

INFORMATION RESOURCE INVESTMENT AND EXPENDITURE PLAN

2025 • 2026



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INVESTMENT AND
EXPENDITURE PLAN**

2025 • 2026

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2025-2026 Expenditure Budget
**Information Resource Investment
and Expenditure Plan 2025-2026**

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MESSAGE FROM THE MINISTER OF CYBERSECURITY AND DIGITAL TECHNOLOGY

The digital transformation of the ministries and public bodies of the Gouvernement du Québec is an essential step in offering citizens more efficient, accessible, and secure services. By investing in more modern information resources, the government will ensure that Québec's public administration remains at the cutting edge of innovation.

The Information Resource Investment and Expenditure Plan 2025-2026 reflects this commitment with more than \$5.9 billion in expenditures and investments earmarked for the 2025-2026 fiscal year, including significant growth in the areas of health and social services, education, higher education, public security, and finance.

Thanks to the Plan, the government will be able to achieve its strategic priorities, advance the projects included in the portfolio of priority information resource projects in order to establish government priorities as regards public bodies' digital transformation initiatives, and ensure the development of new electronic services for the benefit of the population, including the establishment of the foundations of the Québec Digital Identity Service Program. These foundations mark a crucial stage in the government's digital transformation, as all citizens who so wish will be able to transpose their physical identity into the digital world and identify themselves securely and easily when interacting with the State.

These initiatives aim to simplify government services, increase the cybersecurity of the public administration, accelerate its digital transformation, and develop sustainable and secure technological infrastructures that will strengthen the confidence of Quebecers in the State's digital services.

Gilles Bélanger

INFORMATION RESOURCE INVESTMENT AND EXPENDITURE PLAN

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Terms used in the document¹

ABANDONMENT

Action aimed at disposing of an information asset deemed obsolete or no longer meeting the objectives pursued. This response strategy is part of the "maintenance" strategy.

ACTIVITY [RESPONSE]

Any information resource response that is not considered a project is deemed to be an activity. These responses encompass two types of activity: continuity activities and governance activities.

ACTUAL [BALANCE OF SUMS]

Balance sheet of investments and expenditures for the last completed fiscal year. In this document, the actual balance of sums is for fiscal year 2023-2024. Sometimes referred to as the real balance of sums.

ADDITION [STRATEGY]

Action aimed at acquiring or designing new information assets. This response strategy is part of the "enhancement" strategy.

ENHANCEMENT [STRATEGY]

Action designed to modernize, increase, or enhance the service potential of an information asset. Taken broadly, enhancement is a response strategy that combines the "addition" and "improvement" response strategies.

EXPENDITURE

Costs incurred for remuneration, operating, and overhead expenditures relating to supervision, plan development, monitoring, research, and administrative and physical support. These costs are not directly attributable to the development or improvement of a fixed asset and do not generate any future economic benefit.

FORECAST

Investment and expenditure requirements of public bodies for the next fiscal year. In this document, the forecast is for fiscal year 2025-2026.

GOVERNANCE

Action aimed at ensuring the sustainability of management and planning operations in order to implement the public body's strategic objectives in terms of information resources. This response strategy is part of the "maintenance" strategy.

¹ Definitions are taken from the "[Règles relatives à la gestion des projets en ressources informationnelles](#)", "Programmation des investissements et des dépenses en ressources informationnelles et description de l'utilisation des sommes - Guide d'élaboration" and the "[Act respecting the governance and management of the information resources of public bodies and government enterprises](#)" (hereinafter referred to as the AGMIR) The definitions taken from Order in Council 1159-2022 constitute our translations of the original French. We have also included the definitions from the official version of the AGMIR herein.

GOVERNANCE SERVICE [INFORMATION RESOURCE SERVICE]

All management, planning, and administrative support activities, project office set-up and management, reporting, guideline studies, and technology monitoring not directly related to an information asset.

IMPROVEMENT [STRATEGY]

Action designed to modernize, increase, or enhance the service potential of an information asset. This response strategy is part of the "enhancement" strategy.

INFORMATION ASSET

Object of potential or actual value to an organization. Information assets include computer systems and infrastructure services. Public bodies may own or only use these assets.

INFORMATION RESOURCES

A resource used by a public body to process information, carry out its mission, make decisions, or solve problems. An information resource can be a human, material, or financial resource directly assigned to management, acquisition, development, maintenance, operation, access, use, protection, conservation, and/or destruction of information elements. A resource can therefore be a person, a file, or a computer system.

In the plural, the term "information resource" refers to a set of resources that can be included in an organization's information assets.

INFORMATION RESOURCE RESPONSE

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

INFRASTRUCTURE SERVICES [INFORMATION ASSETS]

An integrated set of configuration elements, which may include hardware and software, designed to meet a need or achieve a goal. These automated services include virtualization, storage, networking, provisioning, and more, and have no direct link to the mission of the public bodies. They also have a high potential for reuse and sharing.

INVESTMENT

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

MAINTENANCE [STRATEGY]

Action aimed at maintaining the performance of an information asset and preventing it from becoming obsolete. Taken broadly, maintenance also includes the response strategies "abandonment", "governance", "retention", "replacement" and "maintenance deficit elimination".

MAINTENANCE DEFICIT ELIMINATION

Action aimed at making up for a backlog in the maintenance of an information asset. This response strategy is part of the "maintenance" strategy.

MISSION SUPPORT SYSTEM [INFORMATION ASSET]

System supporting common processes in a public body (e.g. resource management, procurement management, communications management, legislation management, and the like).

MISSION SYSTEM [INFORMATION ASSET]

A system operating in an organization's fundamental field of activity, which constitutes its core purpose.

PROGRAMMING

Investments and expenditures concerning the public body's overall information resource response for the current and subsequent fiscal years. In this document, programming pertains to fiscal year 2024-2025 and fiscal years 2025-2026 to 2028-2029.

PROJECT [RESPONSE]

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

PROJECTIONS [PROGRAMMING]

Information resource planning for three fiscal years following the forecast. In this document, projections are for fiscal years 2026-2027 to 2028-2029.

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, which may cover the development, acquisition, or subscription, replacement of an information system, addition of functionalities, or improvement of an information system, solution, or business service, or the introduction of new technological infrastructure services.

REPLACEMENT

Action aimed at replacing all or part of an information asset, normally at the end of its useful life. This response strategy is part of the "maintenance" strategy.

RESTATED ACTUAL [BALANCE OF SUMS]

Revision of the actual investments made and expenditures incurred in the fiscal year ended as at the inception of the fiscal year preceding the last fiscal year. In this document, the adjusted balance of sums is that of the 2022-2023 fiscal year. Sometimes referred to as the restated real balance of sums.

UPDATE [PROGRAMMING]

Update of the investment and expenditure forecast made a year earlier. In this document, this pertains to the likely investments and expenditures for fiscal year 2024-2025.

Acronyms

3PGTN	Portfolio of priority information resource projects in order to establish government priorities as regards public bodies' digital transformation initiatives
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
IRIEP	Information Resource Investment and Expenditure Plan
QIP	Québec Infrastructure Plan
QIP-IR	Québec Infrastructure Plan - Information Resource Sector
SEAO	<i>Système électronique d'appel d'offres du gouvernement du Québec</i>
SGCN	Government Cybersecurity and Digital Strategy 2024-2028

Introduction

For its 2025-2026 edition, the Information Resource Investment and Expenditure Plan (IRIEP) presents a portrait of the information resources of each ministerial portfolio, including their investment and expenditure planning, their projects, the status of their information assets, and the evolution of their information resource workforce. These portraits reflect the specific realities of each of these portfolios. This is the first edition of the IRIEP since the creation of Santé Québec on December 1, 2024.

For the fiscal years 2025-2026 to 2028-2029, planned investments and expenditures in information resources within the public sector total \$23,759.3 million, or an annual average of \$5,939.8 million.

Compared to IRIEP 2024-2025, IRIEP 2025-2026 presents, for the fiscal years 2025-2026 to 2027-2028, a 9,3% growth in investments and expenditures.

However, IRIEP 2025-2026 shows a 6% increase in planned investments and expenditures for fiscal year 2025-2026 compared with planned investments and expenditures for the same fiscal year in IRIEP 2024-2025.

The significant growth in investments and spending for the fiscal years 2025-2026 to 2027-2028 is particularly noticeable in the Health and Social Services, Education, Higher Education, Public Security, and Finance portfolios, where the need for digital services is currently high.

Highlights

Général

265 public bodies subject to the Act respecting the governance and management of the information resources of public bodies and government enterprises (chapter G-1.03) (AGMIR)².

342 assets dedicated to online services for citizens and enterprises.

2023-2027

\$386.1 million in estimated gross benefits in qualified information resource projects planned for the 2023-2027 strategic cycle.

2024-2025

\$6,003.4 million in probable information resource investments and expenditures for fiscal year 2024-2025 to support the various missions of the State.

1,413 active projects as at February 28, 2025.

288 information resource projects completed in fiscal year 2024-2025, as at February 28, 2025.

33 projects prioritized for the 3PGTN in 2024-2025.

2025-2026

\$5,944.2 million in planned information resource investment and spending for fiscal year 2025-2026.

\$1,024.0 million in planned investments for fiscal year 2025-2026 under the QIP-IR 2025-2035.

2025-2035

\$8,639.4 million in planned investments under the QIP-IR 2025-2035.

² The number of public bodies has decreased since IRIEP 2024-2025 due to the creation of Santé Québec, which brings together the various facilities and institutions of the health and social services network.

Contribution of information resources to government activities

Government Cybersecurity and Digital Strategy 2024-2028

Adopted by the Cabinet on July 3, 2024, the Government Cybersecurity and Digital Strategy 2024-2028 (hereinafter known by the French acronym SGCN) presents significant actions to propel public administration into the digital age by proposing a renewed, shared vision of the State's action in the cybersecurity and digital fields. In concrete terms, it applies to all organizations subject to the AGMIR, and provides a comprehensive vision that can be supplemented by strategies and action plans specific to different operational areas. Broken down into three axes, ten objectives, and twenty-five strategic priorities, the SGCN aims to increase the cybersecurity of public administration, accelerate its digital transformation, and develop sustainable, secure technological infrastructures to improve the citizen experience through intuitive, secure digital public services that inspire trust. Government-wide targets have been set to measure the overall progress of its implementation, and any changes to these targets will be made public.

Portfolio of priority information resource projects in order to establish government priorities as regards public bodies' digital transformation initiatives

With the aim of strengthening the governance of public administration information resources, the 3PGTN aims to ensure the follow-up of 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 people of Québec and the public administration of the province. In 2024-2025, 33 projects in various priority areas have been selected.

These include, for example, projects under the Digital (Electronic) Health Record Program, which aims to roll out a province-wide digital solution for tracking the health information of citizen users. This will enable users to consult their medical information in a single location, book appointments, and carry out medical follow-ups. The solution will also simplify the work of health and social services network teams.

In higher education, the Digital (Virtual) Campus Program will, among other things, enable colleges and universities to pool their distance learning offerings and promote the recognition of course equivalencies among institutions of higher learning. Access to higher education and distance learning services for students will be facilitated, giving them greater flexibility in balancing work, family, and studies.

The 3PGTN also includes the Ministère de la Famille's Equitable Access to Educational Childcare Services Program to enable parents with special needs or in situations of socio-economic insecurity to have better access to these services, while ensuring a more thorough supervision of subsidized childcare services.

Electronic services for citizens and enterprises

To ensure the quality of its services, the Gouvernement du Québec needs to develop new electronic services for its citizens and enterprises. With the Government Authentication Service, it offers citizens an authentication solution that ensures better access to the online services of public bodies, while meeting the most stringent security requirements. In addition to improving the experience of interactions between the various government service platforms, the Government Authentication Service helps reduce the risks associated with the protection of personal information and identity theft for Québec citizens. This service will gradually replace the current authentication solution, namely ClicSÉQR.

At the same time, the Digital Citizen Identity Project, a flagship project in the development of a national digital identity, will enhance the Government Authentication Service by offering a complete digital experience to the public, becoming a preferred means of interacting securely with the Gouvernement du Québec. A government mobile application will be made available to citizens, enabling them to consolidate their personal digital credentials. The use of a digital credential will always remain the citizen's choice.

The Government Authentication Service has been used as an authentication solution by the new version of the *Système électronique d'appel d'offres du gouvernement du Québec* (SEAO) since it went online on June 10, 2024. The SEAO is used by a large number of entities, including public bodies, municipalities, state-owned corporations, and not-for-profit organizations, to publish their tender notices and contract information for public procurement. It also enables bids to be submitted and saved before the deadline for receipt of tenders. A mobile application enabling the SEAO to be used on different types of devices and to receive notifications of published notices is planned to be deployed in 2025.

In a context of digital transformation, the public administration is counting on a number of other projects to improve its service delivery. In particular, the Ministère de la Cybersécurité et du Numérique (MCN) is ensuring the implementation of large-scale initiatives aimed at setting up government digital foundations. These foundations correspond to platforms or common components with high reuse potential by other public bodies. The aim is duplication of information assets within the public sector. For example, the Modern Development Platform will support the development of public bodies' digital services to automate and facilitate their ongoing rollout.

Projects of at least \$50 million

As at December 31, 2024, there are six information resource projects currently underway in the public sector, with authorized budgets of \$50 million or more.

Table 1: Overview of projects of \$50 million or more currently underway

Ministère de la Cybersécurité et du Numérique	
Project name	Description
Program to consolidate data processing centres and optimize processing and storage	This program plans to shift the processing and storage of public bodies and institutions in the health and social services, education, and higher education networks identified in Order in Council 596-2020 to three targets: <ul style="list-style-type: none"> ○ external cloud services qualified by the MCN Information Cloud Broker ○ Québec Government Cloud ○ computer processing centres managed by the MCN, for loads that are not technologically compatible with either the external cloud or the government cloud.
Urban radio communication project	The aim of this project is to provide accessible, user-friendly communications via portable radios to public safety and security organizations operating within Québec and using the <i>Réseau national intégré en radiocommunication</i> (national integrated radio communication network). The network's service offering needs to be enhanced in urban zones to meet public safety and security operational requirements outside and inside strategic buildings (schools, hospitals, police stations, courthouses, shopping malls, etc.). The overall effect of this solution will be to enhance police and public safety and security.
Ministère de la Justice	
Management of court files, registers, and judge's files	The aim of this project is to deliver a business solution that enables the management of digital court records, court registers, and the judge's file, through technological and administrative means. The goal is to dematerialize judicial information, simplify procedures, and reduce processing times.
Santé Québec	
Digital Health Record Showcase	This project involves the implementation of the Digital Health Record in two showcase regions: the <i>Centre intégré universitaire de santé et de services sociaux de la Mauricie-et-du-Centre-du-Québec</i> and the <i>Centre intégré universitaire de santé et de services sociaux du Nord-de-l'Île-de-Montréal</i> .
Finance, procurement, and human resource information system	This project involves taking over most activities in the areas of finance, supply chain logistics, and human resource management, including the production of schedules for the health and social services network. The project also aims to centralize certain activities to ensure greater completeness and comparability of data among institutions and facilities.
Implementation of the <i>système d'information de laboratoire provincial</i> (provincial laboratory information system or SIL-P)	The project aims to set up a single laboratory information system for all clinical medicine departments and laboratories in the public network.

Source: *Système intégré de gestion des ressources informationnelles* (Integrated information resource management system). Reading as at December 31, 2024.

Information resource investments and expenditures

Section 13 of the AGMIR stipulates that, for 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 information resource investments and expenditures

Based on the investment and information resource expenditure programs and on descriptions of the use of investment and information resource expenditure sums submitted by public bodies, total probable investments and expenditures, all funding sources combined, amounts to \$6,003.4 million for the 2024-2025 fiscal year. This represents an increase of 2.2% over the IRIEP 2024-2025 planning estimate of \$5,872.6 million. The difference is the result of a \$25.0 million increase in investments and a \$105.8 million increase in expenditures.

Table 2 shows real investments and expenditures for fiscal years 2021-2022 to 2023-2024, and probable investments and expenditures for fiscal year 2024-2025.

Table 2: Real and probable investments and expenditures by public bodies subject to the AGMIR³
(in millions of dollars)

Ministerial portfolio	2021-2022			2022-2023 ⁴			2023-2024 ⁵			2024-2025 ⁶		
	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total
Affaires municipales et Habitation	2.6	22.3	24.9	2.5	23.9	26.4	2.3	26.6	28.9	3.6	31.4	34.9
Agriculture, Pêcheries et Alimentation	7.2	32.7	40.0	6.0	39.1	45.1	6.1	45.8	51.8	7.2	50.7	57.9
Conseil du trésor et Administration gouvernementale	105.2	443.7	548.9	8.3	56.7	65.0	9.3	62.6	71.9	11.3	77.2	88.4
Conseil exécutif	0.7	4.6	5.3	0.7	6.6	7.3	2.0	5.9	7.9	3.2	7.1	10.2
Culture et Communications	9.0	23.7	32.7	10.7	26.0	36.7	20.2	29.1	49.3	24.5	32.0	56.4
Cybersécurité et Numérique	0.0	0.0	0.0	81.8	440.3	522.1	95.0	493.2	588.2	111.1	543.4	654.4
Économie, Innovation et Énergie	1.1	10.9	12.0	1.4	11.7	13.1	1.5	13.3	14.9	1.7	14.8	16.5
Éducation	14.9	46.7	61.6	12.5	90.5	103.0	7.9	134.3	142.2	10.7	128.6	139.3
Emploi et Solidarité sociale	17.0	94.3	111.3	18.7	106.4	125.1	28.0	120.2	148.2	21.5	131.6	153.1
Enseignement supérieur	2.7	7.1	9.8	3.1	8.1	11.3	2.4	11.4	13.8	6.2	10.8	17.0
Environnement, Lutte contre les changements climatiques, Faune et Parcs	11.2	29.2	40.3	12.0	33.6	45.6	9.1	51.7	60.9	10.7	55.8	66.5
Famille	10.8	32.2	42.9	9.6	37.7	47.2	12.8	42.3	55.1	19.6	46.6	66.2
Finances	110.5	270.8	381.3	140.6	301.9	442.4	120.2	356.1	476.3	136.2	345.3	481.5
Immigration, Francisation et Intégration	7.4	32.7	40.0	7.9	34.8	42.7	9.2	43.6	52.7	12.2	54.7	67.0
Justice	30.2	127.9	158.1	39.5	136.2	175.7	25.8	144.7	170.6	44.0	163.1	207.1
Langue française	1.1	4.0	5.0	0.6	4.2	4.8	0.6	6.1	6.7	2.0	7.6	9.6
Relations internationales et Francophonie	0.5	4.5	5.0	0.5	5.5	6.0	0.6	6.3	6.9	1.8	5.9	7.8
Ressources naturelles et Forêts	6.7	59.2	65.9	12.3	63.1	75.4	8.8	66.1	74.9	11.7	80.6	92.3
Santé et Services sociaux	60.3	401.4	461.6	63.7	367.4	431.1	160.2	535.6	695.8	164.1	617.4	640.1
Sécurité publique	10.6	110.2	120.8	19.9	122.8	142.7	24.7	153.5	178.2	34.0	187.4	221.4
Tourisme	3.0	9.2	12.2	3.6	9.8	13.4	4.1	12.4	16.6	4.2	9.1	13.3

³ All funding sources combined. Official data transmitted on June 15, 2024 and taking into account requests for retransmission from public bodies since that date, where applicable, with the exception of the education and higher education networks, for which data were transmitted on September 15, 2024, and the investment budgets allocated to public bodies for investments financed by the Gouvernement du Québec.

⁴ Adjusted real data.

⁵ Real data.

⁶ Probable data.

Ministerial portfolio	2021-2022			2022-2023 ⁴			2023-2024 ⁵			2024-2025 ⁶		
	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total
Transports et Mobilité durable	136.3	161.0	297.3	147.7	194.4	342.1	58.2	283.0	341.2	83.8	284.1	367.9
Travail	25.0	107.0	132.1	21.3	113.9	135.2	15.1	132.8	148.0	30.5	143.8	174.3
Réseau de l'éducation	136.3	188.8	325.1	158.2	201.3	359.5	183.0	223.4	406.4	165.4	240.7	406.1
Réseau de l'enseignement supérieur	135.6	415.7	551.3	153.5	474.2	627.7	176.6	521.5	698.1	187.6	595.0	782.5
Santé Québec ⁷	173.5	650.2	823.7	263.8	713.9	977.7	298.8	792.1	1,090.9	171.4	858.8	1,171.6
Total	1,019.5	3,289.6	4,309.0	1,200.5	3,623.9	4,824.4	1,282.7	4,313.7	5,596.4	1,280.1	4,723.3	6,003.4

Note: Due to rounding, amounts may not add up to the total shown.

2. Information resource investment and expenditure planning for fiscal years 2025-2026 to 2028-2029

Each public body's information resource investment and expenditure planning for fiscal year 2025-2026 and the three subsequent fiscal years is based on an information resource response portfolio that is notably consistent with the public body's strategic planning, digital transformation plan, the state of its information assets, and the need to protect its assets against cyber threats.

For fiscal year 2025-2026, the sum of planned investments and expenditures in information resources for public bodies subject to the AGMIR is estimated at \$5,944.2 million. Investments represent 19.6% of this amount, and 80.4% are expenditures.

For the same fiscal year, the portion attributable to Santé Québec, the education network and the higher education network reached 37.6% of total investments and expenditures.

⁷ Data prior to the foundation of Santé Québec are those of the Health and Social Services Network.

Table 3: Annual information resource investment and expenditure planning⁸
(in millions of dollars)

Ministerial portfolio	2025-2026			2026-2027			2027-2028			2028-2029		
	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total	Inv.	Exp.	Total
Affaires municipales et Habitation	2.6	33.6	36.2	2.3	33.3	35.5	1.2	34.1	35.3	1.1	33.3	34.3
Agriculture, Pêcheries et Alimentation	11.0	45.3	56.3	11.7	53.2	64.9	10.7	55.3	66.0	9.2	57.1	66.3
Conseil du trésor et Administration gouvernementale	12.2	63.1	75.3	21.0	65.9	86.9	16.8	63.9	80.8	5.3	54.4	59.7
Conseil exécutif	3.5	6.7	10.1	2.0	6.9	8.9	2.2	6.7	8.9	0.5	6.8	7.3
Culture et Communications	17.3	30.4	47.7	14.5	28.8	43.3	8.4	28.9	37.2	6.6	24.8	31.5
Cybersécurité et Numérique	92.6	575.2	667.8	72.8	556.3	629.0	66.1	577.9	644.0	59.1	592.6	651.7
Économie, Innovation et Énergie	2.4	14.2	16.6	2.1	14.3	16.4	1.5	14.5	16.0	1.4	14.6	16.0
Éducation	9.9	152.1	162.0	8.3	161.8	170.1	7.7	170.0	177.7	4.6	179.6	184.2
Emploi et Solidarité sociale	18.8	130.9	149.7	16.1	134.5	150.5	8.4	134.5	142.9	6.5	136.2	142.8
Enseignement supérieur	5.3	10.9	16.2	4.4	11.2	15.6	4.0	11.7	15.7	3.3	12.4	15.6
Environnement, Lutte contre les changements climatiques, Faune et Parcs	7.8	49.0	56.8	8.8	50.2	59.0	6.1	49.9	56.0	3.1	53.4	56.5
Famille	16.2	52.1	68.3	10.7	57.7	68.4	6.5	57.2	63.6	2.8	58.4	61.2
Finances	135.4	361.2	496.6	132.2	374.4	506.6	129.3	387.3	516.5	119.6	394.2	513.8
Immigration, Francisation et Intégration	10.1	56.9	67.0	6.5	59.6	66.1	3.2	62.6	65.9	1.0	66.0	67.0
Justice	45.4	165.5	210.9	44.1	168.0	212.1	25.0	149.3	174.3	14.9	148.6	163.5
Langue française	1.0	6.9	8.0	0.6	7.2	7.8	0.6	7.5	8.1	0.6	7.8	8.3
Relations internationales et Francophonie	1.6	6.1	7.7	0.4	6.2	6.6	0.4	6.3	6.7	0.4	6.3	6.7
Ressources naturelles et Forêts	18.4	79.5	97.9	9.8	69.9	79.8	8.2	70.6	78.8	7.9	71.7	79.6
Santé et Services sociaux	15.6	600.0	615.7	15.2	563.4	578.6	17.5	575.2	592.7	15.3	574.2	589.5
Sécurité publique	29.6	189.5	219.1	31.4	193.5	225.0	22.6	198.0	220.6	16.3	198.5	214.8
Tourisme	4.7	9.2	13.9	2.9	9.5	12.4	3.2	9.7	12.9	2.1	10.0	12.0
Transports et Mobilité durable	37.0	279.5	316.6	40.7	286.6	327.3	38.5	295.9	334.5	23.2	304.2	327.4
Travail	26.3	154.6	180.9	24.0	162.8	186.8	21.5	170.6	192.1	21.7	177.1	198.8

⁸ All funding sources combined. Official data transmitted on June 15, 2024, taking into account retransmission requests from public bodies since that date, with the exception of the education and higher education networks, for which data were transmitted on September 15, 2024, and the investment budgets allocated to public bodies for investments financed by the Gouvernement du Québec.

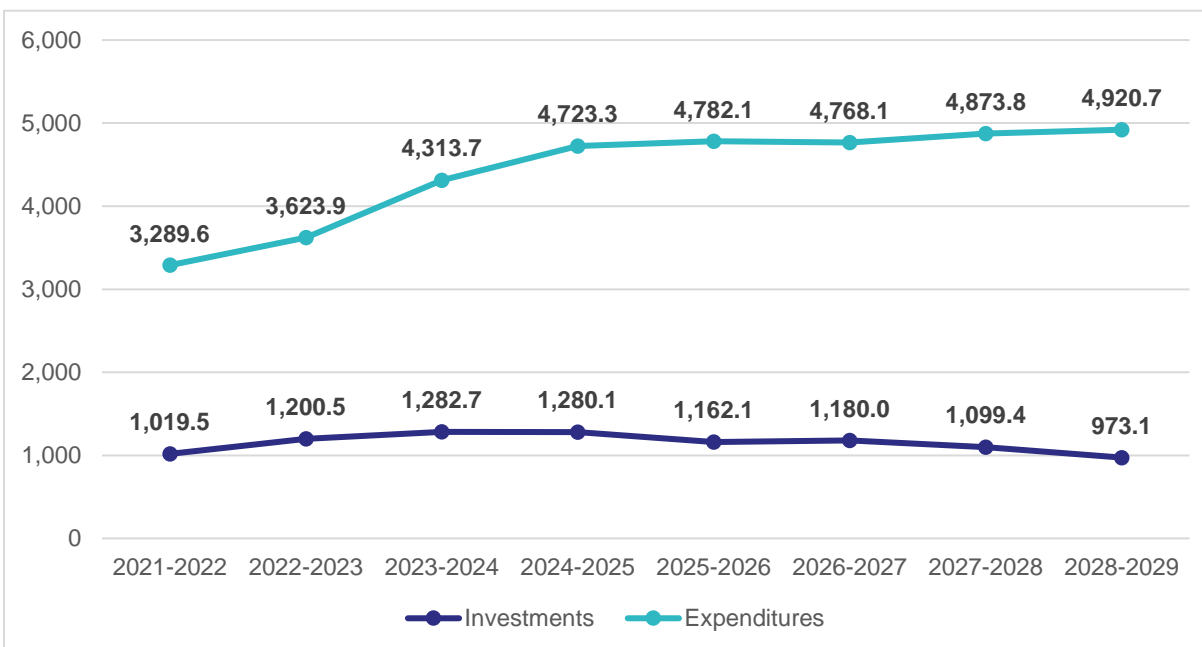
Ministerial portfolio	2025-2026			2026-2027			2027-2028			2028-2029		
	Invest.	Exp.	Total	Invest.	Exp.	Total	Invest.	Exp.	Total	Inv.	Exp.	Total
Réseau de l'éducation	156.2	242.0	398.2	93.4	238.3	331.8	88.1	245.6	333.6	85.1	244.8	329.9
Réseau de l'enseignement supérieur	163.8	594.0	757.7	155.3	587.7	743.0	153.5	598.8	752.4	139.6	602.0	741.6
Santé Québec ⁹	207.8	873.6	1,081.4	158.2	867.0	1,025.2	147.0	891.6	1,038.7	134.3	891.8	1,026.1
Réserve en ressources informationnelles	109.5	0.0	109.5	290.6	0.0	290.6	301.2	0.0	301.2	287.6	0.0	287.6
Total	1,162.1	4,782.1	5,944.2	1,180.0	4,768.1	5,948.1	1,099.4	4,873.8	5,973.2	973.1	4,920.7	5,893.9

Note: Due to rounding, amounts may not add up to the total shown.

Figures 1 and 2 below show the investment and expenditure trends for the period covering the 2021-2022 to 2028-2029 fiscal years. The 2021-2022 to 2024-2025 period is based on actual data, while the 2025-2026 to 2028-2029 period is based on projections and forecasts, known at the time of the transmission of the investment and expenditure programming for information resources. The growth in expenditure is explained by the growth in costs related to the digital transformation of public services.

Figure 1 illustrates the relative share of investments in and expenditures on information resource programming by public bodies.

Figure 1: Trend in investments in and expenditures on information resources by public bodies over eight fiscal years
(in millions of dollars)



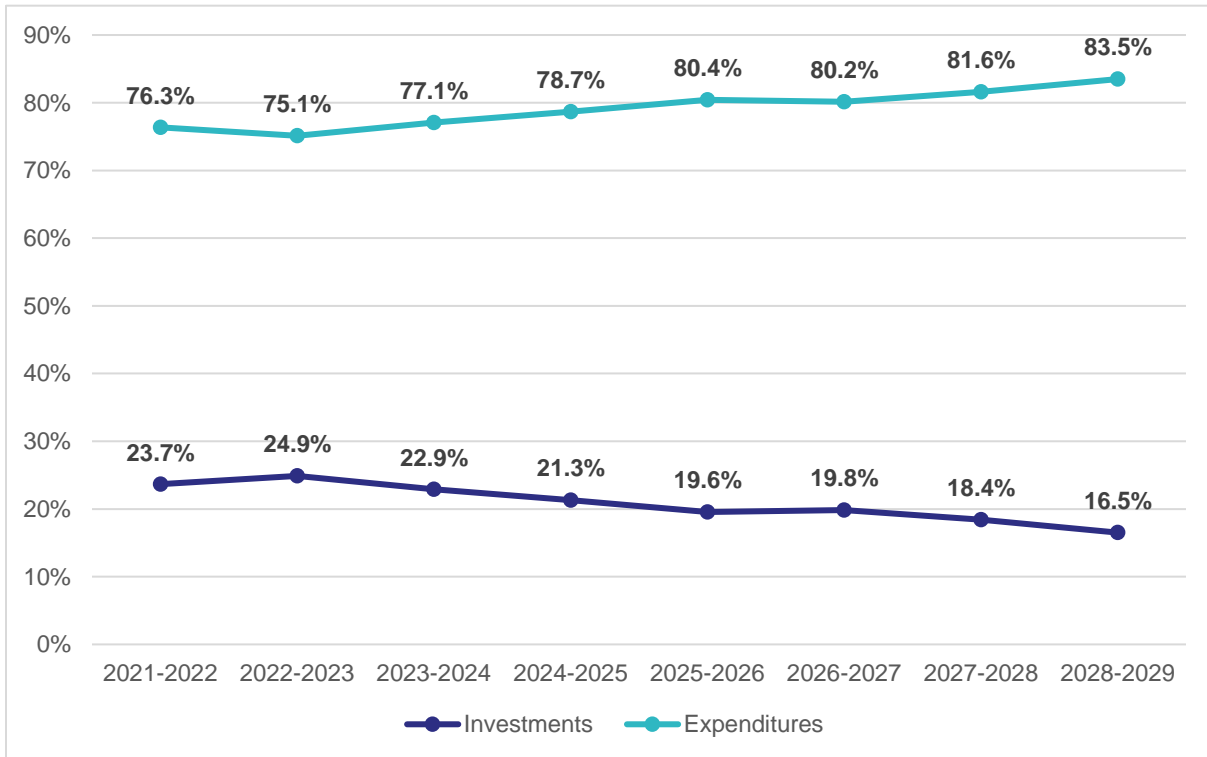
⁹ Includes the institutions part of the Health and Social Services Network at the transmission of the programming.

The average investment from fiscal years 2021-2022 to 2028-2029, all funding sources combined, is expected to be \$1,149.7 million, compared with an average expenditure of \$4,411.9 million.

From fiscal years 2021-2022 to 2024-2025, the ratio of real investments to real expenditures has been in constant decline, slipping from 31.0% to 27.1%.

Figure 2 illustrates the decline in investments as a proportion of total information resource investments and expenditures. From fiscal years 2021-2022 to 2024-2025, the share of investments, all funding sources combined, has decreased from 23.7% to 21.3% of total information resource investments and expenditures, and for 2025-2026 to 2028-2029, it is expected to decrease from 19.6% to 16.5%. However, longer-term forecasts remain hypotheses that may fluctuate with the pace of emerging digital transformations.

Figure 2: Trend in investments in and expenditures on information resources by public bodies over eight fiscal years
(in %)



3. Annual investment planning for the Québec Infrastructure Plan - Information Resource Sector (QIP-IR)

The QIP-IR sets out, over a ten-year period, the investment requirements for information resource projects and activities to be financed by a contribution from the Gouvernement du 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 QIP-IR. Accordingly, investments planned under the QIP-IR are among the information resource investments presented in Table 3.

For the decade 2025-2035, the budgets allocated to public bodies are determined according to their current and projected responses, their capacity to deliver, the growth in public service delivery needs, and the government's guidelines and priorities for information resources.

Planned investments under the QIP-IR 2025-2035, allocated to each public body, total \$8,639.4 million, including \$1,024.0 million for the 2025-2026 fiscal year. These planned investments for the 2025-2035 period represent an increase of \$859.7 million, which represent 11.1%, compared with the QIP-IR 2024-2034, set at \$7,779.7 million. Table 4 shows the breakdown of the QIP-IR 2025-2035 by ministerial portfolio.

The portion attributable to Santé Québec and the education and higher education networks represents 37.6% of total planned investments.

The 11.1% increase in investment in information resources between the QIP-IR 2024-2034 and 2025-2035 is evidence of the Gouvernement du Québec's firm commitment to the digital transformation of public services.

Table 4: Ten-year planning of information resource investments by ministerial portfolio for the 2025-2035 period
(in millions of dollars)

Ministerial portfolio	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	QIP-IR 2025-2035
Affaires municipales et Habitation	2.6	2.3	1.2	1.1	1.4	1.0	0.8	0.8	0.8	0.7	12.7
Agriculture, Pêcheries et Alimentation	9.7	10.1	8.1	6.9	5.4	3.7	3.7	3.7	3.7	3.7	58.4
Conseil du trésor et Administration gouvernementale	12.1	20.9	16.7	5.2	5.2	5.2	5.2	5.2	5.2	5.2	85.8
Conseil exécutif	3.5	2.0	2.2	0.5	0.7	0.6	0.5	0.5	0.5	0.7	11.7
Culture et Communications	17.3	14.5	8.4	6.6	6.4	6.5	5.8	5.8	5.7	5.8	82.8
Cybersécurité et Numérique	92.6	72.8	66.1	59.1	56.1	55.8	55.8	55.4	55.4	55.4	624.6
Économie, Innovation et Énergie	2.4	2.1	1.5	1.4	1.1	0.7	0.7	0.7	0.7	0.7	12.2
Éducation	9.9	8.3	7.7	4.6	4.5	4.5	4.5	4.5	4.5	4.5	57.5
Emploi et Solidarité sociale	16.7	13.8	6.2	6.5	6.5	6.5	6.5	6.5	6.5	6.5	82.3
Enseignement supérieur	5.3	4.4	4.0	3.3	2.3	1.8	1.5	1.5	1.5	1.5	26.9
Environnement, Lutte contre les changements climatiques, Faune et Parcs	7.5	8.5	5.7	2.8	3.0	2.9	3.0	2.9	3.0	3.0	42.3
Famille	16.2	10.7	6.5	2.8	2.7	2.7	3.2	2.7	2.7	2.7	52.9
Finances	106.6	101.8	96.9	86.5	77.5	87.2	80.6	60.6	62.0	31.0	790.6
Immigration, Francisation et Intégration	10.1	6.5	3.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	26.8
Justice	45.2	43.9	24.8	14.7	10.3	9.2	11.1	12.2	9.4	7.6	188.7
Langue française	1.0	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	6.2
Relations internationales et Francophonie	1.6	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	5.1
Ressources naturelles et Forêts	18.2	9.6	8.2	7.9	7.3	5.2	5.3	5.3	5.3	5.4	77.7
Santé et Services sociaux	15.6	15.2	17.5	15.3	15.0	15.0	15.0	15.0	15.0	15.0	153.8
Sécurité publique	29.6	31.4	22.6	16.3	13.8	11.9	9.8	12.5	10.7	8.3	167.0
Tourisme	4.7	2.9	3.2	2.1	2.0	1.9	2.6	2.2	2.4	3.4	27.4
Transports et Mobilité durable	34.5	38.6	36.8	21.4	20.6	15.3	13.1	17.9	19.9	19.9	237.9
Travail	5.8	5.0	1.9	2.0	1.7	1.4	1.4	1.4	1.4	1.4	23.2
Réseau de l'éducation	155.7	93.4	88.0	85.1	85.9	155.7	155.7	155.7	155.7	155.7	1,286.3
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 ¹⁰	207.6	158.0	146.8	134.3	105.0	83.0	83.0	83.0	83.0	83.0	1,166.6
Réserve en ressources informationnelles	109.5	290.6	301.2	287.6	267.0	392.9	235.2	213.6	222.2	213.6	2,533.4
Total	1,024.0	1,046.5	960.4	850.0	777.8	955.5	789.0	754.6	762.2	719.4	8,639.4

Note: Due to rounding, amounts may not add up to the total shown.

¹⁰ Includes planned investments of institutions serving a northern and indigenous population.

Figure 3: Level of investment in the QIP-IR 2025-2035 by response strategy
(in millions of dollars)

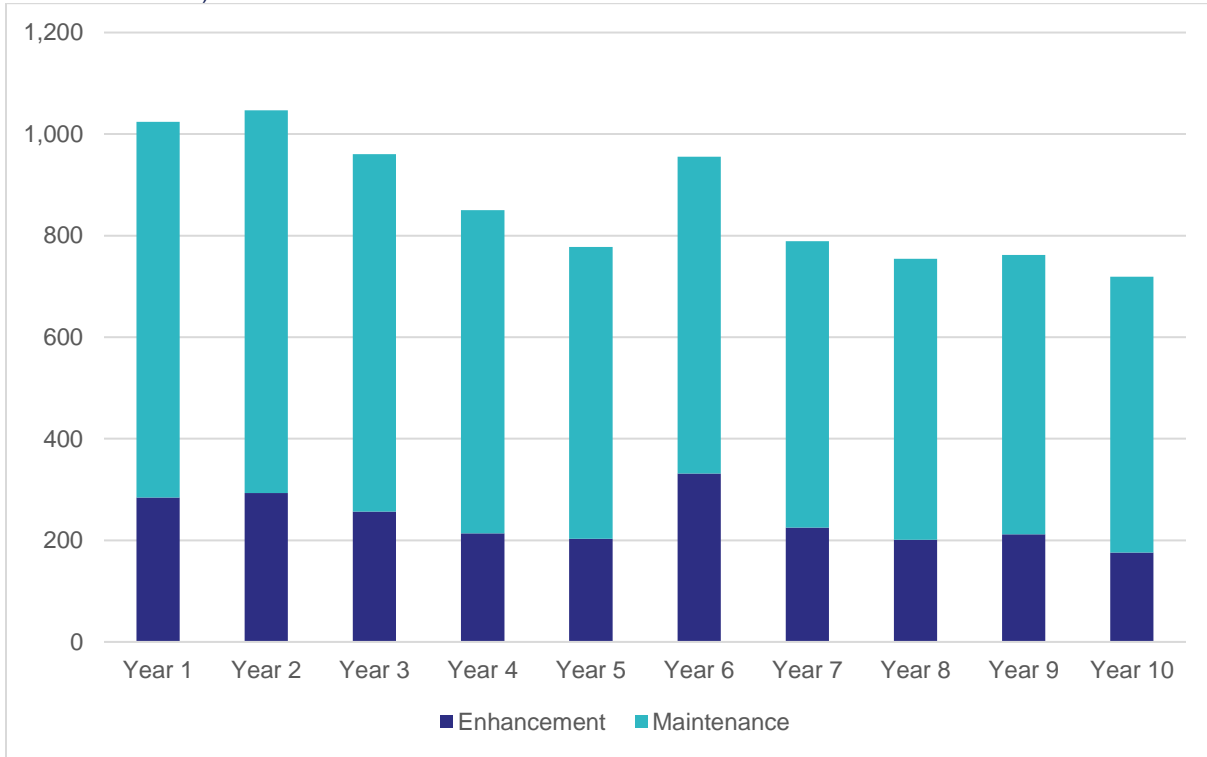


Figure 3 illustrates the distribution of investments planned under the QIP-IR 2025-2035 according to the response strategies of enhancement and maintenance. Most investments are dedicated to maintaining information assets, with an average of 72.3%.

The share of the ten-year budget for maintaining information assets allocated to Santé Québec, the education and higher education networks, and the MCN is 60.4%.

This choice of investment demonstrates the Gouvernement du Québec's commitment to maintaining the information assets needed for electronic service delivery, reinforcing their security, and replacing outdated or obsolete infrastructures.

Information resources by ministerial portfolio¹¹

This section presents information resource status by ministerial portfolio. The following data is presented:

- Investments and expenditures planned for fiscal year 2025-2026 and the ten-year budget allocated to the QIP-IR 2025-2035, by response strategy.
- The status of information resource projects in the Integrated Information Resource Management System as at February 28, 2025. The number of projects shown includes multi-agency projects. The table also shows the breakdown of active projects by phase, type of service or targeted systems, and response strategy.
- Assessment of the condition of information assets according to the type of service or system to which they contribute for the years 2019, 2021, and 2023. The next review is scheduled for December 2025. The condition 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 satisfactory, and a score of 1 very poor.
- The state of staffing in the information resource sector by status (internal, external, and vacancies) for the years 2021, 2022 and 2023, in accordance with the Profiles of the workforce and the use of consultants assigned to information resources. This table also provides an indication of the human resource needs of the information resource sector.

¹¹ For all tables in this section, the amounts have been rounded, so their sum or average may not correspond to the total indicated.

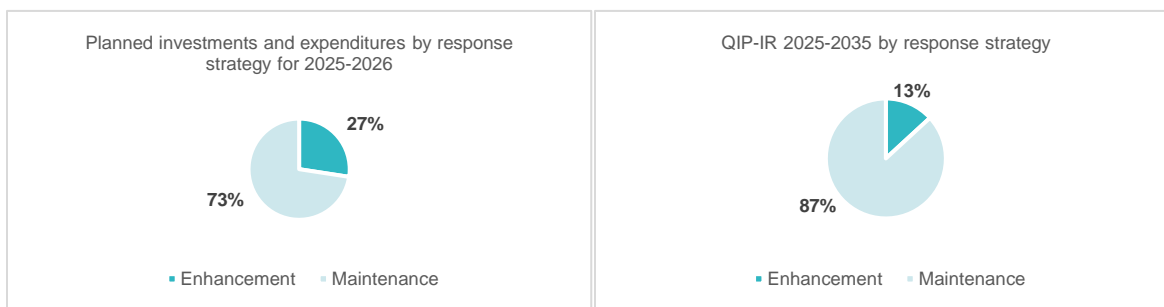
Affaires municipales et Habitation

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
2.6	33.6	36.2	8.5	4.2	12.7

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	6	0	0	6	2	2	2
Unqualified projects	10	1	1	12	6	1	3
Total	16	1	1	18	8	3	5

Information resource projects

Breakdown of active projects by type of service or system and by response strategy (in %)



Information assets

Evolution of the average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.6	3.6	3.6
Support system	3.4	3.4	3.4
Infrastructure service	4.5	4.6	3.9
Governance service	-	-	-
Average	3.7	3.7	3.6

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	149	73.8	136	69.0	147	71.0
External	35	17.3	34	17.3	42	20.3
Vacant	18	8.9	27	13.7	18	8.7
Total	202	100.0	197	100.0	207	100.0

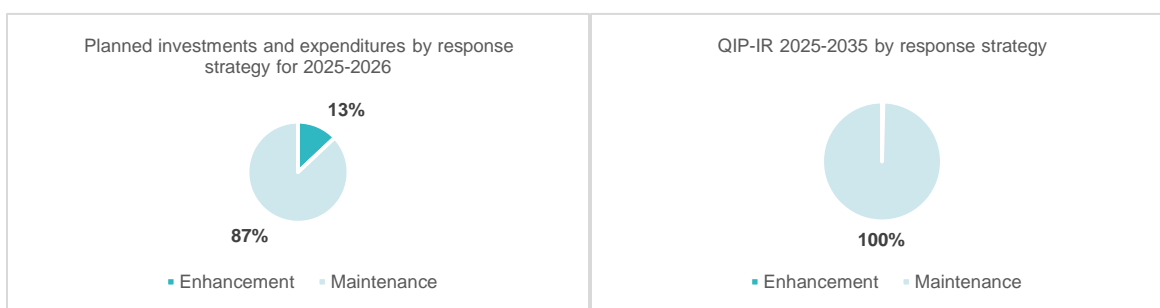
Agriculture, Pêcheries et Alimentation

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
11.0	45.3	56.3	40.2	18.3	58.4

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	8	1	2	11	1	1	6
Unqualified projects	8	1	0	9	6	1	1
Total	16	2	2	20	7	2	7

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	2.8	2.8	3.0
Support system	3.6	3.5	3.5
Infrastructure service	3.5	3.6	4.0
Governance service	-	-	-
Average	3.4	3.3	3.6

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	220	63.2	213	55.2	224	51.7
External	78	22.4	107	27.7	151	34.9
Vacant	50	14.4	66	17.1	58	13.4
Total	348	100.0	386	100.0	433	100.0

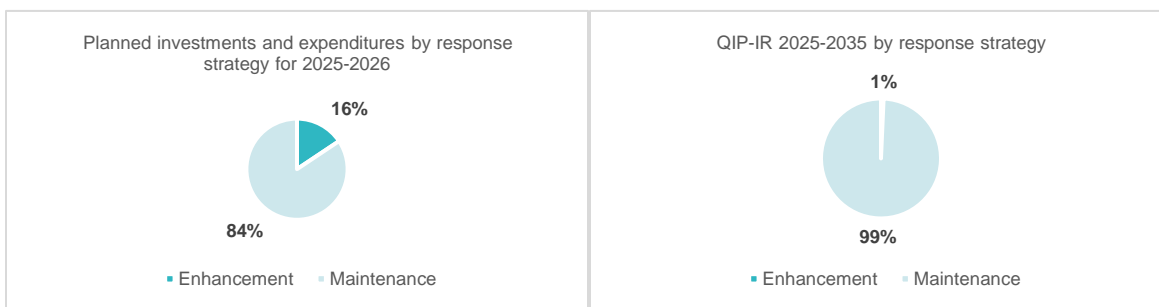
Conseil du trésor et Administration gouvernementale

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
12.2	63.1	75.3	60.0	25.8	85.8

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	6	2	2	10	0	3	3
Unqualified projects	8	0	1	9	3	1	4
Total	14	2	3	19	3	4	7

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.7	3.5	2.9
Support system	3.1	3.2	3.4
Infrastructure service	4.7	4.7	3.9
Governance service	-	-	-
Average	3.6	3.6	3.3

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	338	59.8	206	52.8	231	49.8
External	135	23.9	152	39.0	176	37.9
Vacant	92	16.3	32	8.2	57	12.3
Total	565	100.0	390	100.0	464	100.0

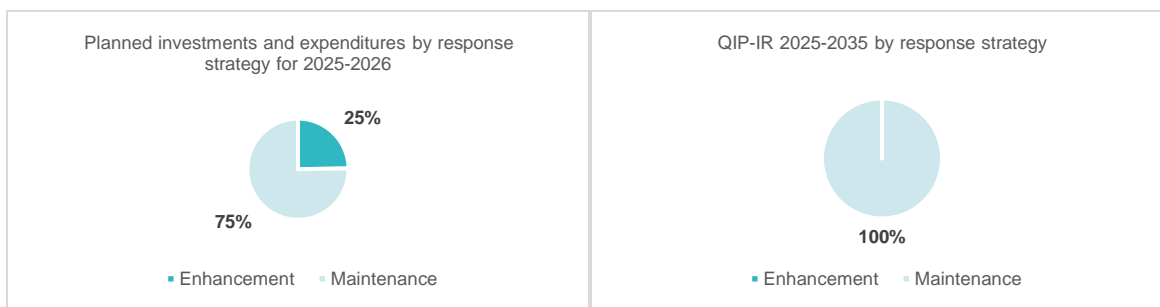
Conseil exécutif

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
3.5	6.7	10.1	8.9	2.8	11.7

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	2	0	0	2	1	0	1
Unqualified projects	1	0	2	3	1	0	0
Total	3	0	2	5	2	0	1

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	2.8	2.7	2.5
Support system	2.9	2.7	2.6
Infrastructure service	4.0	3.9	4.0
Governance service	-	-	-
Average	3.2	3.1	2.8

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	50	96.2	41	69.5	51	73.9
External	0	0.0	7	11.9	5	7.2
Vacant	2	3.8	11	18.6	13	18.8
Total	52	100.0	59	100.0	69	100.0

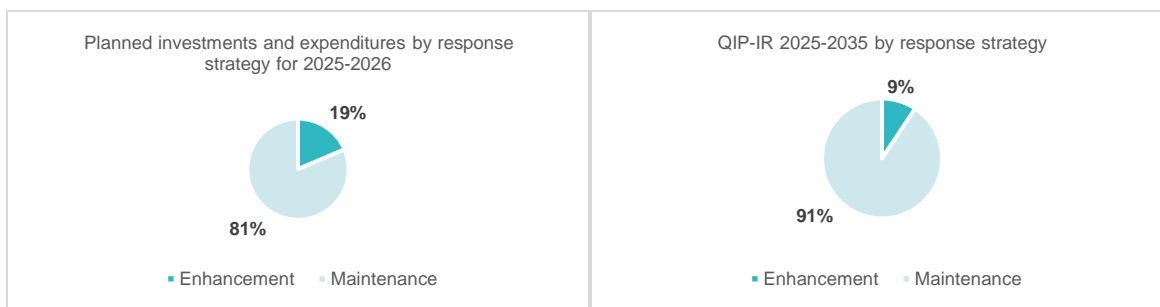
Culture et Communications

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
17.3	30.4	47.7	53.2	29.7	82.8

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	23	0	1	24	10	6	7
Unqualified projects	44	0	7	51	32	9	3
Total	67	0	8	75	42	15	10

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	2.9	3.0	2.9
Support system	3.3	3.4	3.5
Infrastructure service	3.8	3.9	3.6
Governance service	-	-	-
Average	3.4	3.5	3.4

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	186	75.6	214	79.0	232	74.6
External	38	15.4	46	17.0	65	20.9
Vacant	22	8.9	11	4.1	14	4.5
Total	246	100.0	271	100.0	311	100.0

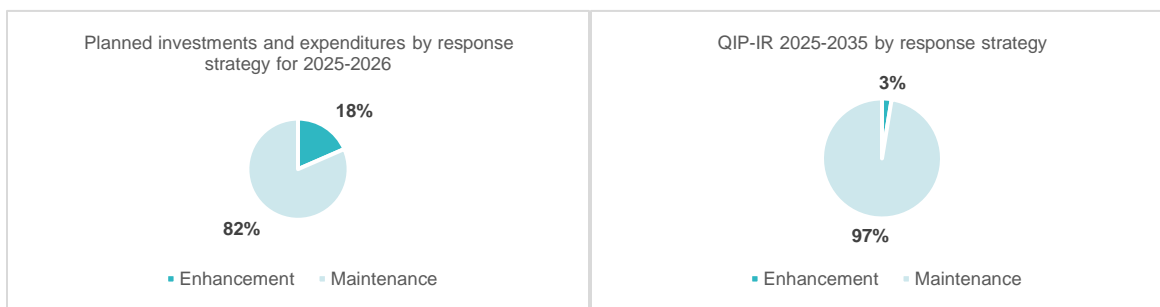
Cybersécurité et Numérique

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
92.6	575.2	667.8	346.7	277.9	624.6

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	21	4	0	25	3	6	12
Unqualified projects	5	1	0	6	2	3	0
Total	26	5	0	31	5	9	12

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets¹²

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	2.8	3.7	3.9
Support system	3.1	3.7	2.9
Infrastructure service	2.7	2.7	3.2
Governance service	-	-	-
Average	2.9	3.4	3.4

Information resource workforce¹³

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	935	54.8	1,184	62.8	1,376	62.7
External	542	31.8	660	35.0	811	37.0
Vacant	230	13.5	41	2.2	6	0.3
Total	1,707	100.0	1,885	100.0	2,193	100.0

¹² 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).

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).

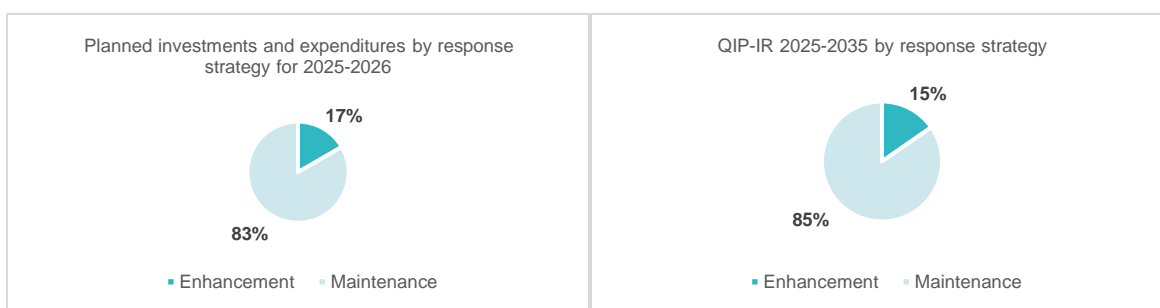
Économie, Innovation et Énergie

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
2.4	14.2	16.6	8.6	3.6	12.2

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	5	0	0	5	1	2	2
Unqualified projects	2	0	1	3	2	0	0
Total	7	0	1	8	3	2	2

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.8	3.9	3.8
Support system	3.5	3.9	4.1
Infrastructure service	4.3	4.4	4.6
Governance service	-	-	-
Average	3.9	4.2	4.2

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	83	79.0	76	61.3	72	61.5
External	22	21.0	39	31.5	35	29.9
Vacant	0	0.0	9	7.3	10	8.5
Total	105	100.0	124	100.0	117	100.0

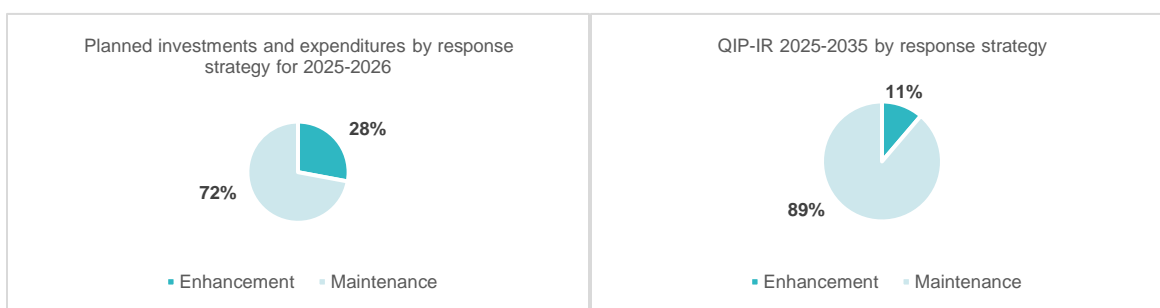
Éducation

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
9.9	152.1	162.0	35.0	22.6	57.5

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	22	1	1	24	10	4	8
Unqualified projects	19	0	2	21	10	0	9
Total	41	1	3	45	20	4	17

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.3	3.3	3.2
Support system	3.2	3.4	3.5
Infrastructure service	3.3	3.5	3.3
Governance service	-	-	-
Average	3.2	3.4	3.4

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	285	70.0	288	65.5	347	64.3
External	94	23.1	128	29.1	147	27.2
Vacant	28	6.9	24	5.5	46	8.5
Total	407	100.0	440	100.0	540	100.0

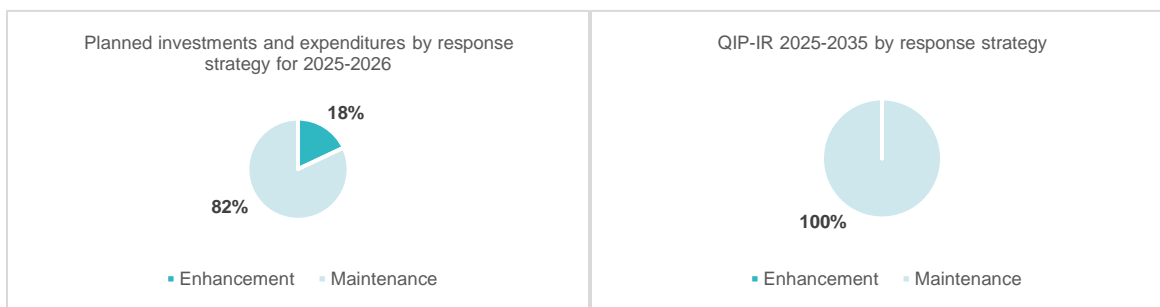
Réseau de l'éducation

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
156.2	242.0	398.2	508.0	778.3	1,286.3

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	1	0	0	1	0	0	1
Unqualified projects	38	1	29	68	2	11	25
Total	39	1	29	69	2	11	26

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	-	3.8	3.6
Support system	-	3.2	3.4
Infrastructure service	-	4.1	3.8
Governance service	-	-	-
Average	-	3.6	3.6

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	2,025	92.3	2,109	88.5	2,272	90.1
External	21	1.0	35	1.5	50	2.0
Vacant	149	6.8	240	10.1	201	8.0
Total	2,195	100.0	2,384	100.0	2,523	100.0

Emploi et Solidarité sociale

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
18.8	130.9	149.7	49.7	32.6	82.3

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	8	3	2	13	2	2	4
Unqualified projects	6	0	2	8	0	1	5
Total	14	3	4	21	2	3	9

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.1	3.2	3.2
Support system	3.3	3.4	3.6
Infrastructure service	3.2	5.0	5.0
Governance service	-	-	-
Average	3.3	3.4	3.5

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	400	67.2	409	66.8	435	60.6
External	108	18.2	108	17.6	191	26.6
Vacant	87	14.6	95	15.5	92	12.8
Total	595	100.0	612	100.0	718	100.0

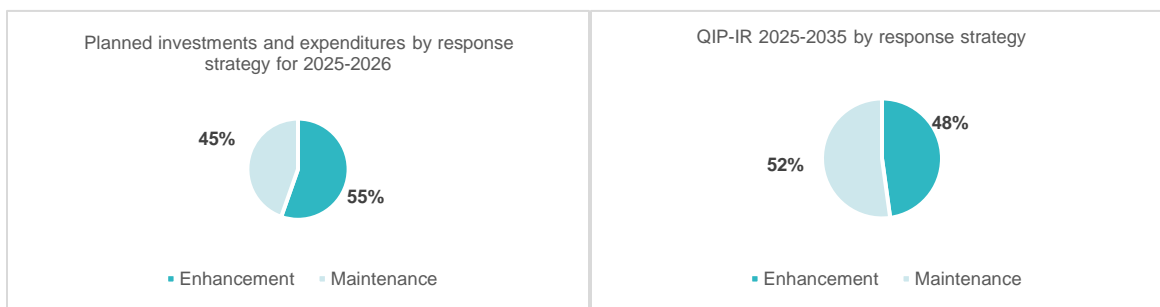
Enseignement supérieur

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
5.3	10.9	16.2	19.2	7.7	26.9

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	13	2	1	16	7	3	3
Unqualified projects	5	0	1	6	2	0	3
Total	18	2	2	22	9	3	6

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	4.3	3.8	4.1
Support system	3.8	2.9	2.8
Infrastructure service	4.5	4.5	4.5
Governance service	-	-	-
Average	4.1	3.2	3.1

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	85	82.5	84	81.6	94	75.8
External	12	11.7	14	13.6	21	16.9
Vacant	6	5.8	5	4.9	9	7.3
Total	103	100.0	103	100.0	124	100.0

Réseau de l'enseignement supérieur

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
163.8	594.0	757.7	383.7	414.6	798.4

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	127	3	8	138	30	24	73
Unqualified projects	223	0	106	329	54	40	129
Total	350	3	114	467	84	64	202

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	-	3.7	3.6
Support system	-	3.6	3.7
Infrastructure service	-	3.8	3.9
Governance service	-	-	-
Average	-	3.7	3.8

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	3,668	89.2	3,960	88.0	3,997	87.7
External	216	5.3	193	4.3	222	4.9
Vacant	228	5.5	349	7.8	339	7.4
Total	4,112	100.0	4,502	100.0	4,558	100.0

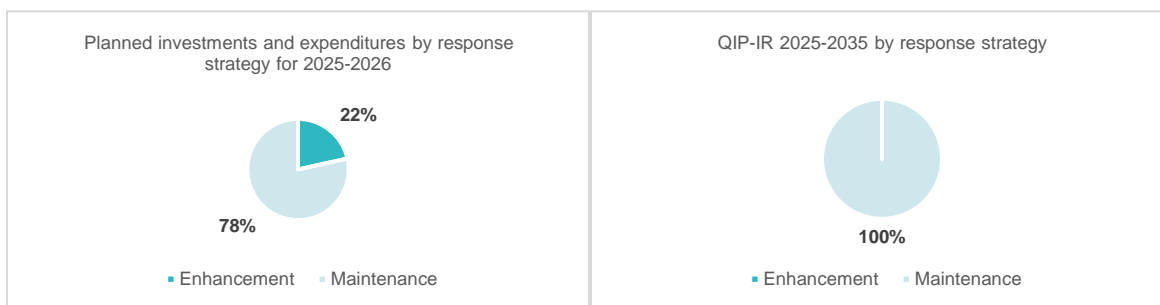
Environnement, Lutte contre les changements climatiques, Faune et Parcs

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
7.8	49.0	56.8	27.5	14.8	42.3

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	10	0	0	10	8	2	0
Unqualified projects	4	0	0	4	1	0	3
Total	14	0	0	14	9	2	3

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.0	2.9	3.0
Support system	3.8	3.6	3.8
Infrastructure service	3.3	3.5	3.7
Governance service	-	-	-
Average	3.2	3.2	3.2

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	144	51.2	157	56.5	204	60.4
External	107	38.1	95	34.2	102	30.2
Vacant	30	10.7	26	9.4	32	9.5
Total	281	100.0	278	100.0	338	100.0

Famille

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
16.2	52.1	68.3	38.9	14.0	52.9

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



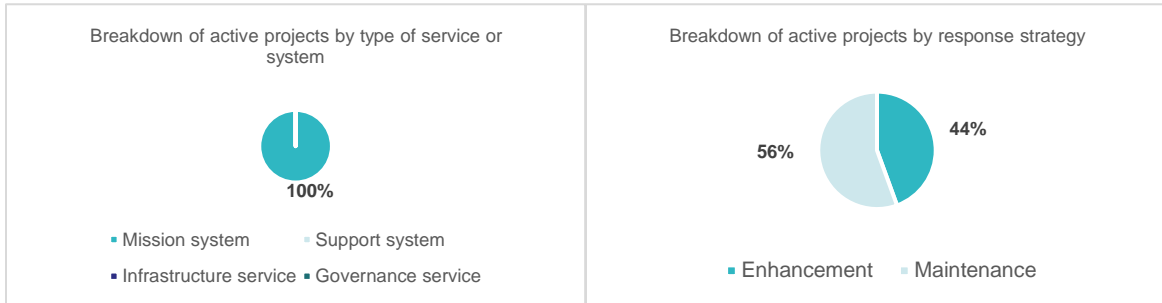
Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	9	0	0	9	1	6	2
Unqualified projects	2	0	0	2	1	1	0
Total	11	0	0	11	2	7	2

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.0	3.2	2.7
Support system	3.1	3.0	3.0
Infrastructure service	4.4	4.1	4.4
Governance service	-	-	-
Average	3.4	3.3	3.4

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	163	51.9	165	53.1	178	53.0
External	127	40.4	120	38.6	135	40.2
Vacant	24	7.6	26	8.4	23	6.8
Total	314	100.0	311	100.0	336	100.0

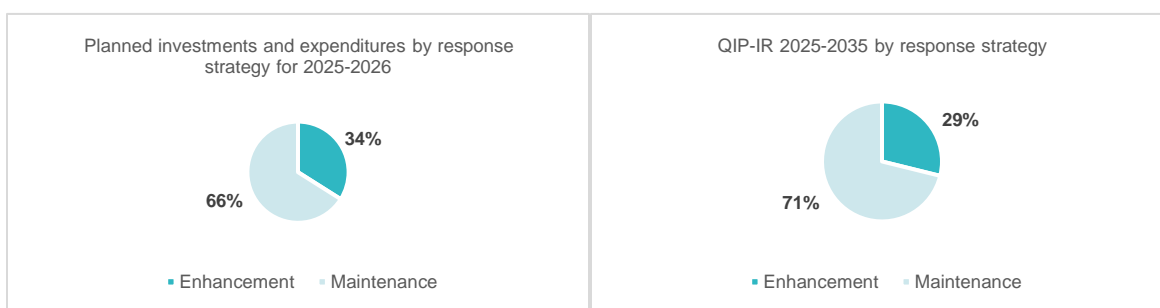
Finances

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
135.4	361.2	496.6	469.3	321.4	790.6

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	65	2	4	71	11	16	38
Unqualified projects	31	0	5	36	15	2	14
Total	96	2	9	107	26	18	52

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.6	3.3	3.3
Support system	3.5	3.5	3.6
Infrastructure service	4.4	3.9	3.9
Governance service	-	-	-
Average	3.9	3.6	3.6

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	2,485	71.1	2,694	69.6	2,860	75.1
External	751	21.5	855	22.1	809	21.2
Vacant	257	7.4	324	8.4	139	3.7
Total	3,493	100.0	3,873	100.0	3,808	100.0

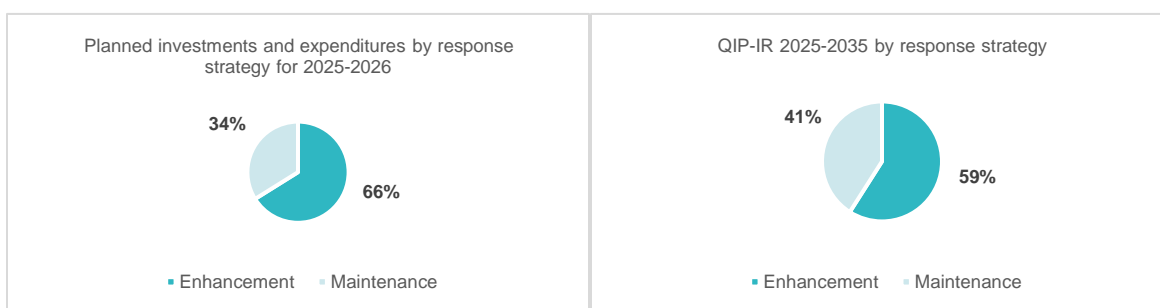
Immigration, Francisation et Intégration

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
10.1	56.9	67.0	21.8	5.0	26.8

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	5	0	1	6	1	0	4
Unqualified projects	8	0	0	8	3	2	3
Total	13	0	1	14	4	2	7

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	2.7	3.5	3.4
Support system	3.5	3.4	3.3
Infrastructure service	3.9	4.5	4.2
Governance service	-	-	-
Average	3.5	3.7	3.6

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	114	38.3	94	32.5	141	37.6
External	163	54.7	159	55.0	202	53.9
Vacant	21	7.0	36	12.5	32	8.5
Total	298	100.0	289	100.0	375	100.0

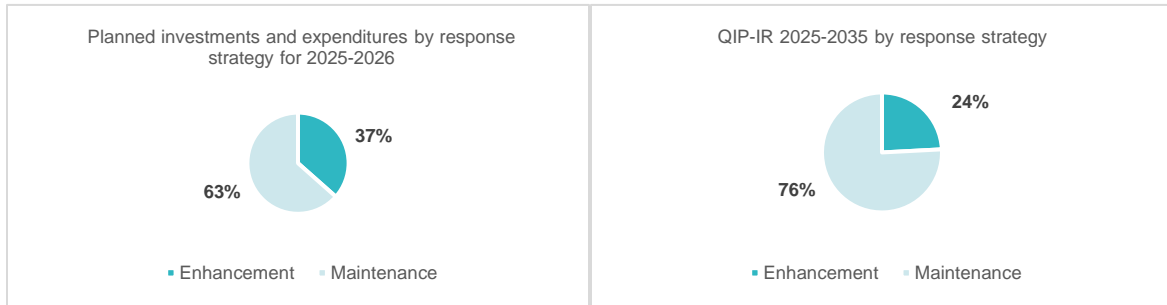
Justice

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
45.4	165.5	210.9	139.0	49.7	188.7

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



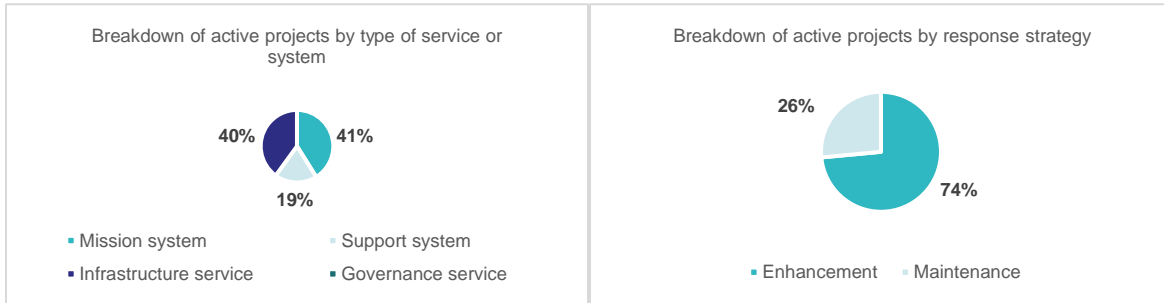
Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	13	1	2	16	1	5	7
Unqualified projects	18	1	1	20	2	1	15
Total	31	2	3	36	3	6	22

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.1	3.1	3.2
Support system	3.2	3.2	3.1
Infrastructure service	3.3	3.6	3.6
Governance service	-	-	-
Average	3.2	3.3	3.3

Information resource workforce

Changes in internal and external resources and vacancies

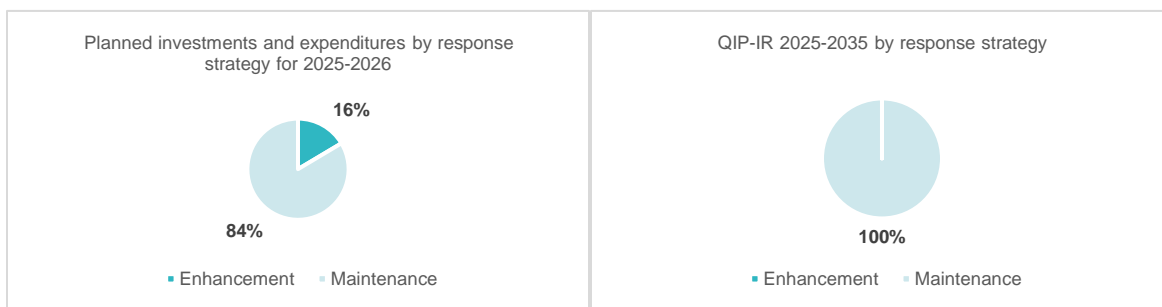
Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	507	51.9	515	49.7	550	50.7
External	369	37.8	392	37.8	437	40.3
Vacant	100	10.2	129	12.5	98	9.0
Total	976	100.0	1,036	100.0	1,085	100.0

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
1.0	6.9	8.0	3.3	2.9	6.2

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	2	0	0	2	0	1	1
Unqualified projects	2	0	0	2	2	0	0
Total	4	0	0	4	2	1	1

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.4	3.3	3.6
Support system	3.2	3.2	3.5
Infrastructure service	4.0	4.0	3.7
Governance service	-	-	-
Average	3.5	3.4	3.6

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	39	81.3	38	79.2	47	71.2
External	6	12.5	7	14.6	15	22.7
Vacant	3	6.3	3	6.3	4	6.1
Total	48	100.0	48	100.0	66	100.0

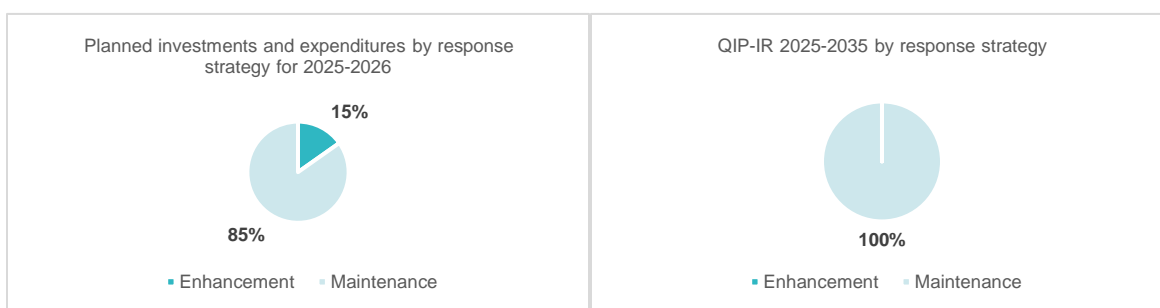
Relations internationales et Francophonie

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
1.6	6.1	7.7	3.2	1.9	5.1

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	1	0	0	1	0	0	1
Unqualified projects	1	0	1	2	0	1	0
Total	2	0	1	3	0	1	1

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.6	3.7	3.9
Support system	3.5	3.5	3.8
Infrastructure service	3.6	4.2	4.0
Governance service	-	-	-
Average	3.5	3.6	3.8

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	36	83.7	35	85.4	36	85.7
External	3	7.0	2	4.9	4	9.5
Vacant	4	9.3	4	9.8	2	4.8
Total	43	100.0	41	100.0	42	100.0

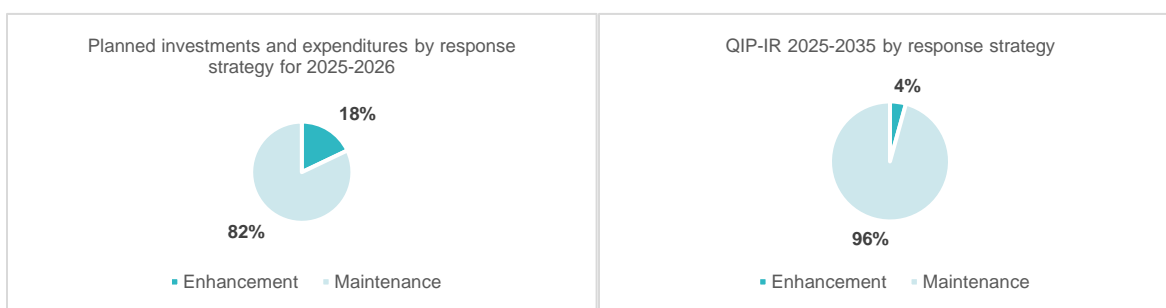
Ressources naturelles et Forêts

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
18.4	79.5	97.9	51.2	26.5	77.7

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	9	2	0	11	5	1	3
Unqualified projects	4	0	2	6	0	3	1
Total	13	2	2	17	5	4	4

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	2.9	2.9	3.1
Support system	3.1	3.0	3.1
Infrastructure service	3.2	3.1	3.5
Governance service	-	-	-
Average	3.1	3.0	3.2

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	385	73.1	427	76.0	392	69.5
External	91	17.3	85	15.1	120	21.3
Vacant	51	9.7	50	8.9	52	9.2
Total	527	100.0	562	100.0	564	100.0

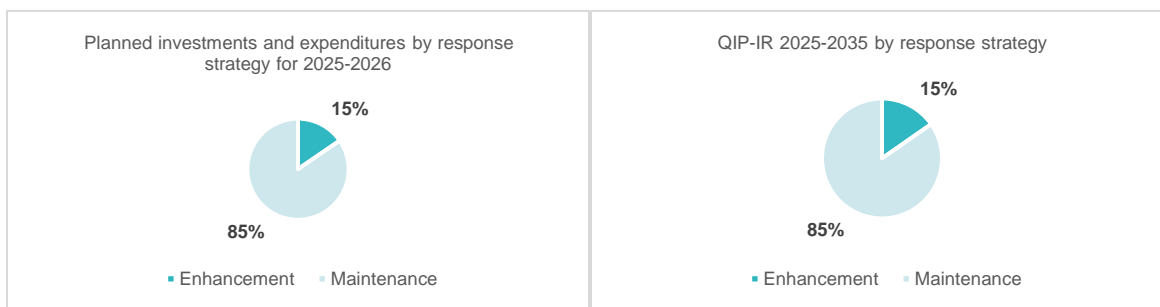
Santé et Services sociaux

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
15.6	600.0	615.7	78.7	75.1	153.8

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	48	11	2	61	17	11	20
Unqualified projects	32	4	2	38	15	8	9
Total	80	15	4	99	32	19	29

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.4	3.4	3.3
Support system	3.0	3.3	3.2
Infrastructure service	2.3	2.7	3.7
Governance service	-	-	-
Average	2.9	3.1	3.4

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	1,167	65.1	1,226	64.3	1,381	65.9
External	438	24.4	451	23.6	477	22.8
Vacant	189	10.5	231	12.1	237	11.3
Total	1,794	100.0	1,908	100.0	2,095	100.0

Planned investments and expenditures and QIP-IR¹⁴

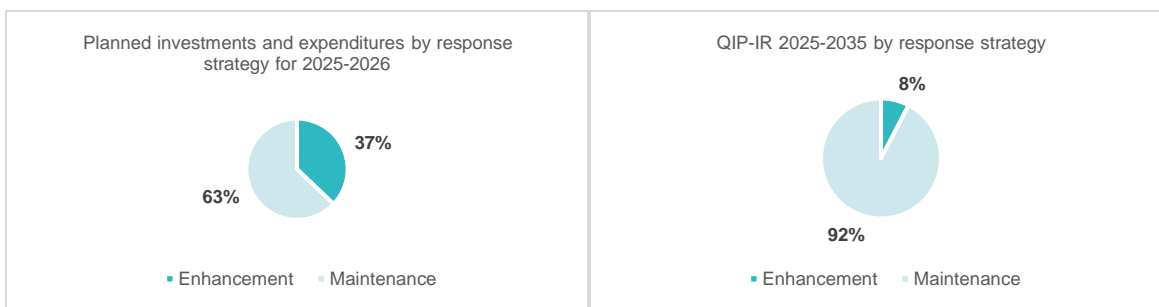
Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035

(in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
207.8	873.6	1,081.4	751.6	415.0	1,166.6

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy

(in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	129	6	25	160	61	11	57
Unqualified projects	209	8	53	270	84	12	113
Total	338	14	78	430	145	23	170

¹⁴ Data prior to the creation of Santé Québec are those of the réseau de la santé et des services sociaux .

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	-	3.2	3.5
Support system	-	3.5	3.7
Infrastructure service	-	4.3	4.1
Governance service	-	-	-
Average	-	3.4	3.7

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	3,611	77.6	3,783	75.8	3,904	70.9
External	390	8.4	458	9.2	569	10.3
Vacant	650	14.0	750	15.0	1,035	18.8
Total	4,651	100.0	4,991	100.0	5,508	100.0

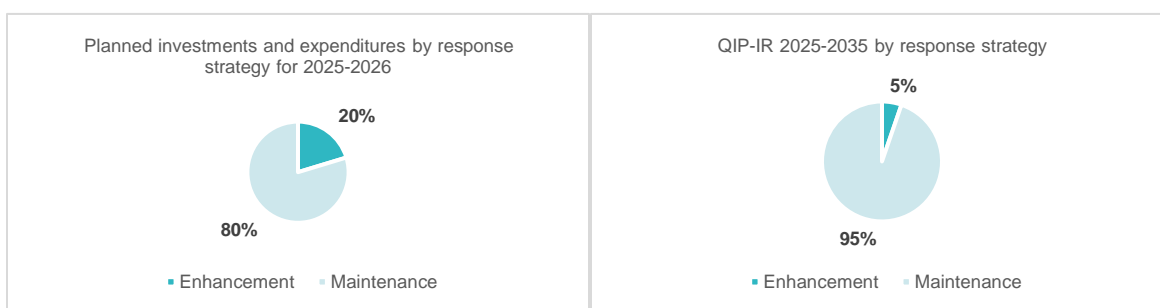
Sécurité publique

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
29.6	189.5	219.1	113.8	53.3	167.0

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	28	1	1	30	12	8	8
Unqualified projects	6	0	1	7	3	2	1
Total	34	1	2	37	15	10	9

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.5	3.3	3.3
Support system	3.5	3.3	3.3
Infrastructure service	3.9	4.0	3.1
Governance service	-	-	-
Average	3.5	3.4	3.4

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	426	82.2	475	68.6	518	70.4
External	36	6.9	102	14.7	117	15.9
Vacant	56	10.8	115	16.6	101	13.7
Total	518	100.0	692	100.0	736	100.0

Tourisme

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
4.7	9.2	13.9	14.9	12.5	27.4

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	5	0	0	5	2	2	1
Unqualified projects	14	0	1	15	7	6	1
Total	19	0	1	20	9	8	2

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.2	3.1	3.3
Support system	3.9	3.6	3.6
Infrastructure service	3.8	4.1	3.2
Governance service	-	-	-
Average	3.7	3.6	3.4

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	63	78.8	61	60.4	72	76.6
External	3	3.8	20	19.8	20	21.3
Vacant	14	17.5	20	19.8	2	2.1
Total	80	100.0	101	100.0	94	100.0

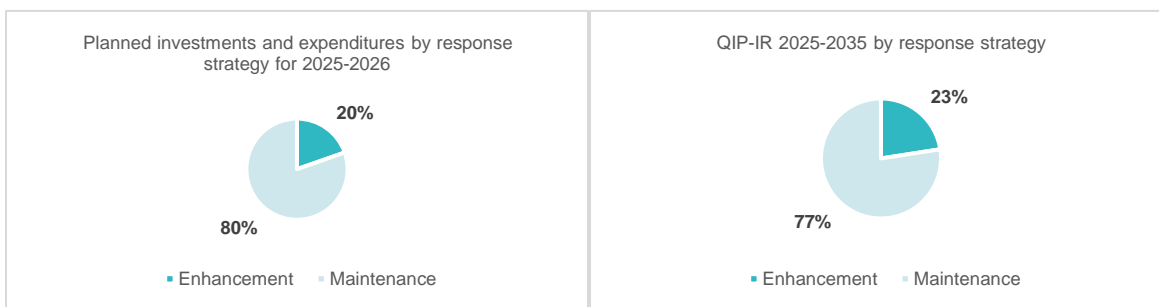
Transports et Mobilité durable

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
37.0	279.5	316.6	151.4	86.1	237.9

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	33	2	5	40	15	6	12
Unqualified projects	63	3	2	68	38	18	7
Total	96	5	7	108	53	24	19

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.2	3.3	3.2
Support system	3.2	3.2	3.4
Infrastructure service	4.3	4.3	4.4
Governance service	-	-	-
Average	3.5	3.4	3.5

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	940	49.6	960	48.6	1,023	50.3
External	845	44.5	912	46.2	814	40.0
Vacant	112	5.9	103	5.2	198	9.7
Total	1,897	100.0	1,975	100.0	2,035	100.0

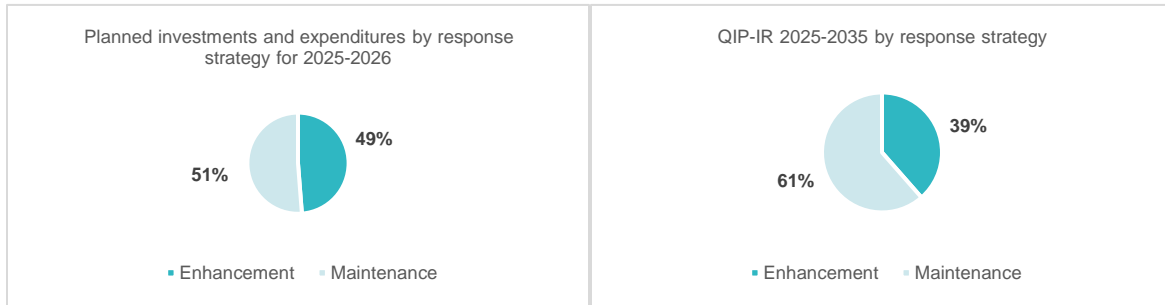
Travail

Planned investments and expenditures and QIP-IR

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 (in millions of dollars)

Planned investments and expenditures			QIP-IR		
2025-2026			2025-2030	2030-2035	2025-2035
Investments	Expenditures	Total	Investments		Total
26.3	154.6	180.9	16.3	6.9	23.2

Planned investments and expenditures 2025-2026 and QIP-IR 2025-2035 by response strategy (in %)



Information resource projects

Breakdown of information resource projects

Type of project	Project status			Total	Active projects phase		
	Assets	Suspended	Completed 2024-2025		Preliminary project	Planning	Execution
Qualified projects	30	2	2	34	2	9	19
Unqualified projects	21	0	9	30	6	2	13
Total	51	2	11	64	8	11	32

Information resource projects

Breakdown of active projects by type of service or system and response strategy (in %)



Information assets

Evolution of average index by type of service or system

Type of service or system	2019	2021	2023
Mission system	3.1	3.0	3.1
Support system	3.3	3.3	3.3
Infrastructure service	4.0	3.8	3.9
Governance service	-	-	-
Average	3.4	3.3	3.3

Information resource workforce

Changes in internal and external resources and vacancies

Resource	2021		2022		2023	
	Workforce	Percentage	Workforce	Percentage	Workforce	Percentage
Internal	537	68.5	558	69.1	575	68.5
External	203	25.9	204	25.3	220	26.2
Vacant	44	5.6	45	5.6	44	5.3
Total	784	100.0	807	100.0	839	100.0

Managing the benefits of information resource projects

On June 15, 2022, the *Government Benefits Management Framework for Information Resource Projects* came into effect with Order No. 2022-01 issued by the Minister of Cybersecurity and Digital Technology on May 27, 2022. As of April 1, 2023, all qualified information resource projects of public bodies are subject to this standardized management approach, regardless of whether the official or official entity tasked with granting authorization is the head of the public body, the Conseil du trésor, or the provincial government.

The purpose of the *Government Benefits Management Framework for Information Resource Projects* is not only to provide a set of rules, guidelines, and tools for managing the benefits of qualified projects, but also to specify the expected benefits stemming from a given project and to monitor the performance of public bodies in terms of the benefits estimated when a project is authorized and the benefits obtained during its implementation. The framework serves to enumerate and define the key elements for determining expected benefits, avoided costs, targets, and measurement indicators. It proposes an approach designed to help public bodies optimize resources and achieve their strategic objectives through benefits management.

It also introduces the obligation for all information resource projects to be supported by a benefits realization plan, setting out how the benefits will be accounted for, realized over time, and tracked against established targets.

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

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

2023-2024	2024-2025	2025-2026	2026-2027	Total
56.8	77.9	113.9	137.5	386.1

[Québec.ca/depense-budget](https://quebec.ca/depense-budget)

