
- The assessment of the status of information assets by type of service or system to which they contribute for the years 2021, 2023, and 2025. The status of an asset is assessed on a scale of 1 to 5, where a score of 5 is considered very good, a score of 3 is considered satisfactory, and a score of 1 is considered very poor.
- The status of the workforce in the information resources sector by status (internal, external, and vacant positions) for the years 2022, 2023, and 2024, in accordance with the [Workforce profiles and the use of consultants assigned to information resources](#). This table also provides an assessment of the human resources needs of the information resources sector.

6. For all tables in this section, the amounts have been rounded, so their sum or average may not correspond to the result indicated.

AFFAIRES MUNICIPALES ET HABITATION⁷

Planned investments and expenditures and PQI-RI

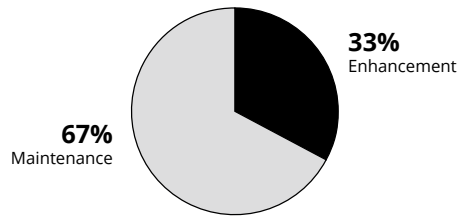
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
5.2	36.2	41.4

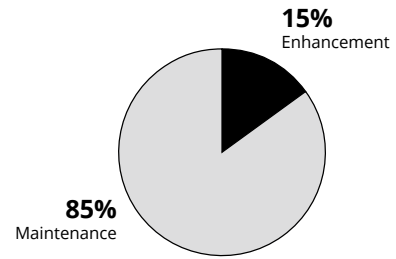
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
18.5	4.6	23.1

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy
(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

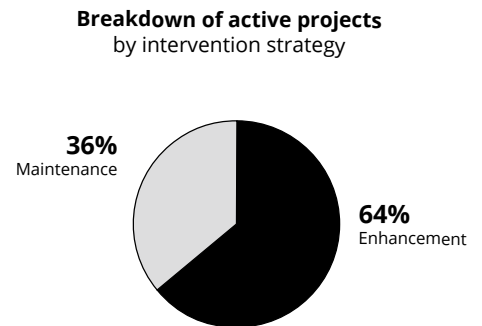
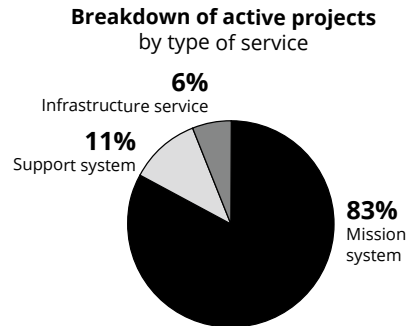
Project type	Project status			Total
	Active	Suspended	Completed 2025-2026	
Qualified projects	3	0	0	3
Non-qualified projects	18	1	1	20
Total	21	1	1	23

Phase of active projects		
Preliminary draft	Planning	Implementation
0	0	3
10	5	3
10	5	6

7. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.6	3.6	3.3
Support system	3.4	3.4	3.5
Infrastructure service	4.6	3.9	4.0
Average	3.7	3.6	3.4

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	137	69.2	147	71.0	158	74.9
External	34	17.2	42	20.3	47	22.3
Vacant	27	13.6	18	8.7	6	2.8
Total	198	100.0	207	100.0	211	100.0

AGRICULTURE. PÊCHERIES ET ALIMENTATION⁸

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

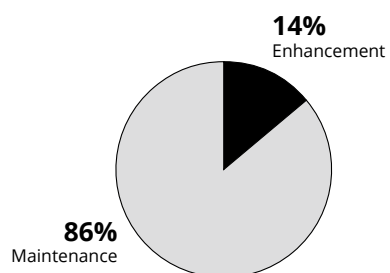
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
8.3	70.6	78.9

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
26.4	15.0	41.4

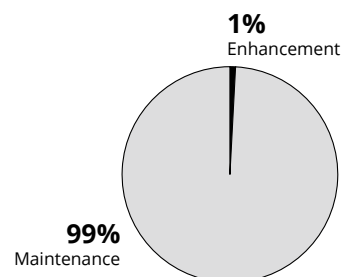
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

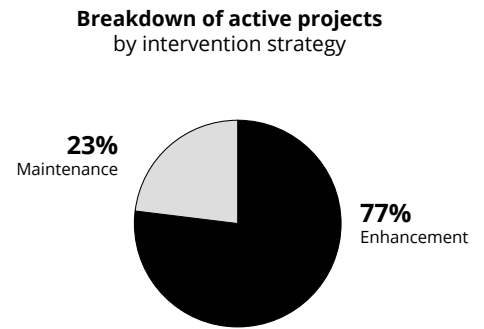
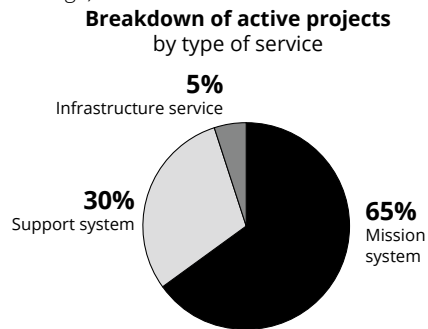
Breakdown of projects by information resources

Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	3	2	0	5	0	0	3
Non-qualified projects	11	1	0	12	3	4	4
Total	14	3	0	17	3	4	7

8. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	2.8	3.0	3.2
Support system	3.5	3.5	3.5
Service d'infrastructure	3.6	4.0	4.1
Average	3.3	3.6	3.6

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	213	55.2	224	51.7	249	54.2
External	107	27.7	151	34.9	165	35.9
Vacant	66	17.1	58	13.4	45	9.8
Total	386	100.0	433	100.0	459	100.0

CONSEIL DU TRÉSOR ET ADMINISTRATION GOUVERNEMENTALE⁹

Planned investments and expenditures and PQI-RI

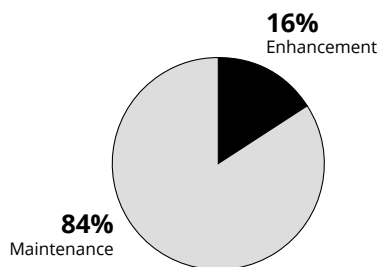
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036 (in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
12.5	78.0	90.5

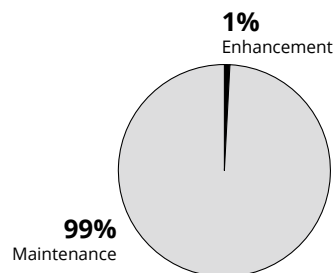
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
52.8	22.9	75.7

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy (in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

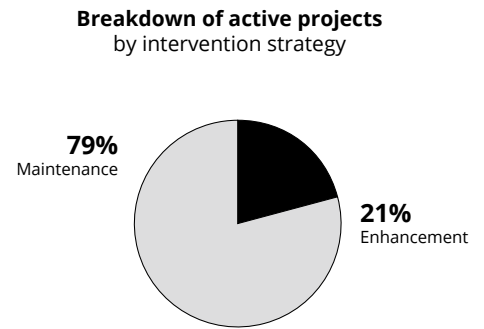
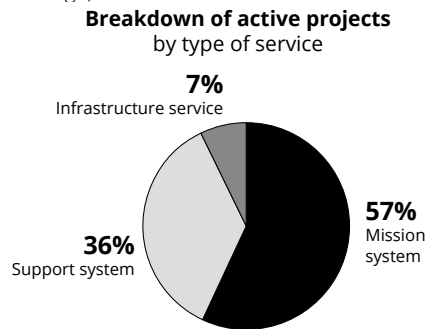
Breakdown of projects by information resources

Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	3	0	2	5	0	1	2
Non-qualified projects	7	0	1	8	1	2	4
Total	10	0	3	13	1	3	6

9. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.5	2.9	3.3
Support system	3.2	3.4	3.5
Service d'infrastructure	4.7	3.9	3.9
Average	3.5	3.3	3.5

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	202	52.5	226	49.5	280	57.7
External	152	39.5	175	38.3	165	34.0
Vacant	31	8.1	56	12.3	40	8.2
Total	385	100.0	457	100.0	485	100.0

CONSEIL EXÉCUTIF¹⁰

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

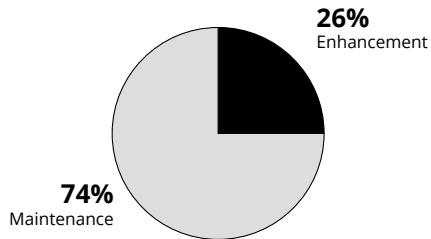
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
2.7	8.5	11.2

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
7.5	2.9	10.4

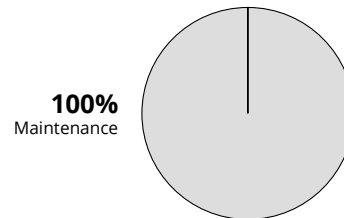
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

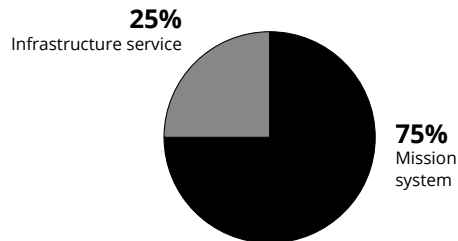
Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	1	0	0	1	0	0	1
Non-qualified projects	2	0	0	2	1	0	1
Total	3	0	0	3	1	0	2

10. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

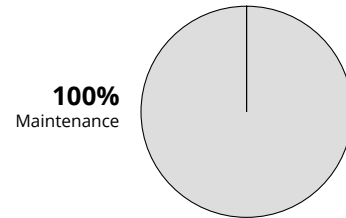
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	2.7	2.5	2.7
Support system	2.7	2.6	2.9
Service d'infrastructure	3.9	4.0	4.0
Average	3.1	2.8	3.1

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	41	69.5	51	73.9	62	63.9
External	7	11.9	5	7.2	26	26.8
Vacant	11	18.6	13	18.8	9	9.3
Total	59	100.0	69	100.0	97	100.0

CULTURE ET COMMUNICATIONS¹¹

Planned investments and expenditures and PQI-RI

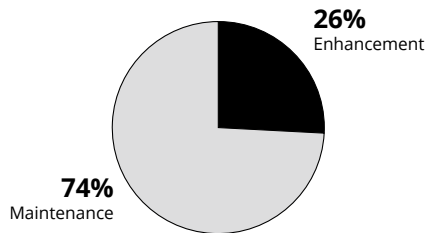
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036 (in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
16.3	30.5	46.8

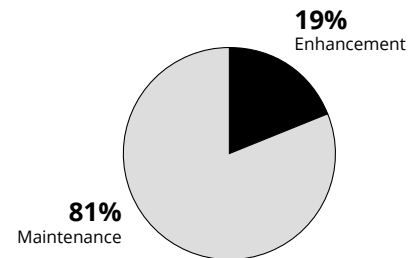
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
50.7	29.3	80.1

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy (in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

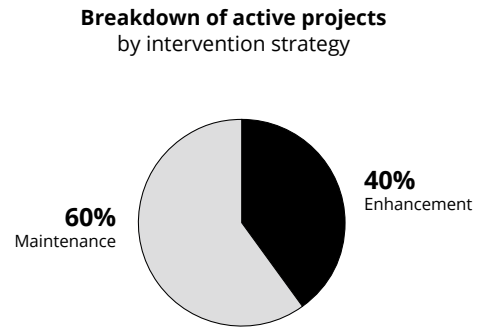
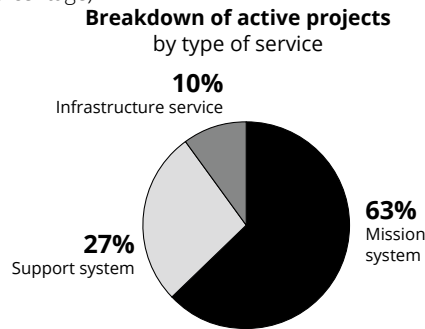
Breakdown of projects by information resources

Project type	Project status				Total	Phase of active projects		
	Active	Suspended	Completed 2025-2026	Completed 2025-2026		Preliminary draft	Planning	Implementation
Qualified projects	7	0	1		8	0	2	5
Non-qualified projects	65	0	0		65	52	9	4
Total	72	0	1		73	52	11	9

11. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.0	2.9	3.2
Support system	3.4	3.5	3.8
Service d'infrastructure	3.9	3.6	4.0
Average	3.5	3.4	3.7

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	214	79.0	232	74.6	243	83.2
External	46	17.0	65	20.9	39	13.4
Vacant	11	4.1	14	4.5	10	3.4
Total	271	100.0	311	100.0	292	100.0

CYBERSÉCURITÉ ET NUMÉRIQUE¹²

Planned investments and expenditures and PQI-RI

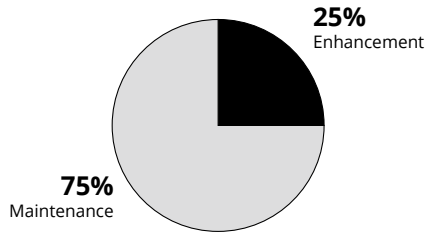
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036 (in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
117.9	606.5	724.4

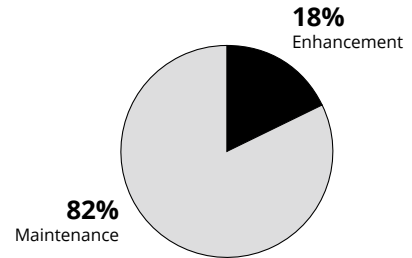
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
495.1	326.9	822.1

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy (in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

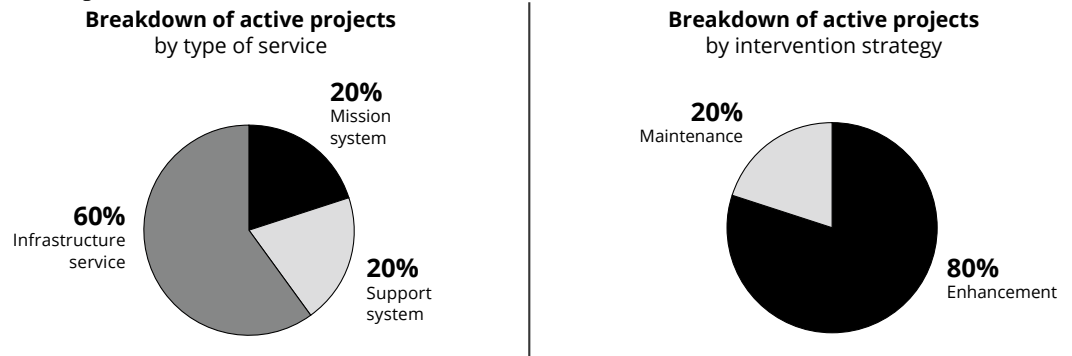
Project type	Project status			Total
	Active	Suspended	Completed 2025-2026	
Qualified projects	10	4	1	15
Non-qualified projects	5	2	0	7
Total	15	6	1	22

Phase of active projects		
Preliminary draft	Planning	Implementation
0	4	6
4	1	0
4	5	6

12. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets¹³

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.7	3.8	3.4
Support system	3.7	2.9	3.4
Service d'infrastructure	2.7	3.2	3.9
Average	3.4	3.5	3.4

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	1,184	62.8	1,376	62.7	1,283	56.1
External	660	35	811	37.0	1,001	43.8
Vacant	41	2.2	6	3.3	2	0.1
Total	1,885	100.0	2,193	100.0	2,286	100.0

13. Prior to the creation of the Ministère de la Cybersécurité et du Numérique on January 1, 2022, the data came from the Centre de services partagés du Québec (CSPQ) and Infrastructures technologiques Québec (ITQ).

ÉCONOMIE. INNOVATION ET ÉNERGIE¹⁴

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

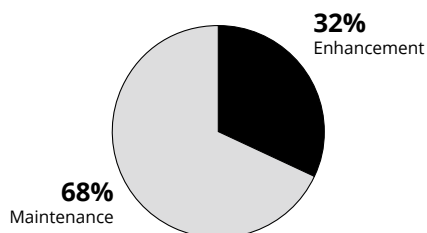
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
2.6	15.4	18

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
6.0	3.6	9.5

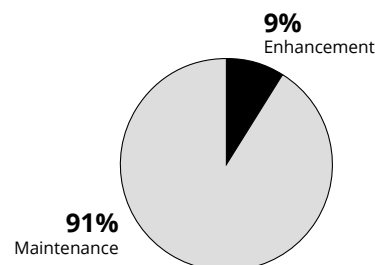
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

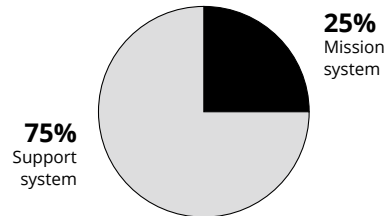
Project type	Project status				Total	Phase of active projects		
	Active	Suspended	Completed 2025-2026			Preliminary draft	Planning	Implementation
Qualified projects	2	0	1		3	0	0	2
Non-qualified projects	1	0	0		1	1	0	0
Total	3	0	1		4	1	0	2

14. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

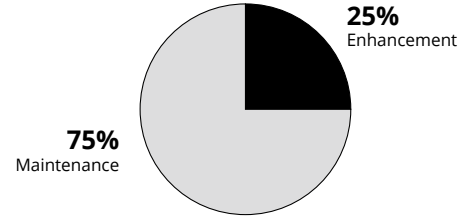
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.2	3.8	3.7
Support system	3.3	4.1	4.0
Service d'infrastructure	3.5	4.6	4.4
Average	3.3	4.2	4.0

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	82	62.6	72	61.5	70	55.6
External	40	30.5	35	29.9	49	38.9
Vacant	9	6.9	10	8.5	7	5.6
Total	131	100.0	117	100.0	126	100.0

ÉDUCATION¹⁵

Planned investments and expenditures and PQI-RI

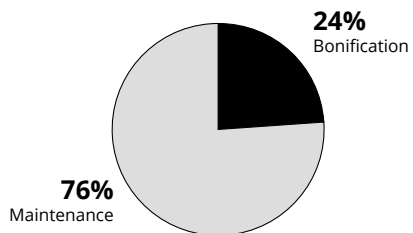
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
12.9	158.4	171.2

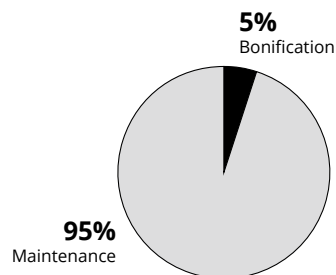
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
36.8	22.1	58.9

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy
(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

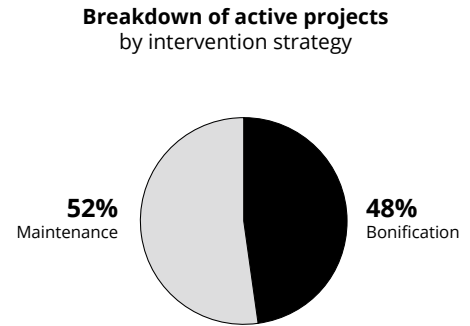
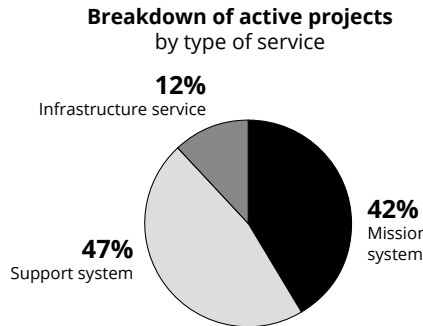
Breakdown of projects by information resources

Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	8	0	0	8	0	0	8
Non-qualified projects	27	2	0	29	16	3	8
Total	35	2	0	37	16	3	16

15. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.3	3.2	3.2
Support system	3.4	3.5	3.3
Service d'infrastructure	3.6	3.3	3.9
Average	3.4	3.4	3.4

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	288	65.5	347	64.3	370	68.6
External	128	29.1	147	27.2	123	22.8
Vacant	24	5.5	46	8.5	46	8.5
Total	440	100.0	540	100.0	539	100.0

RÉSEAU DE L'ÉDUCATION¹⁶

Planned investments and expenditures and PQI-RI

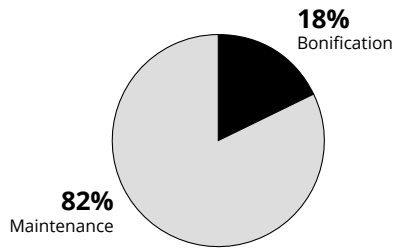
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
165.4	253.1	418.4

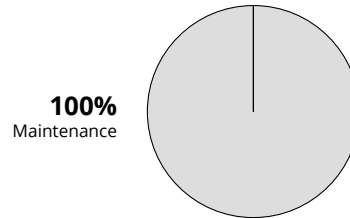
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
737.5	778.3	1.5158 B

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy
(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

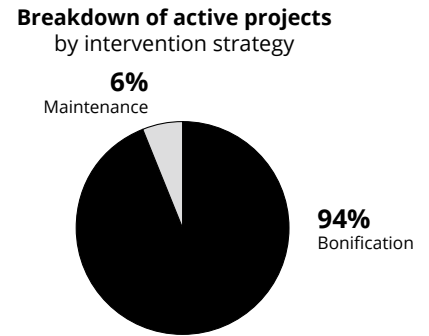
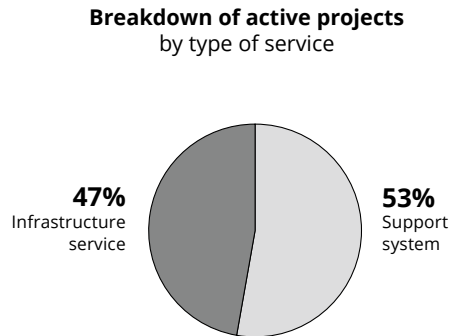
Project type	Project status			Total
	Active	Suspended	Completed 2025-2026	
Qualified projects	1	0	0	1
Non-qualified projects	18	0	8	26
Total	19	0	8	27

Phase of active projects		
Preliminary draft	Planning	Implementation
0	0	1
1	0	17
1	0	18

16. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.8	3.6	3.3
Support system	3.2	3.4	3.4
Service d'infrastructure	4.1	3.8	4.0
Average	3.6	3.6	3.6

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	2,109	88.5	2,272	90.1	2,433	93.4
External	35	1.5	50	2.0	62	2.4
Vacant	240	10.1	201	8.0	110	4.2
Total	2,384	100.0	2,523	100.0	2,605	100.0

EMPLOI ET SOLIDARITÉ SOCIALE¹⁷

Planned investments and expenditures and PQI-RI

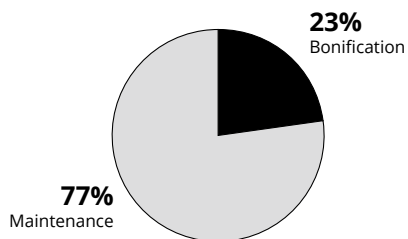
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036 (in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
20.6	141.7	162.3

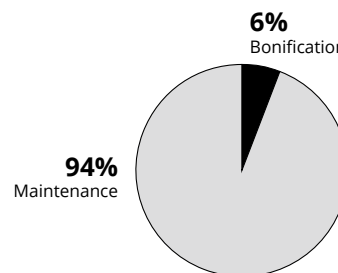
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
59.9	37.6	97.5

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy (in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

Project type	Project status			Total
	Active	Suspended	Completed 2025-2026	
Qualified projects	5	0	0	5
Non-qualified projects	6	4	0	10
Total	11	4	0	15

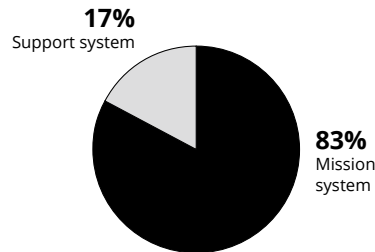
Phase of active projects		
Preliminary draft	Planning	Implementation
0	1	4
1	0	5
1	1	9

17. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

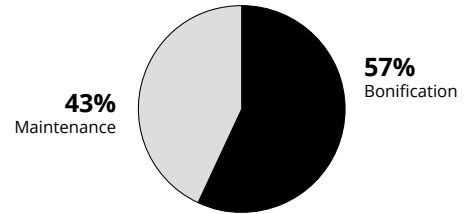
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.2	3.2	3.4
Support system	3.4	3.6	3.6
Service d'infrastructure	5.0	5.0	4.7
Average	3.4	3.5	3.5

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	409	66.8	435	60.6	474	72.6
External	108	17.6	191	26.6	131	20.1
Vacant	95	15.5	92	12.8	48	7.4
Total	612	100.0	718	100.0	653	100.0

ENSEIGNEMENT SUPÉRIEUR¹⁸

Planned investments and expenditures and PQI-RI

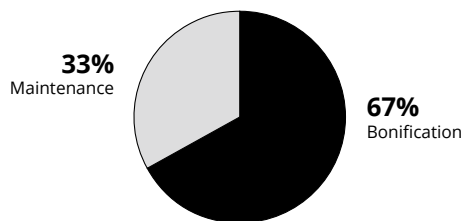
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
4.5	14.6	19.2

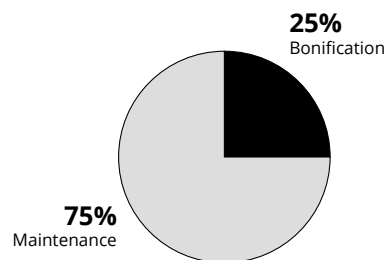
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
16.5	7.5	24.0

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy
(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

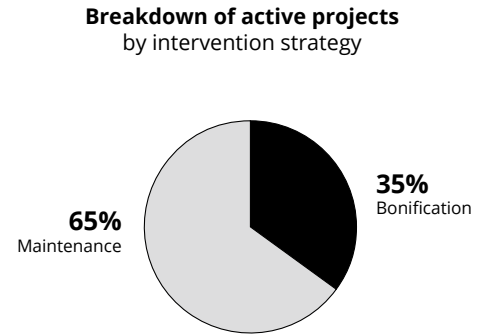
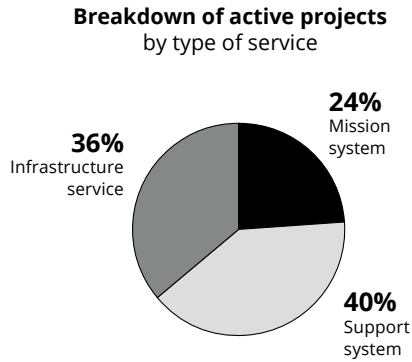
Breakdown of projects by information resources

Project type	Project status				Total	Phase of active projects		
	Active	Suspended	Completed 2025-2026	Completed 2025-2026		Preliminary draft	Planning	Implementation
Qualified projects	3	3	0		6	0	0	3
Non-qualified projects	17	0	0		17	12	3	2
Total	20	3	0		23	12	3	5

18. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.8	4.1	4.4
Support system	3.2	2.8	3.3
Service d'infrastructure	4.8	4.5	4.4
Average	3.5	3.1	3.6

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	84	81.6	94	75.8	87	75.0
External	14	13.6	21	16.9	21	18.1
Vacant	5	4.9	9	7.3	8	6.9
Total	103	100.0	124	100.0	116	100.0

RÉSEAU DE L'ENSEIGNEMENT SUPÉRIEUR¹⁹

Planned investments and expenditures and PQI-RI

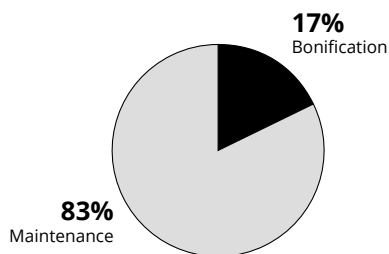
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036 (in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
145.2	614.7	759.9

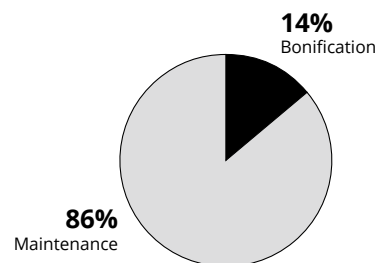
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
383.7	414.6	798.4

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy (in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

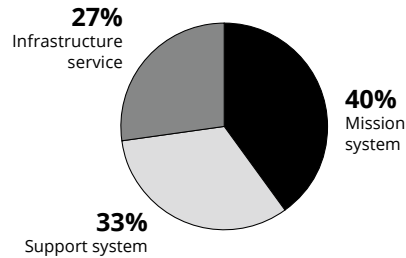
Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	57	5	12	74	0	4	53
Non-qualified projects	204	7	59	270	44	59	101
Total	261	12	71	344	44	63	154

19. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

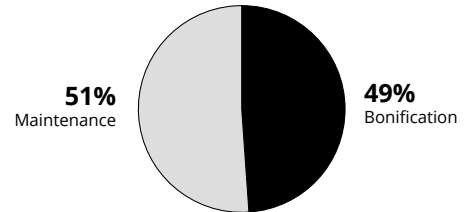
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.7	3.6	3.5
Support system	3.6	3.7	3.5
Service d'infrastructure	3.8	3.9	4.1
Average	3.7	3.8	3.7

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	3,960	88.0	3,997	87.7	4,189	90.3
External	193	4.3	222	4.9	201	4.3
Vacant	349	7.8	339	7.4	250	5.4
Total	4,502	100.0	4,558	100.0	4,640	100.0

ENVIRONNEMENT. LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES. FAUNE ET PARCS²⁰

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

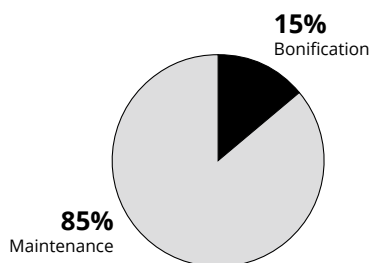
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures			PQI-RI		
2026-2027			2026-2031	2031-2036	2026-2036
Investments	Expenditures	Total	Investments		Total
11.7	57.4	69.1	35.5	14.8	50.4

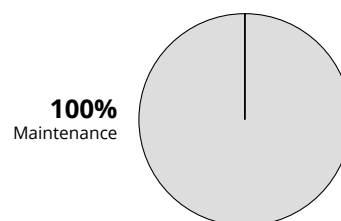
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

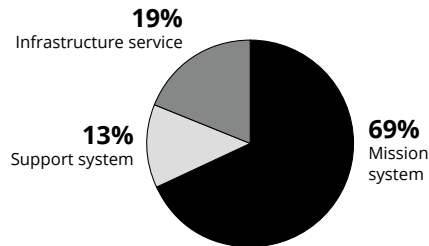
Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	2	0	0	2	0	0	2
Non-qualified projects	8	0	0	8	8	0	0
Total	10	0	0	10	8	0	2

20. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

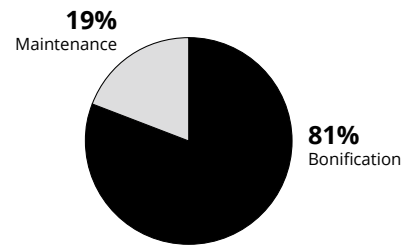
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	2.9	3.0	2.9
Support system	3.8	3.8	4.0
Service d'infrastructure	3.5	3.7	4.6
Average	3.2	3.2	3.2

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	157	56.5	204	60.4	217	74.6
External	95	34.2	102	30.2	58	19.9
Vacant	26	5.4	32	9.5	16	5.5
Total	278	100.0	338	100.0	291	100.0

FAMILLE²¹

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

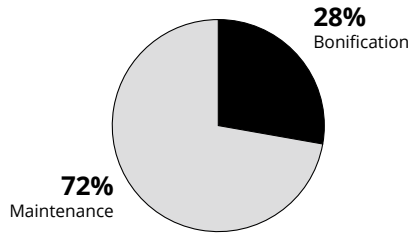
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
14.2	53.8	67.9

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
44.3	16.0	60.3

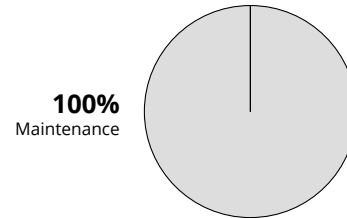
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

Project type	Project status			Total
	Active	Suspended	Completed 2025-2026	
Qualified projects	4	0	0	4
Non-qualified projects	11	0	0	11
Total	15	0	0	15

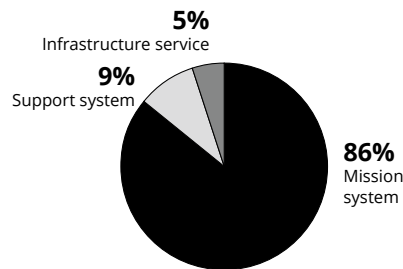
Phase of active projects		
Preliminary draft	Planning	Implementation
0	2	2
3	6	2
3	8	4

21. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

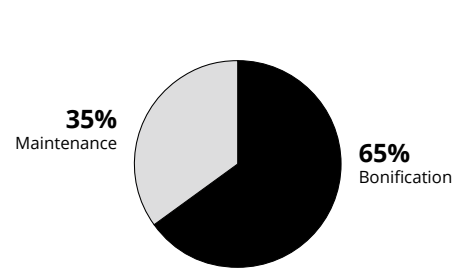
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.2	2.7	3.4
Support system	3.0	3.0	3.4
Service d'infrastructure	4.1	4.4	4.5
Average	3.3	3.4	3.7

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	165	53.1	178	53.0	182	47.5
External	120	38.6	135	40.2	193	50.4
Vacant	26	8.4	23	6.8	8	2.1
Total	311	100.0	336	100.0	383	100.0

FINANCES²²

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

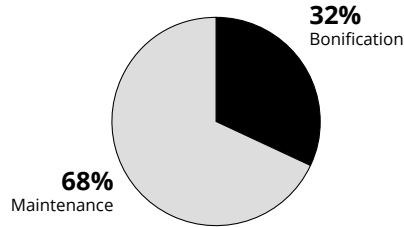
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
129.5	400.3	529.8

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
492.9	287.4	780.3

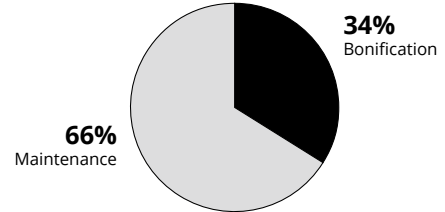
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

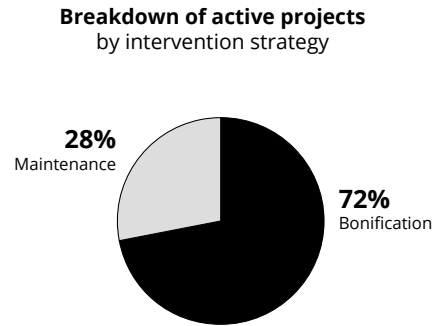
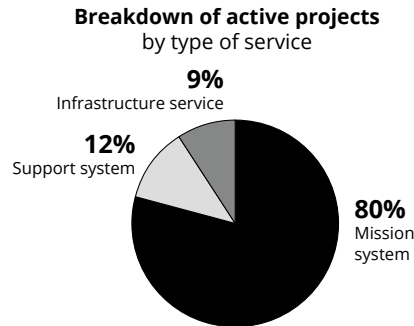
Breakdown of projects by information resources

Project type	Project status				Total	Phase of active projects		
	Active	Suspended	Completed 2025-2026	Completed 2025-2026		Preliminary draft	Planning	Implementation
Qualified projects	38	2	5		45	0	10	28
Non-qualified projects	47	0	4		51	19	18	10
Total	85	2	9		96	19	28	38

22. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.3	3.3	3.3
Support system	3.5	3.6	3.4
Service d'infrastructure	3.9	3.9	3.6
Average	3.6	3.6	3.4

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	2,694	69.6	2,860	75.1	2,873	79.9
External	855	22.1	809	21.2	646	18.0
Vacant	324	8.4	139	3.7	77	2.1
Total	3,873	100.0	3,808	100.0	3,596	100.0

IMMIGRATION. FRANCISATION ET INTÉGRATION²³

Planned investments and expenditures and PQI-RI

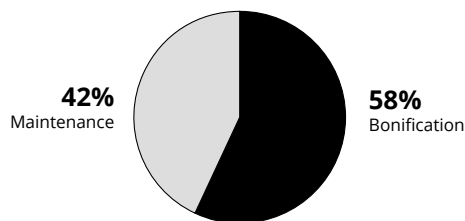
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
10.0	56.0	66.0

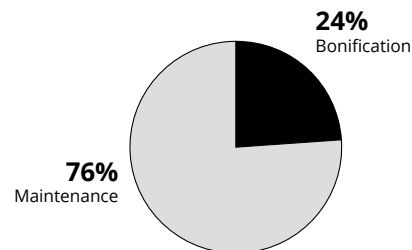
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
26.4	17.5	43.9

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy
(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

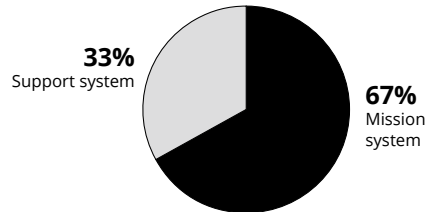
Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	4	0	0	4	0	0	4
Non-qualified projects	3	0	1	4	1	1	1
Total	7	0	1	8	1	1	5

²³. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

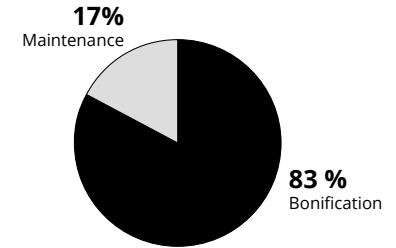
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.5	3.4	3.2
Support system	3.4	3.3	3.1
Service d'infrastructure	4.5	4.2	3.9
Average	3.7	3.6	3.3

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	94	32.5	141	37.6	151	39.2
External	159	55.0	202	53.9	210	54.5
Vacant	36	12.5	32	8.5	24	6.2
Total	289	100.0	375	100.0	385	100.0

JUSTICE²⁴

Planned investments and expenditures and PQI-RI

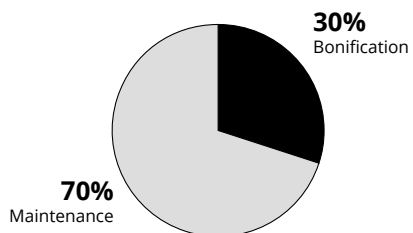
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
53.7	169.2	222.9

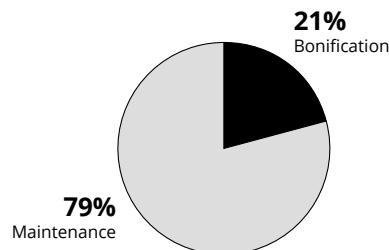
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
142.8	66.8	209.6

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy
(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

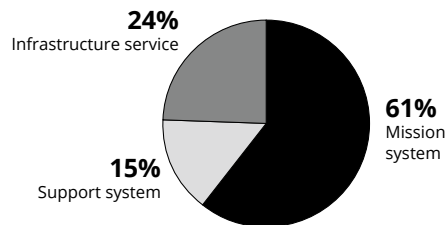
Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	11	1	1	13	0	1	10
Non-qualified projects	23	3	0	26	6	5	12
Total	34	4	1	39	6	6	22

24. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

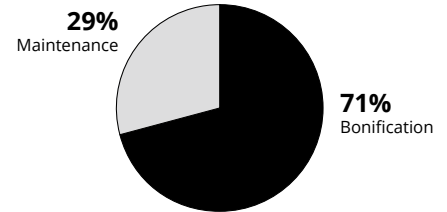
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.1	3.2	3.4
Support system	3.2	3.1	3.2
Service d'infrastructure	3.6	3.6	3.9
Average	3.3	3.3	3.4

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	515	49.7	550	50.7	594	56.4
External	392	37.8	437	40.3	380	36.1
Vacant	129	12.5	98	9.0	80	7.6
Total	1,036	100.0	1,085	100.0	1,054	100.0

LANGUE FRANÇAISE²⁵

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

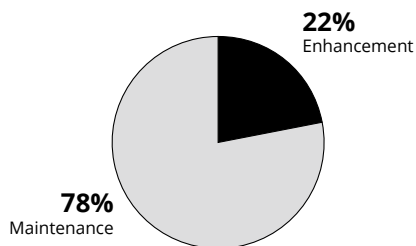
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
2.0	7.3	9.3

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
4.7	2.5	7.2

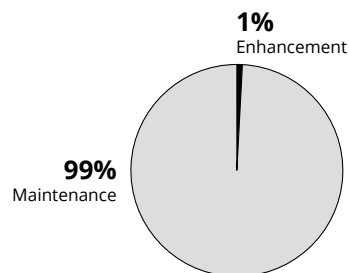
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

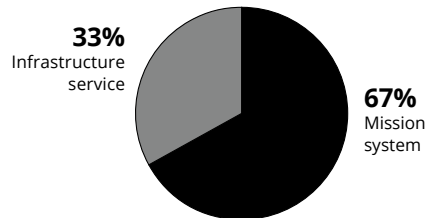
Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	0	0	1	1	0	0	0
Non-qualified projects	3	0	1	4	1	1	1
Total	3	0	2	5	1	1	1

25. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

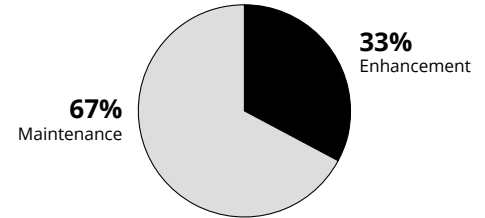
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.3	3.6	3.7
Support system	3.2	3.5	3.3
Service d'infrastructure	4.0	3.7	2.5
Average	3.4	3.6	3.2

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	38	79.2	47	71.2	51	75.0
External	7	14.6	15	22.7	15	22.1
Vacant	3	6.3	4	6.1	2	2.9
Total	48	100.0	66	100.0	68	100.0

RELATIONS INTERNATIONALES ET FRANCOPHONIE²⁶

Planned investments and expenditures and PQI-RI

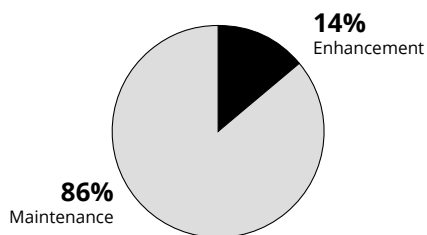
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036 (in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
0.4	6.0	6.3

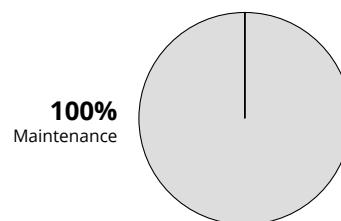
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
1.9	1.9	3.8

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy (in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

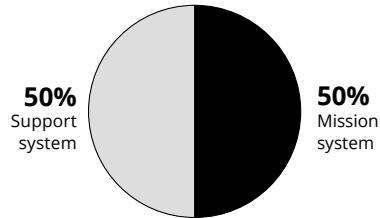
Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	0	0	1	1	0	0	0
Non-qualified projects	2	0	0	2	0	2	0
Total	2	0	1	3	0	2	0

26. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

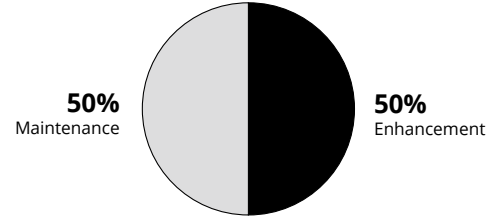
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.7	3.9	4.2
Support system	3.5	3.8	4.4
Service d'infrastructure	4.6	4.0	4.5
Average	3.6	3.8	4.3

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	35	89.7	35	87.5	36	90.0
External	1	2.6	3	7.5	4	10.0
Vacant	3	7.7	2	5.0	0	0.0
Total	39	100.0	40	100.0	40	100.0

RESOURCES NATURELLES ET FORÊTS²⁷

Planned investments and expenditures and PQI-RI

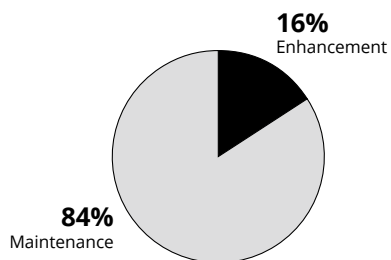
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
11.4	82.4	93.8

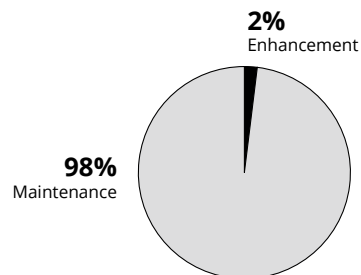
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
35.9	23.8	59.6

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy
(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

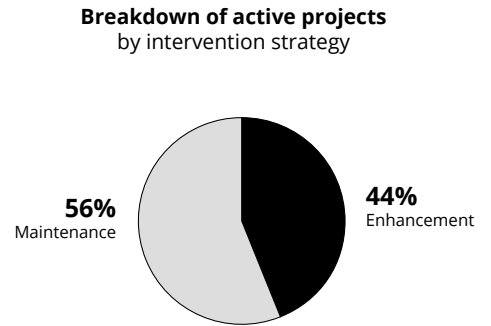
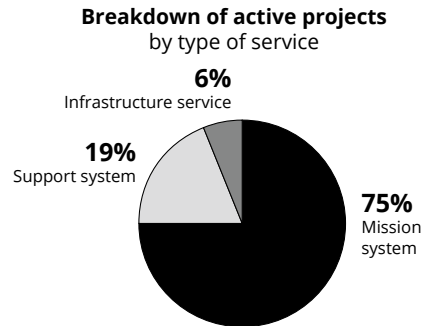
Breakdown of projects by information resources

Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	4	0	0	4	0	1	3
Non-qualified projects	8	1	0	9	4	3	1
Total	12	1	0	13	4	4	4

²⁷.As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.0	3.1	3.0
Support system	3.1	3.1	3.1
Service d'infrastructure	4.1	3.5	3.9
Average	3.1	3.2	3.3

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	421	76.4	392	69.5	417	64.2
External	84	15.2	120	21.3	174	26.8
Vacant	46	8.3	52	9.2	59	9.1
Total	551	100.0	564	100.0	650	100.0

SANTÉ QUÉBEC²⁸

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

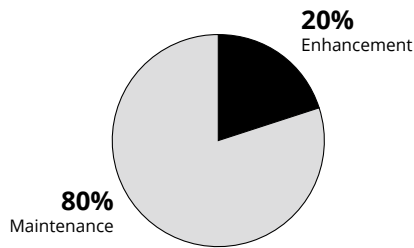
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
169.2	1.5542 B	1.7234 B

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
626.0	415.0	1.0410 B

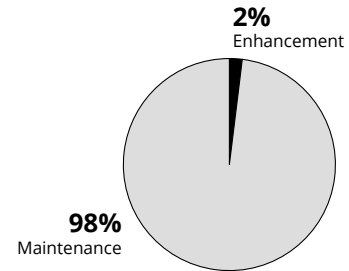
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

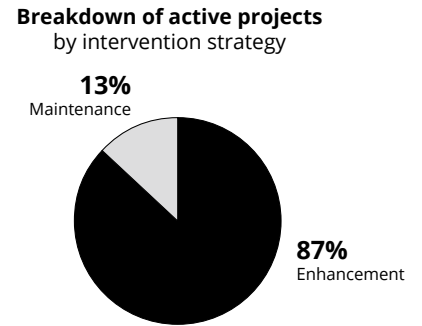
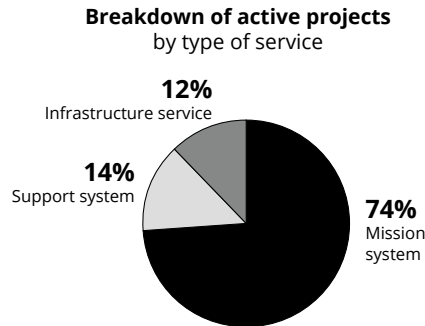
Breakdown of projects by information resources

Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	2	7	4	13	0	0	2
Non-qualified projects	95	58	2	155	86	2	7
Total	97	65	6	168	86	2	9

28. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.1	3.5	3.4
Support system	3.5	3.7	3.4
Service d'infrastructure	4.3	4.1	4.1
Average	3.4	3.7	3.5

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	3,763	75.8	3,812	70.5	4,526	81.9
External	455	9.2	562	10.4	384	7.0
Vacant	749	15.1	1,030	19.1	615	11.1
Total	4,967	100.0	5,404	100.0	5,525	100.0

SANTÉ ET SERVICES ET SOCIAUX²⁹

Planned investments and expenditures and PQI-RI

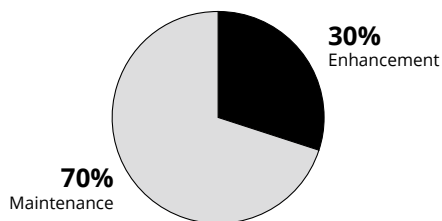
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036 (in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
32.3	271.9	304.2

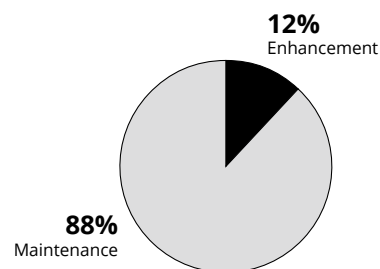
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
112.5	109.4	221.9

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy (in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

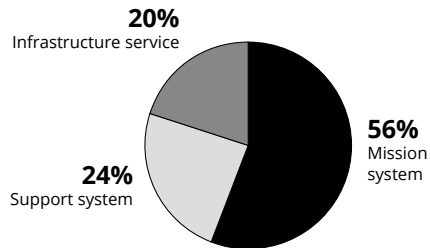
Project type	Project status				Total	Phase of active projects		
	Active	Suspended	Completed 2025-2026	Completed 2025-2026		Preliminary draft	Planning	Implementation
Qualified projects	22	11	3		36	0	2	20
Non-qualified projects	105	21	3		129	63	14	28
Total	127	32	6		165	63	16	48

29. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

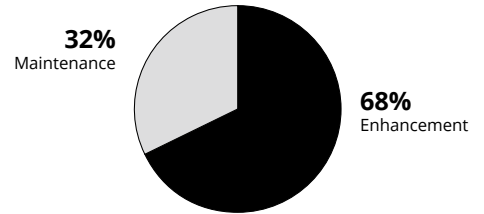
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.4	3.3	3.7
Support system	3.5	3.3	3.6
Service d'infrastructure	2.9	3.7	4.2
Average	3.2	3.4	3.7

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	1,246	64.4	1,474	67.0	1,385	69.8
External	455	23.5	485	22.0	454	22.9
Vacant	233	12.0	242	11.0	146	7.4
Total	1,934	100.0	2,201	100	1,985	100.0

SÉCURITÉ PUBLIQUE³⁰

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

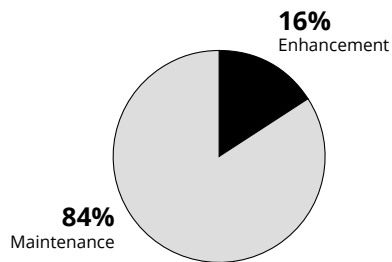
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
30.4	199.3	229.7

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
121.1	61.7	182.9

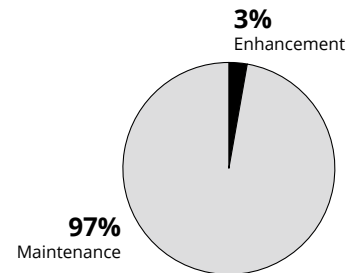
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

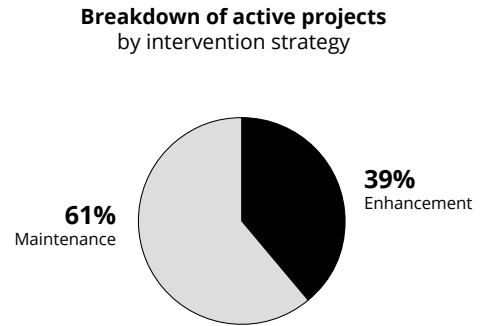
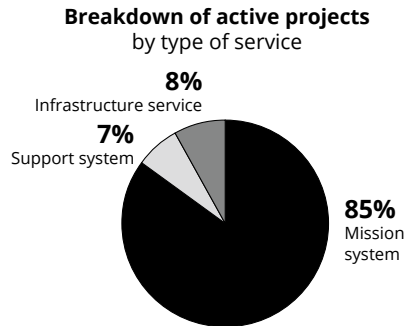
Breakdown of projects by information resources

Project type	Project status				Phase of active projects		
	Active	Suspended	Completed 2025-2026	Total	Preliminary draft	Planning	Implementation
Qualified projects	8	1	2	11	0	1	7
Non-qualified projects	23	1	2	26	11	10	2
Total	31	2	4	37	11	11	9

30. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.3	3.3	3.3
Support system	3.3	3.3	3.3
Service d'infrastructure	4.0	3.1	4.0
Average	3.4	3.3	3.4

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	475	68.6	518	70.4	725	81.8
External	102	14.7	117	15.9	120	13.5
Vacant	115	16.6	101	13.7	41	4.6
Total	692	100.0	736	100.0	886	100.0

TOURISME³¹

Planned investments and expenditures and PQI-RI

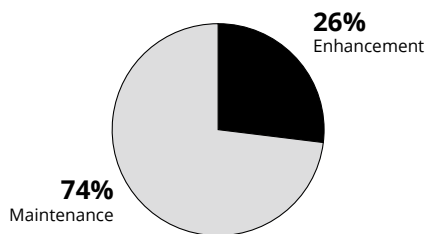
Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036
(in millions of dollars unless otherwise indicated)

Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
5.3	15.0	20.3

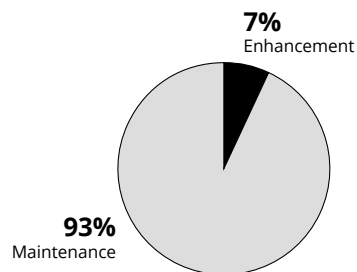
PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
16.3	14.8	31.1

Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy
(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

Project type	Project status			Total
	Active	Suspended	Completed 2025-2026	
Qualified projects	6	0	0	6
Non-qualified projects	12	0	1	13
Total	18	0	1	19

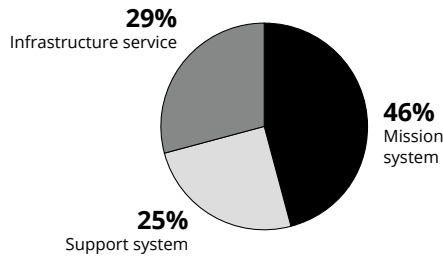
Phase of active projects		
Preliminary draft	Planning	Implementation
1	1	4
4	2	6
5	3	10

31. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

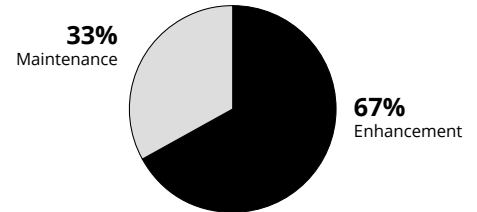
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.1	3.3	3.6
Support system	3.6	3.6	3.7
Service d'infrastructure	4.1	3.2	3.8
Average	3.6	3.4	3.7

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	61	60.4	72	76.6	61	72.2
External	20	19.8	20	21.3	18	22.8
Vacant	20	19.8	2	2.1	0	0.0
Total	101	100.0	94	100.0	79	100.0

TRANSPORTS ET MOBILITÉ DURABLE³²

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

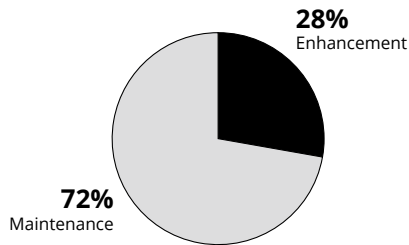
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
74.9	309.7	384.5

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
260.3	208.2	468.5

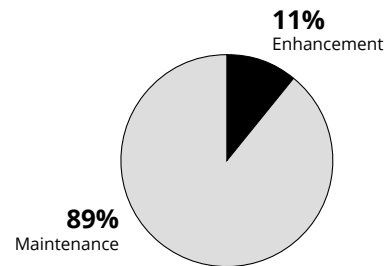
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

Project type	Project status			Total
	Active	Suspended	Completed 2025-2026	
Qualified projects	14	3	2	19
Non-qualified projects	86	4	2	92
Total	100	7	4	111

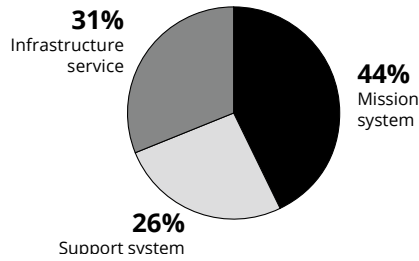
Phase of active projects		
Preliminary draft	Planning	Implementation
0	5	9
58	15	13
58	20	22

³². As the amounts have been rounded, their sum or average may not correspond to the result indicated.

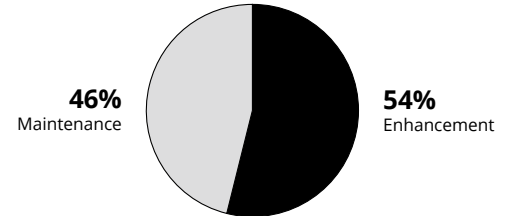
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.3	3.2	3.2
Support system	3.2	3.4	3.4
Service d'infrastructure	4.3	4.4	3.9
Average	3.4	3.5	3.5

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	960	48.6	1,023	50.3	1,195	59.7
External	912	46.2	814	40.0	767	38.3
Vacant	103	5.2	198	9.7	41	2.0
Total	1,975	100.0	2,035	100.0	2,003	100.0

TRAVAIL³³

Planned investments and expenditures and PQI-RI

Planned investments and expenditures in 2026-2027 and PQI-IR 2026-2036

(in millions of dollars unless otherwise indicated)

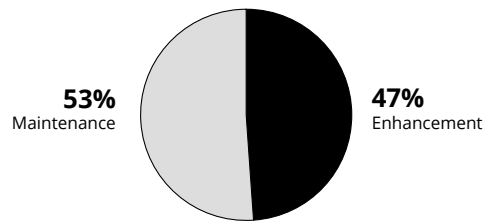
Planned investments and expenditures		
2026-2027		
Investments	Expenditures	Total
23.3	175.5	198.8

PQI-RI		
2026-2031	2031-2036	2026-2036
Investments		Total
13.2	5.6	18.8

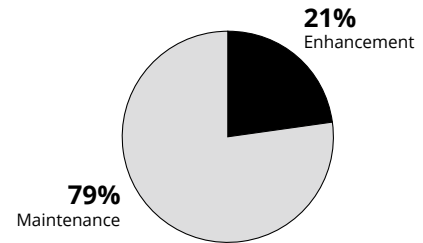
Planned investments and expenditures in 2026-2027 and PQI-RI 2026-2036 by intervention strategy

(in percentage)

Investments and expenditures by intervention strategy for fiscal year 2026-2027



PQI-RI 2026-2036 by intervention strategy



Information resource projects

Breakdown of projects by information resources

Project type	Project status			Total
	Active	Suspended	Completed 2025-2026	
Qualified projects	16	2	8	26
Non-qualified projects	14	3	6	23
Total	30	5	14	49

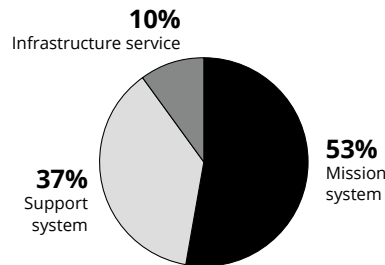
Phase of active projects		
Preliminary draft	Planning	Implementation
0	2	14
6	4	4
6	6	18

33. As the amounts have been rounded, their sum or average may not correspond to the result indicated.

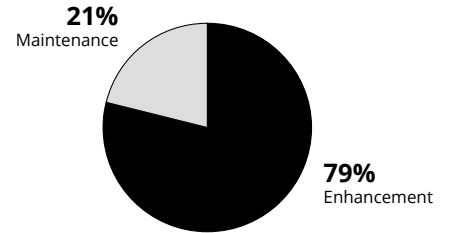
Information resource projects

Breakdown of active projects by type of service or system and by intervention strategy
(in percentage)

Breakdown of active projects by type of service



Breakdown of active projects by intervention strategy



Status of information assets

Change in average index by type of service or system

Type of service or system	2021	2023	2025
Mission system	3.0	3.1	3.0
Support system	3.3	3.3	3.2
Service d'infrastructure	3.8	3.9	4.1
Average	3.3	3.3	3.3

Information resources staff

Changes in internal and external resources and vacant positions

Resources	2022		2023		2024	
	Staff	Percentage	Staff	Percentage	Staff	Percentage
Interns	561	69.2	579	68.5	579	68.8
External	204	25.2	221	26.2	231	27.4
Vacant	46	5.7	45	5.3	32	3.8
Total	811	100.0	845	100.0	842	100.0

MANAGING BENEFITS FROM INFORMATION RESOURCE PROJECTS

The Government Framework for Managing Information Resource Project Benefits, adopted by MCN Ministerial Order No. 2022-01 dated May 27, 2022, came into effect on June 15, 2022. Since April 1, 2023, all projects classified as information resources by public bodies are subject to it, regardless of the authority responsible for granting authorization, whether it be the head of the body, the Treasury Board, or the government.

The Government Framework for Managing Information Resource Project Benefits aims not only to provide a framework for managing the benefits of qualified projects, but also to define the expected benefits of information resource projects and to monitor the performance of public bodies based on the benefits estimated at the time of project authorization and the benefits obtained during implementation. It defines the key elements for determining expected benefits, avoided costs, targets to be achieved, and measurement indicators. It proposes an approach to facilitate resource optimization and the achievement of the strategic objectives of public bodies through benefits management.

It also introduces the requirement for all information resource projects to be accompanied by a benefit realization plan that outlines how benefits will be accounted for, achieved over time, and monitored against established targets.

The estimated overall gross benefits for public bodies are presented in the table below.

Table 5: Estimated gross benefits of qualified information resource projects for 2023-2027 reported to the MCN³⁴ (in millions of dollars)

2023-2024	2024-2025	2025-2026	2026-2027	Total
62.0	102.6	147.9	181.7	494.2

³⁴. Profit data is updated each year on June 15.

