EXPENDITURE
BUDGET
2025•2026

ANNUAL MANAGEMENT PLANS FOR PUBLIC **INFRASTRUCTURE** INVESTMENTS

2025•2026

Votre gouvernement

Québec

EXPENDITURE
BUDGET
2025•2026

ANNUAL MANAGEMENT PLANS FOR PUBLIC **INFRASTRUCTURE** INVESTMENTS

2025•2026

TERMS

ADDITION AND IMPROVEMENT

Acquisition or construction of a new infrastructure or expansion of an existing infrastructure.

INVENTORY ENHANCEMENT

Increase in the asset portfolio by acquisition or construction of new infrastructure or expansion of existing infrastructure.

ASSET MAINTENANCE DEFICIT (AMD)

Value of the work required to restore the physical condition of infrastructure presenting a government condition indicator of D or E to satisfactory or better (government condition indicator of A, B or C) for the health and safety of individuals, and to ensure its continued use for its intended purposes and reduce the likelihood of breakdown or to counteract physical wear and tear.

DISPOSAL

Alienation of a building, a civil engineering structure or equipment, particularly by sale or assignment.

MAINTENANCE

Work of limited scope normally performed as part of an infrastructure's daily use. Asset maintenance does not include maintenance work.

SURPLUS BUILDING

Building belonging to a public body for which no use is planned for the purposes of delivery of the government service offering.

INFRASTRUCTURE

Building, equipment or civil engineering structure that is part of the Government's service supply.

PLANNED INVESTMENT

Financial contribution from the Gouvernement du Québec for a public infrastructure investment listed in the Québec Infrastructure Plan.

PROBABLE INVESTMENT

Probable financial contribution from the Gouvernement du Québec for the government fiscal year that is ending.

ACTUAL INVESTMENT

Real cost of an investment from the Gouvernement du Québec for a government financial year that is closed.

ASSET MAINTENANCE

Value of the work required to keep an infrastructure in satisfactory or better condition (government condition indicator of A, B or C) with the aim of protecting the health and safety of individuals, ensuring its continued use for its intended purposes, and reducing the likelihood of breakdown, or counteracting physical wear and tear.

INFRASTRUCTURE MAINTENANCE

Investments for asset maintenance work, addressing the asset maintenance deficit, functional renovation, as well as replacement of equipment and reconstruction of buildings or civil engineering works.

ADDRESSING THE ASSET MAINTENANCE DEFICIT

Investments (projects and portfolio maintenance envelopes) specifically identified to decrease the listed infrastructure asset maintenance deficit that is presented in the Annual Management Plans for Public Infrastructure Investments.

MAJOR PROJECT

Infrastructure project subjected to the Directive as its estimated cost is equals or exceeds $50.0 million dollars, or $100.0 million dollars in the case of roadway infrastructure project or public transit project. Furthermore, the Conseil du trésor may decide to consider as major any infrastructure project that it deems appropriate.

REPLACEMENT

Acquisition, construction or reconstruction of an infrastructure to replace an existing infrastructure that is usually at the end of its useful life, so as to ensure continuity in service delivery.

FUNCTIONAL RENOVATION

Work that aims to improve the functional condition of an infrastructure without increasing its dimensions in order to meet non-mandatory technical and functional requirements arising from government orientations, policies, service protocols or best practices.

REPLACEMENT VALUE

Estimate of the investments required to build or acquire an infrastructure of the same dimensions and utility, with equivalent technical features, based on the construction techniques, building codes and materials or technical specifications in effect at the time of the estimate.

USEFUL LIFE (duration)

Period over which an infrastructure or component should adequately serve its intended purposes.

ACRONYMS

ACV	Air cushion vehicle
AMD	Asset maintenance deficit
AMPI	Annual Management Plans for Public Infrastructure Investments
ARTM	Autorité régionale de transport métropolitain
BAnQ	Bibliothèque et Archives nationales du Québec
CCI	Culvert condition indicator
CERIU	Centre d'expertise et de recherche en infrastructures urbaines
CHSLD	Residential and Long-Term Care Centres
CHU	Centre hospitalier universitaire
CHUM	Centre hospitalier de l'Université de Montréal
CISSS	Integrated Health and Social Services Centres
CIUSSS	Integrated University Health and Social Services Centres
CLSC	Local Community Services Centres
CRSSS	Regional Health and Social Services Centres
FAAC	Fonds d'atténuation et d'adaptation en matière de catastrophes
FCI	Facility condition index
FEPTEU	Clean Water and Wastewater Fund
FIMEAU	Fonds pour l'infrastructure municipale d'eau
GIEES	Gestion des infrastructures de l'Éducation et de l'Enseignement supérieur
HLM	Habitation à loyer modique
HSSN	Health and Social Services Network
HVAC	Heating, ventilation and air conditioning
GCI	Government condition indicator
IRI	International Roughness Index
MACM	Musée d'Art contemporain de Montréal
MADA	Municipalité amie des aînés
MAMH	Ministère des Affaires municipales et de l'Habitation
MAOB	Mobilier, appareillage, outillage et bibliothèque
MCC	Ministère de la Culture et des Communications
MDAA	Maison des aînés et maisons alternatives
MELCCFP	Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs
MEQ	Ministère de l'Éducation du Québec
MES	Ministère de l'Enseignement supérieur
MNBAQ	Musée national des beaux-arts du Québec
MSSS	Ministère de la Santé et des Services sociaux
MV	Motor Vessel
MTMD	Ministère des Transports et de la Mobilité durable
NFCCQ	New Building Canada Fund – Québec
NPHP	Non-Profit Housing Program
NPO	Non-profit organization
PAFFITC	Programme d'aide financière du Fonds pour l'infrastructure de transport en commun
PAGTCP	Programme d'aide gouvernementale au transport collectif des personnes

PAGITC	Programme d’aide gouvernementale d’infrastructures en transport collectif
PCEM	Equipment and furniture conservation plan
PGA	Plan de gestion des actifs
PHAQ	Programme d’habitation abordable Québec
PIEMQ	Portrait des infrastructures en eau des municipalités du Québec
PIQM	Programme d’infrastructures Québec-Municipalités
PPTFI	Plan de protection du territoire face aux inondations : des solutions durables pour protéger nos milieux de vie.
PRHLM	Programme de rénovation des habitations à loyer modique
PRABAM	Programme d’aide financière pour les bâtiments municipaux
PRACIM	Programme d’amélioration et de construction d’infrastructures municipales
PRAFI	Programme de résilience et d'adaptation face aux inondations
PRIMA	Programme d’infrastructures pour les aînés
PRIMADA	Programme d’infrastructures Municipalité amie des aînés
PRIMEAU	Programme d’infrastructures municipales d’eau
QIP	Quebec Infrastructure Plan
RÉCIM	Réfection et construction des infrastructures municipales
RRSSS	Regional board of health and social services network
RSSCE	Réseau stratégique en soutien au commerce extérieur
RTC	Réseau de transport de la Capitale
RTL	Réseau de transport de Longueuil
SHQ	Société d’habitation du Québec
SODEC	Société de développement des entreprises culturelles
SOFIL	Société de financement des infrastructures locales du Québec
SPDAM	Société de la Place des Arts de Montréal
SQI	Société québécoise des infrastructures
STL	Société de transport de Laval
STM	Société de transport de Montréal
STO	Société de transport de l’Outaouais
STQ	Société des traversiers du Québec
STS (Sherbrooke)	Société de transport de Sherbrooke
TB	Tableau de bord des projets d’infrastructure
Télé-Québec	Société de télédiffusion du Québec
TECQ	Programme de la taxe sur l’essence et la contribution du Québec
UdeS	Université de Sherbrooke

2025-2026 Annual Management Plans for Public Infrastructure Investments

AFFAIRES MUNICIPALES ET HABITATION

INFRASTRUCTURE MANAGEMENT

THE MINISTÈRE DES AFFAIRES MUNICIPALES ET DE L'HABITATION

VISION

The MAMH vision is to establish a strong partnership with an engaged municipal sector for sustainable and prosperous communities.

ORIENTATIONS

The MAMH mission is to act alongside the municipal sector for the planning and development of quality living environments in the public interest.

By making a significant contribution to funding the maintenance, restoration and construction of municipal infrastructure in Québec, the MAMH is helping to ensure the sustainability of this infrastructure, solve important environmental and health and safety issues for communities, improve the quality of life of these communities and thereby increase their resilience, particularly towards climate change.

RESPONSIBILITIES

THE MAMH

The MAMH administers financial assistance programs[1] and initiatives to meet the priority needs of municipalities in terms of municipal infrastructure. These focus mainly on water infrastructure (linear and non-linear), certain municipal buildings and resilient infrastructure. The MAMH is responsible, in particular, for analyzing financial assistance applications from municipalities, applying the normative framework to projects selected for financial assistance, providing financial assistance to municipalities and preparing the accountability report on expenditures for government investments.

As part of the water infrastructure programs, the MAMH also supports smaller municipalities in developing more complex projects in order to steer them towards plausible solutions to achieve the financially acceptable results, given the expected results under the regulations that are financially acceptable.

THE MUNICIPALITIES

As infrastructure owners, the 1,100-some municipalities of Québec are responsible for building, servicing, maintaining, operating and financing their infrastructure projects, including complying with the applicable laws, standards and regulations.

As a result, municipalities are responsible for evaluating and documenting the condition of their infrastructure, defining their needs and planning their interventions and investments to ensure optimal maintenance of said infrastructure. They must therefore manage their assets appropriately based on the service level sought, including periodically updating date on their infrastructure portfolio and implementing an investment strategy.

[1] The main programs and financial assistance initiatives related to infrastructure are listed in Appendix 1.

The MAMH and its municipal partners jointly developed and implemented asset management plans (AMPs) for municipalities regarding their infrastructure. AMPs are a tool for integrated investment planning over 10 years in order to achieve the strategic objectives of the municipality and provide sustainable services. In the Declaration of reciprocity concerning the new partnership between the Gouvernement du Québec and proximity governments, Together to serve residents, the municipal sector has undertaken to “develop and implement AMPS for water infrastructure over 10 years to ensure their sustainability and their funding”. To favour the achievement of this objective, the MAMH has implemented various measures from its programs to favour the adoption of the PGA-Eau (Water AMP) by December 31, 2026. As a second phase, the MAMH and the municipal sector are currently working to extend these AMPs to municipal buildings.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

Municipalities have a diverse infrastructure portfolio. While the 2025-2026 AMPI only presents the condition of water infrastructure and the roadways over lines, the portfolio also includes administration buildings, fire stations, garages and warehouses including abrasive shelters, community centres and halls as well as local road networks and resilient infrastructure.

WATER INFRASTRUCTURE AND ROADWAYS OVER LINES

The municipal water infrastructure network consists of collection facilities, drinking water and wastewater lines, drinking water treatment plants, reservoirs, pressure control stations, retention ponds, wastewater treatment plants, pumping stations, overflow facilities and roadways over lines.

The information available to the MAMH with regards to the condition of this infrastructure comes from the results of work carried out by the CERIU in the development of the Portrait des infrastructures en eau des municipalités du Québec (PIEMQ)[2]. Details regarding the methods for collecting data and assessing the condition are presented in Appendix 2.

OTHER MUNICIPAL BUILDINGS

Other municipal buildings for which the MAMH also grants financial assistance to municipalities include:

- Administrative offices;
- Fire stations;
- Garages and warehouses, including abrasive shelters;
- Community centres and halls.

The MAMH does not currently have information regarding the condition of these other municipal buildings. The MAMH recently developed a building assessment tool available to the municipalities to support them in establishing an overview. Ultimately, this tool will allow them to keep an inventory of their municipal buildings, regardless of their mission know their physical condition, their replacement value, the maintenance and renewal work.

RESILIENT INFRASTRUCTURE

PPTFI measures have the purpose of increasing people’s safety and the protection of property, lowering socioeconomic costs and reduce flood-related damages for residents, municipalities and the government. PPTFI measures provide a better framework for municipal practices in land use planning, risk management, risk management and maintenance of resilient infrastructure

Resilient infrastructure allows municipalities to mitigate some of the risks associated with climate change impacts. For example, flood protection structures such as retention ponds and dikes can limit the probability

[2] The summary of results can be consulted at the following address: https://ceriu.qc.ca/bibliotheque/bilan-2024-du-portrait-infrastructures-eau municipalites-du-quebec-piemq

of flooding in a sector located in a flood zone.

The MAMH currently does not have information regarding the condition of this infrastructure. However, as part of the rollout of PPTFI Measure 16, a preliminary survey of flood protection structure in Québec municipalities has been initiated by the MELCCFP. This covers some thirty flood protection structures to date. Ultimately, this inventory will describe the infrastructure's condition and facilitate the application of standards with respect to monitoring and maintaining these structures. In addition, knowledge of their condition will help guide stakeholders in planning investments in terms of resilient infrastructure as well as direct interventions over the territory.

Infrastructure Inventory[1]
By infrastructure type and category

	Average age[2] (years)	Quantity			Size (m^3)		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings							
Non-linear water infrastructure							
Drinking water supply, treatment and distribution facilities	50	4,257	4,500	243	n/a	n/a	n/a
Wastewater and stormwater collection and treatment facilities	33	5,916	5,982	66	n/a	n/a	n/a
Total – Buildings		**10,173**	**10,482**	**309**	**n/a**	**n/a**	**n/a**
Civil engineering structures							
Linear water infrastructure							
Drinking water lines	41	n/a	n/a	n/a	44,446	44,559	113
Wastewater lines	42	n/a	n/a	n/a	36,665	36,746	81
Stormwater lines	36	n/a	n/a	n/a	19,495	19,755	260
Roadways over lines	n/a	n/a	n/a	n/a	41,008	41,255	247
Total – Civil engineering structures		**n/a**	**n/a**	**n/a**	**141,614**	**142,315**	**701**

1 Data as of December 10, 2024.
2 The average age is that of the infrastructure of analyzed municipalities, which is 896 municipalities for linear infrastructure and non-linear infrastructure.
3 The sizes provided are estimates for all of Québec based on a partial report.

Variation in inventory

Changes in inventory compared with the 2024-2025 AMPI are due mainly to the addition of new municipalities to the sample. Thus, the number of municipalities surveyed has increased by 10 for linear infrastructure and by three for non-linear infrastructure, reaching a total of 896 municipalities, 98% of the total population served and 96% of Québec municipalities that have linear water infrastructure.

INFRASTRUCTURE SUSTAINABILITY

THE MUNICIPALITIES

Water infrastructure conditions
By infrastructure type and category

	Government condition indicator[1] (GCI) (%)					
	A	**B**	**C**	**ABC**	**D**	**E**
Buildings						
Non-linear water infrastructures						
Drinking water supply, treatment and distribution facilities	36	41	12	89	7	4
Wastewater and stormwater collection and treatment facilities	14	21	56	91	8	1
Total – Buildings	**24**	**30**	**36**	**90**	**8**	**2**
Civil engineering structures						
Linear water infrastructure						
Drinking water lines	18	32	40	90	7	3
Wastewater lines	55	25	7	87	5	8
Stormwater lines	64	25	5	94	3	3
Roadways over lines	24	21	17	62	15	23
Total – Civil engineering structures	**36**	**26**	**19**	**81**	**8**	**11**
Total – Infrastructure	**35**	**26**	**21**	**82**	**8**	**10**

1 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

2 Ninety-six percent of 4,500 drinking water supply, treatment and distribution facilities are estimated to be in satisfactory or better condition (GCI of A, B or C), which represents 89% of the replacement value.

3 Ninety-two percent of the 5,982 wastewater and stormwater collection and treatment facilities are estimated to be in satisfactory or better condition (GCI of A, B or C), which represents 91% of the replacement value.

OBJECTIVES

The MAMH financial assistance programs for municipalities are essentially intended to help carry out work to maintain, renew and build essential municipal infrastructure that provides communities with quality basic services. As part of these programs, the MAMH pursues the following objectives:

- Replace or improve municipal infrastructure that is in vulnerable condition and/or has significant issues;
  Keep municipal infrastructure safe and operational, therefore contributing to the quality of life and the public service offering to citizen;
  Ensure that municipal infrastructure is brought up to standard so that it complies with applicable regulations, including those related to the environment;
- Provide municipalities with infrastructure that allows them to offer basic services to their residents and supports pooling;
- In-built environments, make people safe and protect property from the hazards of climate change, including flood risks.
- Favour the adoption of sound infrastructure management practices, such as AMP.

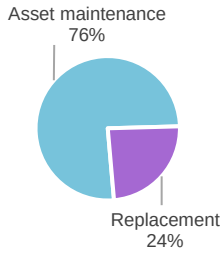
PUBLIC INVESTMENTS IN INFRASTRUCTURE INCLUDED IN THE QIP

THE MINISTÈRE DES AFFAIRES MUNICIPALES ET DE L'HABITATION

Infrastructure[1] maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	Municipalities	%
Infrastructure maintenance		
Asset maintenance	4,966.4	76
Replacement	1,572.7	24
Total	**6,539.1**	**100**



[1] Investments presented are for all MAMH-funded municipal infrastructure (water infrastructure and other municipal infrastructure).

INVESTMENT STRATEGY

The MAMH investment strategy takes shape in the development and implementation of financial assistance programs to:

- Meet municipalities' priority needs so they can maintain the basic services provided by, among other things, their water infrastructure and municipal buildings, thereby contributing to the quality of life of their residents;
- Allow municipalities to reduce the cumulative AMD of their infrastructure;
- Prioritize projects that ensure regulatory compliance and address important public health and safety issues;
- Support the municipal community in the implementation of flood-resilient developments;
- Require municipalities to carry out a minimum number of interventions on their infrastructure by their own financial means, without resorting to government subsidies, by adopting and implementing AMPs;
- Ensure transparent and fair treatment of financial assistance applications from municipalities.

The MAMH will revise the terms and conditions and envelopes of the programs, subject to the necessary approvals, to adapt them to changing infrastructure conditions, investment needs and applicable regulations. New funding initiatives can also be developed to address certain realities, such as climate change adaptation.

The MAMH financial assistance programs also provide additional financial support to smaller municipalities to help them carry out their investment projects, since they have major needs but often limited financial resources.

WATER INFRASTRUCTURE AND ROADWAYS OVER LINES

In the process that led to the production of the PIEMQ, the CERIU collected data from municipalities regarding the condition of their municipal water infrastructure and roadways over lines. Once completed, this overview pinpoints the priority needs of municipalities that will require investment in the coming years. The MAMH takes these priority needs into account in its financial assistance programs and investment priorities.

The overview also indicates that 18% (8% at GCI of D and 10% at GCI of E) of the water infrastructure (linear and non-linear) and roadways over lines in Québec municipalities are in poor or very poor condition (GCI of D or E) and will require significant investments to be restored to good condition (GCI of A, B or C).

Furthermore, special attention must be paid to ageing infrastructure with a moderate risk of failure (GCI of C) to prevent its deterioration. Indeed, compared to the 2024-2025 AMPI, the increase from 25% to 56% of the proportion of wastewater and stormwater collection and treatment facilities in satisfactory condition (GCI of C) is attributable to the updated data on the condition of the main components of certain buildings with a significant replacement value and previously considered in good condition (GCI of B).

In addition to the requirements for restoring the municipal infrastructure portfolio to good condition, municipalities are required to upgrade their non-linear infrastructure to comply with the regulation (*Regulation respecting the quality of drinking water* and *Regulation respecting municipal wastewater treatment works*).

OTHER MUNICIPAL BUILDINGS

The overview of the other municipal buildings that need work over the coming years will support planning investments in this infrastructure and track how the investments impact their condition. Once completed, such an overview will also better equip municipalities to define, adjust or enhance their investment strategy for this infrastructure.

RESILIENT INFRASTRUCTURE

The overview of resilient infrastructure over the coming years will also allow support for planning investments in this infrastructure and track how the investments impact their condition. Once complete, such an overview will also better equip municipalities to develop, maintain or upgrade their investment strategy for this infrastructure.

SITUATION STATUS

Investments[1] listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Municipalities						
2023-2024						
Actual	573.8	–	265.3	**839.1**	103.4	**942.5**
Forecast[2]	368.9	–	185.5	**554.4**	51.8	**606.2**
Difference	204.9	–	79.8	**284.7**	51.6	**336.3**
2024-2025						
Probable	275.0	–	313.2	**588.2**	224.3	**812.5**
2025-2026						
Forecast	414.2	–	175.1	**589.3**	127.3	**716.6**

1 Investments presented are for all MAMH-funded municipal infrastructure (water infrastructure and other municipal buildings).
2 Planned in the 2023-2033 QIP.

Variation between planned and actual investments

Financial assistance from the MAMH to support municipal infrastructure investments made in 2023-2024 totalled $942.5 million, $336.3 million more than the $606.2 million planned for the corresponding period. This variation is due mainly to the faster-than-expected recognition of investments.

Planned and probable investments

The investments provided for in the QIP by the MAMH are made according to the municipalities' work planning and capacity to carry out the work. Since the MAMH does not own or manage the infrastructure projects it subsidizes, it has no control over the pace at which municipalities make investments, but has equipped itself with tools to assess their financial capacities. Nevertheless, the MAMH's investment forecasts take these factors into account and aim to be as probable as possible.

For the current year, probable investments are expected to total $812.5 million, and those planned for 2025-2026 are estimated at $716.6 million. The variation between 2024-2025 and 2025-2026 is explained mainly to by the popularity of the PRIMEAU 2023 in 2024-2025. In particular, the MAMH investments for the current year and those scheduled for 2025-2026 will contribute to the accomplishment of the following projects:

- Wastewater purification plant – Saint-Hyacinthe – Repair (TB 728);
- Wastewater retention ponds (Turbot structure) – Montréal – Construction (TB 648);
- Expansion and upgrade to standards of the town hall and the municipal garage – Saint-Augustin-de-Desmaures;
- Construction of municipal shops – Saint-Philippe;
- Rehabilitation of natural shores threatened by accelerated erosion in the main riparian parks of Montréal (TB 567);
- Combined sewer overflow reduction structure– Donnacona – Repair, construction and expansion (TB 1212);
- Retention pond – Thetford Mines – Construction.

Change in the infrastructure conditions
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1] (%)		
	AMPI		Variation	AMPI		Variation
	2024-2025	2025-2026		2024-2025	2025-2026	
Buildings						
Non-linear water infrastructure						
Drinking water supply, treatment and distribution facilities	7	7	0	5	4	(1)
Wastewater and stormwater collection and treatment facilities	10	8	(2)	1	1	0
Total – Buildings	**8**	**8**	**0**	**3**	**2**	**(1)**
Civil engineering structures						
Linear water infrastructure						
Drinking water lines	7	7	0	3	3	0
Wastewater lines	4	5	1	8	8	0
Stormwater lines	2	3	1	3	3	0
Roadways over lines	15	15	0	21	23	2
Total – Civil engineering structures	**8**	**8**	**0**	**11**	**11**	**0**
Total – Infrastructure	**8**	**8**	**0**	**10**	**10**	**0**

[1] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

ADDITIONAL INFORMATION

Variation

The upgrade of water infrastructure in poor (GCI of D) and very poor (GCI of E) condition is based on the work and data compiled by the CERIU as part of the annual update of the PIEMQ. The proportions of infrastructure in poor and very poor condition for the period covered by this AMPI take into account the natural deterioration of water infrastructure, as well as data updates from several municipalities, notably 5 of the 10 largest cities in Québec, as of December 10, 2024.

The condition indicators remained stable overall for all municipal infrastructure assets. The increase in the proportion of non-linear water infrastructure in poor or very poor condition (GCI of D or E) is mainly explained by the worked carried out to restore them to satisfactory or better condition (GCI of A, B or C). However, an increase is observed in the proportion of wastewater and stormwater lines in poor condition (GCI of D) and roadways over lines in very poor condition (GCI of E). These increases are mainly explained by new inspection data, which allowed the assessment of their condition to be specified.

APPENDIX 1

MAMH FINANCIAL ASSISTANCE PROGRAMS

MAMH programs offer financial support to Québec municipalities to enable them to offer and maintain basic services for their residents. The investments can also help improve communities' quality of life and their environment. The MAMH uses various formal and informal mechanisms to consult municipalities, which helps to evaluate whether the programs meet their needs. Several programs are adjusted to take into account the fact that, because of the complexity of their projects, their limited financial capacity, resource issues and sparse, dispersed population, small municipalities often have difficulties making the investments necessary to upgrade their basic infrastructure and bring it up to standard, as well as implement and extend the network.

Rules and standards that the Conseil du trésor approves regulate the terms and conditions of the programs. These standards and other existing administrative procedures guide how the MAMH provides financial assistance. The MAMH prioritizes projects focusing on regulatory compliance (*Regulation respecting the quality of drinking water* and *Regulation respecting municipal wastewater treatment works*), and problems related to sanitation and public health. Financial assistance to keep municipal buildings operational improves the quality of life and safety of residents as well as the protection of property in built environments.

The following MAMH-administered programs support municipal infrastructure projects:

MAMH programs that offer funding solely from Québec

Such programs change according to the needs of the municipalities and the investments authorized under the QIP:

- PRIMEAU: The aim of this program is to help municipalities carry out projects to build, repair or expand drinking water and wastewater treatment infrastructure, as well as other projects to renew water and sewer lines;
- PRIMEAU 2023: The aim of this program is to help municipalities carry out projects to build, repair or expand drinking water and wastewater treatment infrastructure, as well as other projects to renew water and sewer lines;
- FIERH: This program favours the construction of affordable housing by financially supporting municipalities in carrying out municipal drinking water or wastewater infrastructure work;
- RÉCIM: This program offers assistance to municipalities, enabling them to carry out work to resolve problems concerning the condition of their infrastructure. This program covers administrative offices (city halls, borough offices), fire stations, municipal garages and warehouses, as well as community centres and halls;
- PRACIM: This program offers assistance to municipalities, enabling them to carry out work to resolve problems concerning the condition of their infrastructure. This program covers administrative offices (city halls, borough offices), fire stations, municipal garages and warehouses, abrasive shelters, and community centres and halls. Financial assistance is adjusted according to the municipalities' capacity to assume new responsibilities, and their size;
- PRIMA AND PRIMADA: These infrastructure programs provide financial support for municipalities that have adopted policies for seniors and the MADA action plan to carry out small construction, repair or expansion projects on infrastructure used by seniors;
- PRABAM: This program provides municipalities with a population of 5,000 or less with financial support to enable them to carry out work quickly on their municipal buildings in the context of economic recovery. It applies to infrastructure like city halls, fire stations, municipal garages, warehouses and community centres and halls;
- PRAFI: This program supports municipalities in implementing resilient developments to protect the public from flooding and reduce flood-related damage to buildings.

In addition, projects funded by the above-listed programs are subject to review or audit by MAMH or external auditors. The purpose of these audits is to give the MAMH the assurance that the terms and conditions of the programs have been met by the municipalities.

MAMH programs that offer funding from Québec and Canada

The following programs stem from specific agreements between the Québec and federal governments:

- 2024-2028 TECQ: This program stems from the Canada Community-Building Fund Agreement. It allows municipalities to carry out drinking water, wastewater, local road and other types of infrastructure work. Under the TECQ, all eligible project expenditures are fully refundable. The current funding phase is for the 2024-2028 period;
- NFCCQ, Fonds des petites collectivités component: This program offers financial support to municipalities with less than 100,000 residents to maintain and upgrade their water infrastructure, as well as for their cultural, tourism, recreational and sports facilities and local and regional airports;
- FIMEAU: This program stems from the implementation of the Integrated Bilateral Agreement's Green Infrastructure component for the Investing in Canada Infrastructure Program. It funds work to build, repair, expand or add municipal drinking water and wastewater infrastructure.

For Canada-Québec programs, the MAMH manages agreements with the Government of Canada.

In addition, the projects funded by these programs are subject to reviews or audits by the MAMH or external auditors. The purpose of these audits is to give the MAMH the assurance that the terms and conditions of the programs have been met by the municipalities.

Other Initiatives Offering Financial Assistance from Québec and Canada

FAAC: Federal program that has been delegated to MAMH to manage selected municipal projects. The Gouvernement du Québec has set aside funds in the QIP to contribute financially to projects resulting from the 2017 and 2019 floods. It targets projects that enable municipalities to mitigate the effects of natural disasters with adaptation measures. The funding from the governments requires authorizations granted by a decree.

Closed Programs

The RÉCIM, PRIMADA, PRABAM, NFCCQ, PRIMEAU, 2019-2024 TECQ and FIMEAU programs are closed to new applications for subsidies but projects that have already received a confirmation of financial assistance are being maintained.

APPENDIX 2

ADDITIONAL INFORMATION – WATER INFRASTRUCTURE

Since 2014, the CERIU has collected data from Québec municipalities, which enabled it to structure and consolidate its knowledge of municipal water infrastructure. The CERIU project is being carried out in collaboration with key stakeholder in the municipal sector.

About 938 Québec municipalities are served by a water system. The 2024 inventory of the linear infrastructure portfolio is based on data from 896 municipalities, representing 98% of the total population served and 98% of the municipalities in Québec that have a linear water infrastructure. The inventory of water facilities is based on data from 896 participating municipalities, since they are representative of the water infrastructure network as a whole.

Data will continue to be collected and processed in the coming years to maintain a current, more comprehensive and representative picture of the condition of Québec's municipal water infrastructure, in line with government guidelines.

Methodology

Since the MAMH does not own the water infrastructure portfolio, the inventory and evaluation report is based on data available from and provided by the municipalities. In this respect, in the absence of inspections or specific diagnoses, missing data have been estimated according to the most convincing information accessible, including the number of breakdowns and the infrastructure's remaining useful life. This methodology makes it possible to determine a realistic condition indicator for the purposes of the AMPI, which can be used to plan investments and monitor the effects of investments on changes in infrastructure condition.

Data collection

The CERIU has compiled most of the data on civil engineering works from the intervention plans for the renewal of drinking water and sewer lines and roadways over lines, whose purpose is to identify priority work to be carried out by the municipalities. To obtain information about the water facilities (non-linear infrastructure), the CERIU created a special form, which the participating municipalities were asked to complete. It should be noted that all of the data (condition, replacement value, etc.) has been provided by the municipalities to the best of their knowledge and the quality of this data will improve in the years to come. The CERIU then validates the information it obtained, standardizes the nomenclature and estimates certain missing data.

Assessment of the condition of water infrastructure

The CERIU assessment of the physical condition of civil engineering structures was conducted by modelling the network based on data from inspections and detailed analyses. Segments that were not inspected or that did not have breakdown or inspection logs were assessed based on their remaining theoretical useful life. In that specific instance, the evaluation reflects a theoretical condition based on a risk of age-related breakdown.

For non-linear infrastructure, such as treatment plants and pumping stations, the assessment is based on a detailed form completed by municipalities. On this form, municipal respondents are asked to rate the condition of key components of their water facilities on a scale of 1 (very good) to 5 (very poor). This assessment therefore represents the opinion of the municipal respondents on the overall condition of the components of these facilities, rather than a physical condition based on a list of work arising from an inspection.

The GCI percentages (A / B / C / D / E) are weighted according to the replacement value.

Given that the condition indicators presented reflect only the overall condition of the components, they do not take into account any modifications or upgrades required to meet new requirements under the *Regulation respecting the quality of drinking water* or the *Regulation respecting municipal wastewater treatment works*.

Inspection and data update

Creating an exhaustive overview of Québec municipalities' water infrastructure is a major project that will span several years and be continually updated. The project requires municipal cooperation, particularly with respect to data collection, to ensure a reliable overview of their infrastructure over time.

Continuity of this project requires a data update. Therefore, municipalities have been invited, each year, to forward updated versions of their intervention plans to rehabilitate drinking water, sewer lines and roadways, together with a new version of the form pertaining to their non-linear assets. The updates are sent after inspecting their infrastructure or completing work.

The CERIU also integrates some projects subsidized by the MAMH in its report each year, as the municipalities send in their related reports. In this regard, the CERIU added to its 2024 report the pipeline renewal work carried out by 378 municipalities between 2014 and 2023 under FIMEAU component 1, 2019-2024 TECQ, FEPTEU component 1, PRIMEAU component 2, PIQM sub-component 1.5, and NFCCQ-FPC component 1 subsidy programs, as well as updated data from 78 municipalities, including five cities with more than 100,000 residents.

The condition of linear infrastructure for all of the municipalities listed in the 2024 CERIU report on the PIEMQ was evaluated between 2014 and 2023. The overview will continue to improve as municipalities submit updates to their intervention plans, showing more inspections and work carried out on their networks. Parallel to this, large urban centres, which make up over 50% of the asset value, will continue to update their data, creating an updated overview of the infrastructure. Non-linear infrastructure will continue to be re-evaluated on an annual basis using the various, more precise forms developed for this purpose.

The AMPI for subsequent years should allow for a better description of the change in condition of each infrastructure category as the data bank will be updated and knowledge of infrastructure condition will be enhanced.

INFRASTRUCTURE MANAGEMENT

THE SOCIÉTÉ D'HABITATION DU QUÉBEC

VISION

The SHQ vision is to be recognized as a reference on housing in Québec and for its expertise and its public services. The values that guide the SHQ in all its activities and support its delivery of services to the public are:

- The quality of the service;
- Innovation;
- Consistency;
- Collaboration.

ORIENTATION

To fulfil its mission of meeting the housing needs of Quebecers through an integrated and sustainable approach, the SHQ has adopted the following orientation in its 2021-2026 Strategic Plan for the infrastructures under its responsibility:

- Innovate in the business approach to ensure better service delivery to the public.

RESPONSIBILITIES

The SHQ, which reports to the Minister Responsible for Housing, is the main government body responsible for housing in Québec. Under its constituting Act, the SHQ has the following responsibilities:

- Make low-rent housing available to Quebecers;
- Facilitate home ownership for Quebecers;
- Promote home improvement;
- Inform the Minister on the requirements, priorities and objectives of all housing sectors.

The SHQ develops and implements various programs to support bodies such as housing bureaus, cooperatives or housing non-profit organizations (NPOs). The SHQ favours an approach that grants significant autonomy to bodies within a management framework based on results and risk mitigation. This approach principally confers a supervisory, support and quality control role on the SHQ.

More specifically, the SHQ administers the NPHP, which aims to support low-income households selected according to their socioeconomic conditions, and the PRHLM, which aims to ensure the sustainability of a supply of healthy, safe, quality low-rent housing that meets their needs. As part of the implementation of its programs, the SHQ maintains Québec's social housing inventory in good condition. To ensure the quality and sustainability of the entire HLM housing inventory, the SHQ makes no distinction between the housing complexes it owns directly and those owned by other subsidized bodies.

The NPHP has four components:

- **HLM public – regular:**

  buildings that are either owned by the SHQ or SHQ-subsidized bodies (housing bureaus);

- **HLM public – Inuit:**

  buildings owned by the SHQ or the Nunavik Housing Bureau and managed by the latter. Added to these buildings are two health care centres (Inuulitsivik and Tulattavik);

- **HLM private – off-reserve Indigenous people:**

  buildings owned by Habitation Métis du Nord, except three that belong to the SHQ and are managed by Corporation Waskahegen;

- **HLM private – regular:**

  privately owned buildings managed by cooperatives or housing NPOs.

The PRHLM has three components:

- **Component 1:** Support for renovation work;
- **Component 2:** Support for reconstruction work on deteriorated housing complexes;
- **Component 3:** Support for renovation or reconstruction work following a disaster.

The SHQ also subsidizes housing construction under the AccèsLogis Québec program and the PHAQ. These buildings are not included in the AMPI since, according to the standards of these programs, the SHQ is not responsible for their asset maintenance.

Through the AccèsLogis Québec program, financial assistance granted by the SHQ enables housing bodies (housing bureaus, cooperatives or housing NPOs) and non-profit purchasing groups to create and offer quality, affordable rental housing.

The PHAQ provides financial support for affordable rental housing projects for low- and moderate- income households and individuals with special housing needs.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The building inventory belonging to the SHQ is made up of 3,754 buildings for a total of 45,261 low-rent housing units:

- 2,445 for the HLM public – regular component;
- 1,306 for the HLM public – Inuit component;
- 3 for the HLM private – off-reserve Indigenous people component.

THE BODIES SUBSIDIZED BY THE SHQ

RESPONSIBILITIES

Since they own their buildings, the bodies subsidized by the SHQ are responsible for their construction, maintenance, asset maintenance, operation and funding, as well as ensuring they comply with applicable regulations.

Bodies subsidized by the SHQ are charged with evaluating and documenting the condition of their infrastructure in the building health report, for defining needs and for managing their assets appropriately to ensure the quality and sustainability of the HLMs under their responsibility.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The building inventory belonging to bodies subsidized by the SHQ is made up of 3,893 buildings for a total of 27,851 low-rent housing units:

- 1,989 owned by housing bureaus for the HLM public – regular component;
- 857 owned by the Nunavik Housing Bureau under the HLM public – Inuit component;
- 1,047 owned by cooperatives, housing NPOs or housing bureaus, including:
  - 397 for the HLM regular – private component;
  - 650 for the HLM private – off-reserve Indigenous people component.

Infrastructure inventory[1]
By infrastructure type and category

	Average Age[2] (years)	Number of buildings			Number of dwellings		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings belonging to the SHQ							
HLM public – regular component	41	2,445	2,445	0	43,482	43,482	0
HLM pHLM public – Inuit component	36	1,306	1,306	0	1,776	1,776	0
HLM private – off-reserve Indigenous people component	35	3	3	0	3	3	0
Total – Buildings	**41**	**3,754**	**3,754**	**0**	**45,261**	**45,261**	**0**
Buildings belonging to bodies subsidized by SHQ							
HLM public – regular component	51	1,989	1,989	0	19,115	19,115	0
HLM public – Inuit component	11	841	857	16	1,840	1,884	44
HLM private – regular component	34	397	397	0	4,977	4,977	0
HLM private – off-reserve Indigenous people component	34	650	650	0	1,875	1,875	0
Total – Buildings	**44**	**3,877**	**3,893**	**16**	**27,807**	**27,851**	**44**

1 Data as of September 1, 2024 (2025-2026 AMPI) and September 1, 2023 (2024-2025 AMPI).
2 The average age is weighted in proportion to the number of housing units.

Variation in inventory

Compared to the previous period, the building inventory owned by the SHQ remained constant.

Compared to the previous period, the building inventory owned by bodies subsidized by the SHQ increased by 16 buildings, for a new total of 3,893. This variation is due to the construction of 16 buildings, for a total of 44 housing units, under the HLM public – Inuit component in the villages of Puvirnituq, Salluit and Umiujaq.

INFRASTRUCTURE SUSTAINABILITY

LA SOCIÉTÉ D'HABITATION DU QUÉBEC

Infrastructure condition and asset maintenance deficit[1]
By infrastructure type and category

	Government Condition Index (GCI) (%)						Asset Maintenance Deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings belonging to the SHQ									
HLM public – regular component	23	22	23	68	22	10	109.3	379.9	489.2
HLM public – Inuit component	50	15	16	81	19	0	32.2	10.4	42.6
HLM private – off-reserve Indigenous people component	58	42	0	100	0	0	–	–	–
Total – Buildings	**30**	**20**	**21**	**71**	**21**	**8**	**141.5**	**390.3**	**531.8**
Buildings belonging to bodies subsidized by SHQ									
HLM public – regular component	30	21	13	64	18	18			
HLM public – Inuit component	65	13	14	92	7	1			
HLM private – regular component	36	33	11	80	14	6		n/a	
HLM private – off-reserve Indigenous people component	59	29	10	98	1	1			
Total – Buildings	**42**	**21**	**13**	**76**	**13**	**11**			

1 Data as of September 1, 2024.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total building replacement value included in this GCI over the total replacement value of all buildings.
3 The asset maintenance deficit (AMD) of the inspected infrastructure (an inspection rate of 97.0%) was extrapolated to the entire inventory in proportion to the total number of units in that inventory.

OBJECTIVES

The SHQ's interventions aim to ensure the performance of bodies in the implementation of SHQ programs and conditions that ensure the quality and sustainability of the building inventory. The SHQ's investments aim to achieve the following objectives:

Objectives

Objective	Reference value	Result				Target
	Reference AMPI	2022-2023 AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Reach a 74% proportion of the HLM public building inventory in good condition according to the GCI (GCI of A, B or C)[1]	67% 2022-2023 AMPI	67%	63%	62%	72%	74% 2026-2027 AMPI
Reach an AMD of $436.6 million for buildings belonging to the SHQ	$745.6 M 2024-2025 AMPI	n/a.	n/a	$745.6 M	$531.8 M	$436.6 M 2026-2027 AMPI

[1] The target for this objective is weighted according to the replacement value.

Situation status

For the first objective, all buildings in the HLM public – regular and HLM public – Inuit components are considered, i.e. buildings belonging to the SHQ and to bodies subsidized by the SHQ. For monitoring purposes, the following table presents a summary of the condition of these buildings.

Condition of buildings in the HLM public building inventory[1]

	Government Condition Index (GCI) (%)					
	A	B	C	ABC	D	E
HLM public – regular component	25	21	20	66	21	13
HLM public – Inuit component	55	15	15	85	14	1
Total – Buildings	**34**	**19**	**19**	**72**	**19**	**9**

[1] Data as of September 1, 2024.
[2] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total building replacement value included in this GCI over the total replacement value of all buildings.

The results observed during the period show a 5% improvement, from 67% to 72%, of the proportion of the HLM public building inventory in good condition relative to the reference AMPI, the 2022-2023 AMPI.

For the second objective, the AMD of SHQ-owned buildings has decreased by $213.8 million, from $745.6 million in the 2024-2025 AMPI to $531.8 million in the 2025-2026 AMPI. Taking into account the SHQ's development capacity over the next year, several projects targeting the reduction the AMD of buildings will be completed and should reach the target of $436.6 million of the AMD.

These results are primarily due to the implementation of the PRHLM, which has allowed significant investments to be carried out gradually since 2023-2024.

In 2024-2025, the combined investments of the PRHLM and the NPHP reached unequalled levels of asset

maintenance and reduction of the AMD in the HLM inventory since the end of these buildings construction in the 1990s.

In addition, the SHQ asks the housing bodies to prioritize the work affecting buildings in poor condition and very poor condition.

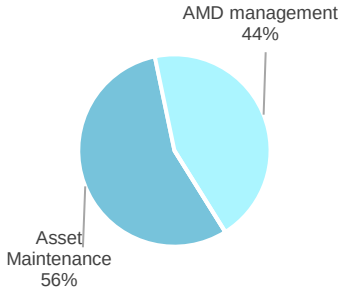
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

LA SOCIÉTÉ D'HABITATION DU QUÉBEC

Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and in percentage)

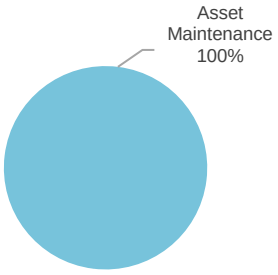
	Social and community housing belonging to the SHQ	%
Infrastructure maintenance		
Asset maintenance	585.5	56
AMD management	467.3	44
Replacement	–	–
Total	**1,052.8**	**100**



Addressing the asset maintenance deficit[1]

[1] Considering the federal and municipal contributions of $64.5 million, total investments of $532 million will allow the SHQ to take charge of 100% of its AMD.

	Social and community housing belonging to the SHQ	%
Infrastructure maintenance		
Asset maintenance	1,117.6	100
Replacement	–	–
Total	**1,117.6**	**100**



INVESTMENT STRATEGY

The investment strategy for the maintenance of the building inventory owned by the SHQ and the buildings owned by subsidized bodies relies on knowledge of the condition of its infrastructure and investment needs to ensure the health and safety of occupants and the sustainability of buildings. Thus, the SHQ encourages the priority interventions identified in building condition reports, especially those that correct problems that could affect the health or safety of occupants and those associated with building structural integrity issues. At the same time, the SHQ emphasizes on the completion of preventive work to extend the lifespan of infrastructure in good condition.

To respond adequately to the needs of the HLM housing inventory, the SHQ undertakes an optimal allocation of the total planned budget, considering especially priorities identified in the building condition reports. Thus, the SHQ allocates a minimum envelope to bodies to ensure the maintenance of their building assets. Based on the condition of buildings, additional investments are allocated to this envelope

considering the asset maintenance needs identified during inspections and listed in the building condition reports.

Furthermore, the SHQ reserves a portion of the available envelope for special projects. The budget devoted to special projects is the primary means of assuming the most significant asset maintenance deficits of the HLM housing portfolio. Special project applications presented are analyzed, prioritized and authorized by the SHQ. The budget for special projects for 2025-2026 represents nearly 100% of the PRHLM and 50% of the RAM program.

Finally, the SHQ's planned investments in the 2025-2035 QIP are intended to address the entire AMD of $531.8 million currently listed. To this end, it should be noted that financial contributions of $64.5 million from the federal government and municipalities will be added to the $467.3 million contribution of the Gouvernement du Québec.

Special projects

A special project is a renovation project of $35,000 or more per affected housing unit , or that would require taking too much of the body's annual budget envelope allocated to asset maintenance. Work completed as a special project must meet at least one of the following conditions:

- Be urgent considering the health and safety consequences for occupants and impossible to postpone in whole or in part;
- Be urgent considering the integrity of the building and impossible to postpone in whole or in part;
- Relate to the restoration of housing complexes with a GCI of D or E;
- Group interventions that must be completed at the same time and involve several building components;
- Arise from specific needs that involve work required for modernization, improvement or a mandatory upgrade.

SITUATION STATUS

Investments listed in the QIP
By body and type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure Enhancement[1]	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Société d'habitation du Québec						
2023-2024						
Actual	74.0	37.8	–	**111.8**	–	**111.8**
Forecast[2]	155.0	59.1	11.0	**225.1**	–	**225.1**
Difference	(81.0)	(21,3)	(11,0)	**(113,3)**	–	**(113.3)**
2024-2025						
Probable	82.2	77.0	–	**159.2**	–	**159.2**
2025-2026						
Forecast	53.4	36.0	–	**89.4**	–	**89.4**
Bodies Subsidized by the SHQ						
2023-2024						
Actual	71.6	–	–	**71.6**	–	**71.6**
Forecast[2]	65.2	–	–	**65.2**	–	**65.2**
Difference	6.4	–	–	**6.4**	–	**6.4**
2024-2025						
Probable	89.3	–	–	**89.3**	–	**89.3**
2025-2026						
Forecast	72.9	–	–	**72.9**	–	**72.9**

[1] Investments made under the AccèsLogis Québec program, PHAQ and for construction of some other private dwellings (development of social housing in Jamésie and installation of 20 modular housing units responding to the health sector are not considered for AMPI, because inf these cases, the SHQ is not responsible for the maintenance of these infrastructure assets.
[2] Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

The completion and follow-up of infrastructure projects fall under the responsibility of housing bodies (housing bureaus, cooperatives or housing NPOs). Nonetheless, the SHQ imposes the inspection methodology, follows up on building condition reports and performs quality control on these reports to ensure they are complete and representative of building conditions and needs. The SHQ can also accompany bodies to support them in completing their intervention projects.

La Société d'habitation du Québec

Investments made in 2023-2024 by the SHQ for the buildings it owns total $111.8 million, or $113.3 million less than initially planned. This variation is attributable to the completion of projects less rapidly than anticipated.

Probable investments in 2024-2025 and planned investments in 2025-2026 to maintain infrastructure respectively total $159.2 million and $89.4 million. These investments will make it possible to complete the following work:

- Fungal decontamination of a 77-unit building in Montréal. The work involves decontamination of the housing units and the common areas, and refurbishment of the interior components and envelope of the building;
- Mainly interior renovation of two buildings in Longueuil. In the interior, the kitchens and bathrooms of the 84 housing units will be renovated. In the common areas, the floors, walls, lighting and exit signs will be replaced. On the exterior, the concrete slabs of the balconies will be treated in order to extend their life span and the railings will be replaced. As for plumbing, the interior portion of the water inlets and the sewer outlets will be replaced;
- Repair of the envelope and the roofing of a 30-unit building in Saint-Félicien. The roof work consists of replacing the mechanical outlets and the access trap and improving the insulation in the attic. The envelope work consists of replacing the metal cladding, including the light fixtures, the exterior power outlets and the entrance coverage;
- Upgrade of the fire separations between the common areas and the housing units and between the housing units of a 20-unit building in Québec. During the upgrade, the housing units and the common laundry rooms will be modernized;
- Repair of the interiors of 20 housing units: bathrooms, kitchens and certain common components of the building.

BODIES SUBSIDIZED BY THE SHQ

Probable investments in 2024-2025 and planned for 2025-2026, totalling $89.3 million and $72.9 million, respectively, will be allocated exclusively to maintain the inventory. These investments will make it possible to complete the following work, in particular:

- Renovation and upgrades of the major component of a building in Gatineau. The mechanical work, including the upgrade of the fire alarm system, upgrades of the fire separations, and modernization of the elevator. The interior work consists of renovation of the 30 housing units and the common areas. The exterior work primarily involves repair of the foundation, construction of a shed for four-wheel scooters and resurfacing of the parking lot;
- Refurbishment and improvement of the energy efficiency of seven row houses in Gaspésie. The work consists of spot repairs to the foundations and sealing, replacing the roof and insulating the lofts, replacing the windows and performing various interior work;
- Construction of two 20-unit buildings in replacement of a 10-unit building in Montérégie;
- Repair of the exterior envelope and improvement of the insulation on various buildings;
- Dwelling unit modernization.

Change in infrastructure conditions and asset maintenance deficit
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1] (%)			Asset maintenance deficit ($M)				
	AMPI			AMPI							
	2024-2025	2025-2026	Variation	2024-2025	2025-2026	Variation	2024-2025 AMPI	Natural degradation	New findings	Reduction	2025-2026 AMPI
Buildings belonging to the SHQ											
HLM public – regular component	27	22	(5)	18	10	(8)	686.0	32.4	114.3	(343.5)	489.2
HLM public – Inuit component	24	19	(5)	1	0	(1)	59.6	3.4	8.5	(28.9)	42.6
HLM private – off-reserve Indigenous people component	0	0	0	0	0	0	–	n/a	n/a	n/a	–
Total – Buildings	**26**	**21**	**(5)**	**14**	**8**	**(6)**	**745.6**	**35.8**	**122.8**	**(372.4)**	**531.8**
Buildings belonging to bodies subsidized by SHQ											
HLM public – regular component	17	18	1	27	18	(9)					
HLM public – Inuit component	7	7	0	1	1	0					
HLM private – regular component	16	14	(2)	5	6	1			n/a		
HLM private – off-reserve Indigenous people component	1	1	0	0	1	1					
Total – Buildings	**14**	**13**	**(1)**	**17**	**11**	**(6)**					

[1] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total building replacement value included in this GCI over the total replacement value of all buildings.

ADDITIONAL INFORMATION

Changes in condition

Buildings belonging to the SHQ

Overall, the proportions of buildings in poor (GCI of D) and very poor (GCI of E) condition have decreased by 5% and 6% respectively in the 2025-2026 AMPI, from those presented in the 2024-2025 AMPI. This improvement results from the priority given to the work, allowing the reduction of the AMD of the buildings in very poor condition (GCI of D or E), while maintaining a sufficient level of investment in asset maintenance on the building in satisfactory condition (GCI of C) to prevent them from deteriorating to poor condition.

Despite this overall improvement, the proportion of buildings in very poor condition (GCI of E) of the HLM public – Inuit component remained stable. The labour shortage in Nunavik limits the pace of completion of the work in the HLM inventory in northern Québec.

Buildings belonging to bodies subsidized by SHQ

Overall, the proportion of buildings in poor condition (GCI of D) remained stable while the proportion of buildings in very poor condition (GCI of E) decreased by 6% from those presented in the 2024-2025 AMPI. Work allowing reduction of the AMD was prioritized on the buildings in very poor condition (GCI of E), while maintaining a sufficient level of investment in asset maintenance on the buildings in satisfactory condition (GCI of C) to prevent them from deteriorating to poor condition.

Despite this overall improvement, the proportion of buildings in poor condition (GCI of D) and in very poor condition (GCI of E) of the HLM public – Inuit component remained stable. The labour shortage in Nunavik limits the pace of completion of the work in the HLM inventory in northern Québec.

Change in the AMD

Overall, the AMD decreased by $213.8 million, from $745.6 million to $531.8 million over the last year. More specifically, the following elements are observed:

- Natural deterioration caused essentially by the ageing of the main components of buildings in poor and very poor condition was limited to $35.8 million by the completion of mandatory repair work or upgrading;
- The addition of $122.8 million from new findings identified during the inspection of buildings in the HLM – public component. These new findings reveal needs for exterior cladding repair, replacement of doors and windows, upgrades to mechanical, electrical and ventilation systems, as well as kitchen and bathroom repairs;
- Repair work on roofs, the replacement of windows and the refurbishment of mechanical, electrical, and ventilation systems for buildings in poor condition (GCI of D) or very poor condition (GCI of E) reduced the AMD by $372.4 million. This work falls within the scope of an investment allocation strategy that targets buildings whose needs are the most urgent and for which the AMD is significant.

The significant reduction of the AMD is mainly explained by the implementation of the PRHLM, which has allowed for major investments gradually implemented since 2023-2024. In fact, since spring 2023 until March 2028, this program allows for the increasing use of funds available from the Entente Canada-Québec sur le logement.

These investment had especially significant effects on the reduction of the ADM, on the one hand because the SHQ asks the housing bodies to prioritize work concerning the buildings in poor and very poor condition and, on the other hand, because the PRHLM, for the time being, is limited to funding of special projects, which give priority to the reduction of needs identified in the AMPI. Implementation of the program should continue to evolve in the coming years to allow more funding of asset maintenance projects.

At the same time, market conditions, such as the labour shortage for contractors and professionals and within bodies mandated by the SHQ, are gradually being resorbed, allowing work to be carried out within available budgets.

APPENDIX 1

ADDITIONAL INFORMATION

Inspection and data update

The SHQ plans to inspect all buildings every five years. In this regard, the fourth inspection cycle for the HLM inventory began on January 1, 2021. The current AMPI inspection rate is 97.0% (7,416 out of 7,647 buildings). Regarding the 231 uninspected buildings, 74 were built less than five years ago and were considered to be in very good condition (GCI of A).

Methodology

Building inventories and inspections are completed during preparation of the building health reports. Each health report is prepared after an inspection of every component of the buildings and dwellings. Through this uniform and structured methodology, technical information is compiled on the components that could affect health and safety of individuals, building integrity, component operation or service availability. It should be noted that work is underway, in collaboration with the bodies, to improve the building inspection process, as well as the cost assessment of listed work requirements and the replacement value of buildings.

In addition, the condition of buildings can change between inspections following the update or addition of deficiencies that might eventually require work to be carried out. The SHQ uses the same inspection processes for its own buildings as for those belonging to the bodies it subsidizes.

The GCI percentages (A, B, C, D and E) are weighted according to the current replacement value.

The AMD of the inspected infrastructure is extrapolated from the entire inventory in proportion to the total number of dwellings in that inventory.

CONSEIL DU TRÉSOR ET ADMINISTRATION GOUVERNEMENTALE

INFRASTRUCTURE MANAGEMENT

THE SOCIÉTÉ QUÉBÉCOISE DES INFRASTRUCTURES

VISION

The Société québécoise des infrastructures (SQI) aims to be the preferred partner for sustainable public real estate solutions that benefit communities. To achieve this, the SQI has set out the following objectives:

- Consolidate its skills and expertise;
- Expand collaboration with customers and communities;
- Continue to be a leader in sustainable development.

ORIENTATION

SQI's mission is to support public bodies in managing their public infrastructure projects, and to develop, maintain and manage a building inventory that meets their needs, mainly by making buildings available to them and providing them with construction, operating and property management services. To accomplish its mission, the SQI has adopted the following orientation for the infrastructure under its responsibility:

- Prioritize investments in infrastructure maintenance and enhancement that ensure business continuity and, through a transition to design, completion and operation approaches that take into account the full life cycle of infrastructure and the sustainable development objectives.

RESPONSIBILITIES

The SQI must maintain the Gouvernement du Québec's building inventory under its responsibility in a satisfactory condition, while developing the inventory in such a way as to meet the space needs of its clients by optimizing the human, material and financial resources available.

The SQI has set up a renewed building inventory governance structure, which plays a strategic role in optimizing spaces and maintaining its owned buildings in good condition. In this regard, a space optimization plan has been implemented to significantly reduce the State's financial commitments by terminating several leases. In addition to generating significant savings, this major project aims to increase the performance of the Québec public administration by developing more efficient workplaces, adapted to the hybrid work model, modern and accessible for Departments and bodies, taking advantage of the benefits offered by information technology.

As part of its public infrastructure management framework, the SQI established the terms, conditions, and guidelines for planning and managing its investments. This is intended to prioritize asset maintenance and improve the condition of the building inventory owned by SQI.

In short, SQI puts the safety, well-being and continuity of occupant operations at the heart of its decisions, by creating healthy work environments, using state-of-the-art technology and respecting the taxpayers' ability to pay.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The SQI building inventory includes 381 buildings and civil engineering structures totalling around 2.2 million square metres in area. It includes office buildings used for government administration, transportation centres, courthouses, detention facilities, Sûreté du Québec police stations and other specialized buildings, in particular, conservatories of music and dramatic art, laboratories, warehouses, and underground parking lots and tunnels.

Infrastructure inventory[1,2]
By infrastructure type and category

	Average age[3] (years)	Quantity			size[4] (m^2)		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings							
Office Buildings	39	66	66	0	565,119	533,155	(31,964)
Transportation Centres	37	90	90	0	203,413	201,735	(1,678)
Courthouses	42	42	43	1	432,238	433,102	864
Detention Facilities	30	14	15	1	208,013	245,620	37,607
Sûreté du Québec Police Stations	29	78	80	2	182,612	181,971	(641)
Other Specialized Buildings	37	62	62	0	207,826	207,826	0
Non-rental and Surplus Buildings	66	5	5	0	6,232	6,232	0
Buildings undergoing requalification[5]	n/a	2	2	0	57,094	134,336	77,242
Civil engineering structures							
Parking lots and tunnels	27	18	18	0	219,045	219,045	0
Total – Infrastructure	**36**	**377**	**381**	**4**	**2,081,590**	**2,163,022**	**81,432**

1 Data as of November 8, 2024.
2 The inventory excludes emphyteutic leases (maintenance of assets under the lessor's responsibility), buildings under construction and rented buildings under capital leases, including the building located at 3800 Rue de Marly, Québec City.
3 Average age represents the "effective" age of buildings and civil engineering structures. This corresponds to the estimated age of a building or structure, notably the date of construction and the work carried out since.
4 Data pertaining to building dimension represent the leasable area, in compliance with the BOMA-1996 standard. Non-rental buildings, parking lots and tunnels are measured according to gross area of the development. Variations might be caused by the update of leasable areas or after acquiring or disposing of buildings.
5 The inventory includes the former Royal Victoria Hospital site, which has been transferred to the SQI, and the former Institut des Sourdes-Muettes. The reported areas are built-up areas.

Variation in inventory

Since last year, the SQI has added the following buildings into its building inventory:

- The detention facility located at 400, montée Saint-François, in Laval. This detention facility was acquired from the federal government to provide temporary infrastructure during the completion of major projects including the Montréal women's detention facility;
- The acquisition of the Sûreté du Québec station at 2000, boulevard Foucault, Drummondville;
- The acquisition of the Sûreté du Québec station at 161 Desjardins Boulevard, in Maniwaki;
- The acquisition of the courthouse at 860 3rd Street, Chibougamau.

Although building quantities remained relatively stable, most variations in surface area are due to corrections to inventory data.

More specifically, the significant variation in floor area in the “buildings under requalification” category is mainly due to the addition to the inventory of buildings located on the former Royal Victoria Hospital site that were not included in the 2024-2025 AMPI.

Buildings undergoing requalification

Site of the former Royal Victoria Hospital

In 2018, the Gouvernement du Québec entrusted SQI to requalify the entire former Royal Victoria Hospital site. In 2023, the property rights for the entire site were transferred to the SQI, which is now responsible for security and management of the 16 buildings in various states of obsolescence. Currently, all the buildings on the site are considered one unit, as they depend on a central boiler room which makes them interdependent.

SQI has chosen to classify this site as a separate infrastructure in its building inventory (buildings under requalification). Most of the buildings located on the site are vacant and unused, and the uses of the spaces are not comparable to those of the building inventory under the SQI’s responsibility. A portion of the site will be transferred to McGill University to meet the space requirements of its campus, following major work to make the buildings self-sufficient.

The government commissioned CDPQ to analyze the feasibility of converting the site’s six remaining pavilions into a world-class student housing complex. CDPQ will submit its report in 2025.

Site of the former Institut des Sourdes-Muettes

In 2023, the Gouvernement du Québec also gave the SQI the mandate to requalify the building at 3700 Berri Street in Montréal, formerly known as the Institut des Sourdes-Muettes. Studies on the conversion potential of the former Institute have been carried out to determine the site’s development opportunities.

The site is an institutional and heritage complex of great value. It has a strong potential for requalification to serve the Montréal community and has an interesting potential to contribute to the revitalization of Saint-Denis Street. Ville de Montréal has stated its desire to maintain a public, social and institutional vocation for the site, and has clearly expressed interest in having part of the site dedicated to affordable community housing.

To this end, SQI has launched calls for proposals for requalification projects led by private partners. The first results should be available in 2025. This is a large-scale, predominantly residential project.

INFRASTRUCTURE SUSTAINABILITY

LA SOCIÉTÉ QUÉBÉCOISE DES INFRASTRUCTURES

Infrastructure condition and asset maintenance deficit[1,2] By infrastructure type and category

	Government condition indicator[3] (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings									
Office Buildings	8	19	10	37	25	38	25.6	456.0	481.6
Transportation Centres	14	8	24	46	26	28	10.0	85.9	95.9
Courthouses	17	19	14	50	36	14	139.6	194.6	334.2
Detention Facilities	32	31	10	73	3	24	5.4	151.4	156.8
Sûreté du Québec Police Stations	28	8	8	44	53	3	85.0	11.7	96.7
Other Specialized Buildings	52	0	7	59	25	16	20.4	55.6	76.0
Total – Rental buildings	**22**	**18**	**11**	**51**	**27**	**22**	**286.0**	**955.2**	**1,241.2**
Non-rental and Surplus Buildings	2	6	0	8	0	92	–	10.7	10.7
Buildings undergoing requalification[4]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Civil engineering structures									
Parking lots and tunnels	20	2	9	31	7	62	1.6	63.6	65.2
Total – Infrastructure	**22**	**18**	**11**	**51**	**26**	**23**	**287.6**	**1,029.5**	**1,317.1**

1 Data as of November 8, 2024.
2 The inventory excludes emphyteutic leases (maintenance of assets under the lessor's responsibility), buildings under construction and rented buildings under capital leases, including the building located at 3800 Rue de Marly, Québec City.
3 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
4 The inventory includes the former Royal Victoria Hospital site and the former Institut des Sourdes-Muettes.

OBJECTIVES

In the SQI 2023-2027 Strategic Plan, a target for the proportion of infrastructure in satisfactory or better condition (GCI of A, B or C) is presented. In addition, a target for AMD reduction is also included in the AMPI.

The following table presents the results obtained following data collection for the 2025-2026 AMPI.

Objectives

Objective	Reference value	Results				Target
	Reference AMPI	2022-2023 AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Reach a proportion of 61% of infrastructure in satisfactory condition (GCI of A, B or C)	59% 2023-2024 AMPI		59%	56%	51%	61% 2027-2028 AMPI
Reduce the AMD identified on infrastructure by at least $150.0M[1,2]	$0M 2021-2022 AMPI	$58.8M	$108.2M	$119.5M	$154.0 M	$150.0 M 2026-2027 AMPI

1 This objective does not take into account the natural deterioration or new findings that both will increase the cumulative AMD.
2 The results presented are the cumulative AMD reduction since the reference AMPI was filed.

The proportion of rental buildings in satisfactory condition (GCI of A, B, or C) has decreased by 5%, from 56% to 51% since the 2024-2025 AMPI was filed. This decrease is due mainly to natural deterioration and new findings on SQI assets for which major investments are planned in the QIP.

A significant improvement in the condition of the building inventory will be possible with the completion of significant renovation projects in strategic SQI buildings such as the Palais de justice de Québec (TB 1187), the Pierre-Bertrand transportation centre, the Gatineau detention facility (TB 1184) and the Marie-Guyart office building. In addition, the sale and demolition of buildings will also contribute to reducing the AMD. For example, the demolition of the Maison Tanguay detention facility in Montréal will be completed in 2025-2026, which brings an AMD reduction of $21.1 million.

Lastly, total actual investments in SQI properties of $297.4 million in infrastructure maintenance in 2023-2024 made it possible reduce the AMD by $34.5 million, bringing total investments to reduce the AMD to $154.0 million. The target of $150.0M was reached one year ahead of the planned 2026-2027 AMPI deadline.

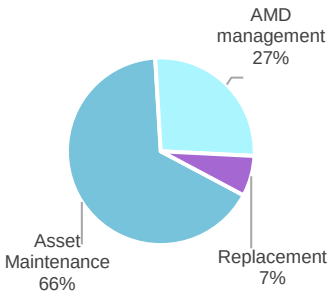
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

LA SOCIÉTÉ QUÉBÉCOISE DES INFRASTRUCTURES

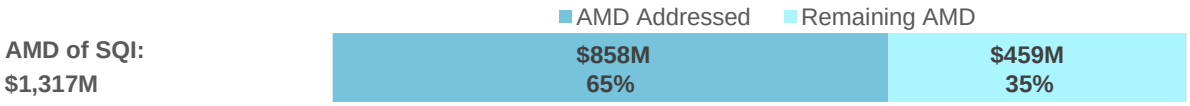
Infrastructure maintenance investments in the 2025-2035 QIP

(contribution by the Gouvernement du Québec, in millions of dollars and as a percentage)

	SQI	%
Infrastructure maintenance		
Asset maintenance	2,126.4	66
AMD management	858.4	27
Replacement	223.8	7
Total	**3,208.6**	**100**



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

In the 2025-2035 QIP, planned infrastructure maintenance investments over the 10-year period will make it possible to address $858.4 million of the AMD (65%).

In order to prioritize investments in its obsolete buildings, the SQI uses a process for assessing the impact of listed work needs on the health and safety of occupants and on the maintenance of services. These assessments enable the SQI to improve the mitigation of these risks and enhance its investment strategies accordingly, depending on budget availabilities.

Finally, the aging of the inventory is causing asset maintenance investments needs to accelerate. In fact, the level of investments made annually to reduce the cumulative AMD has increased in 2023-2024 and 2024-2025, but remains below the rate of natural deterioration and new findings. Under the 2024-2034 QIP, two major new projects (Palais de justice de Québec (TB 1187), Gatineau detention facility (TB 1184)) have been included, which will ultimately reduce the AMD by $184.7 million.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Société québécoise des infrastructures						
2023-2024						
Actual	183.8	66.2	47.4	**297.4**	112.7	**410.1**
Forecast[1]	109.4	33.2	17.1	**159.7**	170.3	**330.0**
Difference	74.4	33.0	30.3	**137.7**	(57.6)	**80.1**
2024-2025						
Probable	163.5	63.3	60.1	**286.9**	109.9	**396.8**
2025-2026						
Forecast	198.1	83.0	75.8	**356.9**	121.5	**478.4**

[1] Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Investments in infrastructure maintenance made in 2023-2024 total $297.4 million, $137.7 million more than forecast. The overrun is mainly attributable to investments delays from previous years, to the reclassification of enhancement projects to asset maintenance following clarification of the nature of the work involved, and to the acceleration of other priority infrastructure maintenance projects. The Government Buildings - SQI and Courthouse categories were the sectors with the highest rate of maintenance investments. Utilization of the sums allocated to asset maintenance envelopes has been continuous and higher than the forecasts projected for 2023-2024 for all sectors under SQI's responsibility. On the other hand, actual enhancement investments were only 66% of the planned amounts. This decline is mainly due to a reclassification of investments from infrastructure enhancement to infrastructure maintenance, and to the postponement of building acquisition projects. These results reflect SQI's strategic positioning to increase investments in maintenance of the building inventory.

Probable investments in 2024-2025 of $396.8 million are comparable to those made in 2023-2024. In fact, these are forecasts based on current financial commitments and the level of progress on projects. Probable investments in infrastructure maintenance for 2024-2025 amount to $286.9 million. They are consistent with government priorities and orientations. It should be noted that the overheated market, inflation and a labour shortage in the construction industry are adding certain constraints to the efforts being made to prioritize infrastructure maintenance investment needs.

As for investments planned for 2025-2026, they total $478.4 million and will allow the continuation of projects in progress as well as the completion of postponed or new projects for the following purposes:

- Manage the AMD and maintain existing buildings, by:
  - Work on building exteriors, such as curtain walls and the architectural components of certain office buildings and courthouses;
  - Various upgrades, such as the replacement or addition of systems to protect people and property and the replacement of cooling systems;
  - Renovation work on certain detention facilities;
  - Upgrades to mechanical and electrical components;

  - Reconstruction of abrasive warehouses in several MTMD service centres that have reached the end of their useful life;
  - Sale or demolition of surplus buildings with an AMD;
- Redevelopment of office buildings to optimize space;
- New construction for Departments and bodies to provide services to the public, such as the Sûreté du Québec stations in Waterloo (TB 408) and in the Chapais-Chibougamau sector (TB 1103).

Infrastructure maintenance

Planned investments in building inventory seek to carry out work required to ensure the long-term physical and functional integrity of the SQI real estate portfolio:

- The majority of infrastructure maintenance investments essentially concern work related to compliance with codes, structures, building exteriors, escalators and elevators, and the integrity of the mechanical and electrical systems of the buildings;
- Redevelopment of workspaces;
- Investments on infrastructure in poor condition and with a high risk of breakdown are targeted when work is planned since they make it possible to reduce the cumulative AMD;
- The investments in replacement targeting mainly the abrasive warehouses, transportation centres, modular buildings for detention facilities in Québec City, Trois-Rivières and Sherbrooke, and reconstruction of the Saint-Hyacinthe courthouse.

Most of the total infrastructure maintenance investments made in 2023-2024 ($297.4 million) and probable investments in 2024-2025 ($286.9 million) pertain to specific projects, rehabilitation projects and compulsory upgrading to standards included in the asset maintenance envelopes.

Among these, the following projects, completed or to be completed in 2024-2025, had a significant impact on reducing the AMD:

- Replacement of the parking lot slabs at the Palais de justice de Montréal;
- Rebuilding of the Lac-Ministuk transportation centre garage;
- Repair of the exterior envelope of the building at 1141, route de l'Église, in Québec City (TB 726);
- Optimization and renovation of the boiler room at the Québec City detention facility.

Infrastructure maintenance investments planned for 2025-2026, totalling $356.9 million, will help to complete several projects, including the following:

- Repair and redevelopment of the Gérard-D.-Lévesque building in Québec City (TB 259);
- Preparatory work on the site of the former Royal Victoria Hospital (TB 225);
- Replacement of modular buildings in the Québec City, Sherbrooke and Trois-Rivières detention facilities;
- Demolition of the former Maison Tanguay detention facility and preparatory work for the new women's prison in the Montréal area (TB 138);
- Reconstruction and expansion of the Gérard-D.-Lévesque building in Québec City (TB 125);
- Redevelopment and expansion of the Anjou transportation centre (TB 562).

Infrastructure enhancement

The investments made in infrastructure enhancement in 2023-2024 ($112.7 million) and probable investments in 2024-2025 ($109.9 million) have made it possible to pursue major projects aimed at enabling Departments and bodies to maintain services in various regions of Québec. New buildings and major redevelopments, such as the following, have been completed thanks to these investments:

- Centre de traitement informatique (phase II and III) - Québec City - Redevelopment;
- Sûreté du Québec police station in Waterloo – Construction (TB 408);
- Roberval courthouse - Reconstruction, repair and expansion (TB 206).

Planned investments of $121.5 million for 2025-2026 will make it possible to optimize space in office buildings, continue installing the charging stations needed to electrify the government vehicle fleet, and acquire buildings to secure owned services. They will also be used to initiate and complete the following projects:

- Redevelopment of the Hector-Fabre (TB 850) and Marie-Fitzbach (TB 1136) buildings on Parliament Hill;
- Repair and redevelopment of the office building at 3460 de La Pérade, Québec City (TB 1104);
- Construction of the Sûreté du Québec police station in Chapais-Chibougamau (TB 1103);
- Reconstruction and expansion of the Saint-Hyacinthe courthouse (TB 125).

Change in infrastructure conditions and asset maintenance deficit
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1] (%)			Asset maintenance deficit ($M)				
	AMPI			AMPI							
	2024-2025	2025-2026	Variation	2024-2025	2025-2026	Variation	2024-2025 AMPI	Natural deterioration	New findings	Reduction	2025-2026 AMPI
Buildings											
Office Buildings	30	25	(5)	22	38	16	387.1	0.8	95.4	(1.7)	481.6
Transportation Centres	30	26	(4)	22	28	6	74.1	0.3	26.3	(4.8)	95.9
Courthouses	42	36	(6)	8	14	6	247.6	1.1	108.0	(22.5)	334.2
Detention Facilities	0	3	3	24	24	0	150.4	–	7.7	(1.3)	156.8
Sûreté du Québec Police Stations	39	53	14	1	3	2	77.1	2.0	17.9	(0.3)	96.7
Other Specialized Buildings	34	25	(9)	2	16	14	33.8	–	43.5	(1.3)	76.0
Total – Rental buildings	**30**	**27**	**(3)**	**14**	**22**	**8**	**970.1**	**4.2**	**298.8**	**(31.9)**	**1,241.2**
Non-rental and Surplus Buildings	30	0	(30)	62	92	30	10.4	0.3	–	–	10.7
Buildings undergoing requalification	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Civil engineering structures											
Parking lots and tunnels	9	7	(2)	60	62	2	58.1	–	9.7	(2.6)	65.2
Total – Infrastructure	**29**	**26**	**(3)**	**15**	**23**	**8**	**1,038.6**	**4.5**	**308.5**	**(34.5)**	**1,317.1**

[1] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

ADDITIONAL INFORMATION

Change in condition and in the AMD

The proportion of infrastructure in poor condition (GCI of D of E) increased from 44% to 49%. The AMD has increased by $278.5 million overall, from $1,038.6 million to $1,317.1 million, and is due to:

- The natural deterioration of the building inventory of $4.5 million;
- The new findings of $308.5 million are due to the extent of the work required, that was identified during recent inspections, mainly at the Québec City courthouse and the Marie-Guyart building in the office buildings category;
- Reduction of the AMD listed on certain buildings as a result of the work carried out ($34.5 million).

The reduction of AMD on infrastructure for which investments were made in 2023-2024 ($66.2 million) and 2024-2025 ($63.3 million) will be recorded when they are commissioned.

Office buildings

- The proportion of office buildings in poor or very poor condition (GCI of D or E) increased from 52% to 63% due to new findings identified during recent inspections, with a $94.5 million increase in AMD. Nonetheless, major asset maintenance projects currently underway will make it possible to reduce the entire AMD recorded for these buildings:
  - Projects at 1141 Route de l'Église, 5700, 4th Avenue and the Gérard-D-Lévesque building in Québec City will reduce the AMD of buildings in poor or very poor condition (GCI of D or E) by around $158.5 million.

Transportation centres

- The proportion of transportation centres in poor or very poor condition (GCI of D or E) increased by 2% to 54%. The $21.8 million AMD increase compared with the 2024-2025 AMPI is due mainly to new findings listed during recent inspections:
  - The cumulative AMD of $95.9 million for buildings in poor or very poor condition (GCI of D or E) is due mainly to the aging of several abrasive warehouses and transportation centres. Many projects to reduce a portion of this AMD are planned in the SQI investment plan.

Courthouses

- The proportion of courthouses in poor or very poor condition (GCI of D or E) was maintained at 50%. However, 6% of courthouses have deteriorated from a GCI of D to E. The $86.6 million increase in AMD compared with the 2024-2025 AMPI is mainly due to new findings identified during the recent inspection of the Québec City courthouse:
  - The repair project for the Québec City courthouse has been authorized under the QIP and will mean a reduction of $158.3 million.

Detention Facilities

- The proportion of detention facilities in poor or very poor condition (GCI of D or E) increased from 24% to 27%. The $6.4 million AMD increase compared with the 2024-2025 AMPI is mainly due to new findings identified during recent inspections of the Sherbrooke and Amos detention facilities:
  - The three detention facilities in Gatineau, Montréal and Québec City alone account for almost 100% of the $156.8 million AMD for all detention facilities combined. A major project for the Gatineau detention facility is in the study phase, and should serve to reduce the AMD by $26.4 million. In addition, the demolition of the Montréal women's detention facility will reduce its AMD by $21.1 million.

Sûreté du Québec Police Stations

- The proportion of Sûreté du Québec police stations in poor or very poor condition (GCI of D or E) increased from 40% to 56%. The $19.6 million AMD increase compared with the 2024-2025 AMPI is due mainly to new findings listed during recent inspections.

Other specialized buildings

- The proportion of other specialized buildings in poor or very poor condition (GCI of D or E) increased from 36% to 41%. The $42.2 million AMD increase compared with the 2024-2025 AMPI is due to new findings listed during recent inspections.

Non-rental and surplus buildings

- The proportion of surplus buildings in poor or very poor condition (GCI of D or E) remained stable at close to 92%. However, all of these buildings are in very poor condition, with a GCI of E. Despite their dilapidated condition, these buildings are no longer in use and therefore present no health and safety risk.

Buildings undergoing requalification

- Two buildings, the former Royal Victoria Hospital (HRV) and the former Institut des Sourdes-Muettes, are under requalification. The AMD of these buildings has not been assessed. A project to make the boiler room self-sufficient is currently in progress for the HRV, with the aim of transferring part of the infrastructure to McGill University.

Parking lots and tunnels

- The proportion of parking lots and tunnels in poor or very poor condition (GCI of D or E) remained stable at close to 69%. However, the $7.1 million AMD increase compared with the 2024-2025 AMPI is due to new findings listed during recent inspections.

APPENDIX 1

ADDITIONAL INFORMATION

Inspection and data update

The building inspection process is done continuously by building managers. Building operation technicians visit all buildings under their responsibility with a frequency determined according to the importance and complexity of the systems in each. Operating engineers are responsible for supervising and approving the inspection reports on the condition of the buildings.

Over the last two years, the SQI has adopted a new asset management tool, which is being implemented progressively. This tool will improve data management and the quality of the information used to assess the condition of the building inventory, notably by standardizing the methods used to assess the asset maintenance needs identified during inspections, including the estimated cost of interventions to meet these needs. In addition, the SQI will ensure that replacement values are adjusted according to the same cost parameters and at the same rate as the buildings inspected with this tool, to ensure the consistency of the facility condition indexes (FCI) that support the evaluation of the condition of the buildings.

In 2023-2024, 57 buildings and 165 buildings in 2024-2025 were inspected using the new tool. This represents a total of 222 buildings, or around 65% of the replacement value of the inventory. The entire building inventory is scheduled to be completed and integrated into the 2026-2027 AMPI.

Evaluation of the infrastructure condition

To determine infrastructure condition, the SQI uses quantitative parameters. The quantitative method used to measure its condition is the FCI calculation. Expressed as a percentage, FCI is a snapshot of the current state of the infrastructure compared with its replacement value. It is computed as follows:

- FCI = (Total cost of asset maintenance work to be carried out within zero to five years / replacement value) x 100.

The SQI has defined the acceptable thresholds for FCI based on its experience with customer satisfaction, adequate funding of work and the resources required to maintain infrastructure. These thresholds serve as a reference to qualitatively define the GCI levels, which range from very good (GCI of A) to very poor (GCI of E).

FCI concordance table to determine the GCI of the SQI building inventory

Facility condition index (FCI)	Government condition indicator (GCI)
0% to 5% inclusively	A – Very good
5% to 10% inclusively	B – Good
10% to 15% inclusively	C – Satisfactory
Deterioration threshold	Condition threshold
15% to 30% inclusively	D – Poor
More than 30%	E – Very poor

AMD assessment of infrastructures

Regular asset maintenance refers to work to be carried out within zero to five years to protect the building components.

Any infrastructure with an FCI greater than 15% is considered to be in poor condition, and the estimate of its AMD is the product of the 15% excess and its replacement value.

CULTURE ET COMMUNICATIONS

INFRASTRUCTURE MANAGEMENT

THE MINISTÈRE DE LA CULTURE ET DES COMMUNICATIONS

VISION

Be the catalyst for a vibrant culture and an ambitious youth, and a source of pride for Québec.

ORIENTATION

The MCC contributes to the vitality, transmission, accessibility and outreach of Québec culture; encourages innovation in the communications sector; protects and promotes heritage, and takes part in deploying the full potential of Québec youth.

With respect to the infrastructure under its responsibility, the MCC aims to promote access to culture and its propagation through quality infrastructure.

RESPONSIBILITIES

Each year, substantial amounts are allocated to government bodies and state-owned enterprises that report to the Minister of Culture and Communications. These sums are used to maintain their assets, to address their AMD, to provide for the replacement of their infrastructure and for the enhancement of their inventory. The MCC ensures that the amounts allocated are used for their intended purposes. It also ensures that information on infrastructure assets and any required documentation on their condition is available and relevant. This information allows MCC to establish a global, objective, and complete picture of the infrastructure portfolio under its responsibility.

The MCC thus provides proper management of infrastructure by applying the highest quality standards and enforcing the constituting acts of all government bodies and state-owned enterprises in its portfolio.

THE GOVERNMENT BODIES AND STATE-OWNED ENTERPRISES THAT REPORT TO THE MINISTER OF CULTURE AND COMMUNICATIONS

RESPONSIBILITIES

The government bodies and state-owned enterprises under the responsibility of the Minister of Culture and Communications establish a detailed plan of their asset maintenance needs, AMD management, infrastructure replacement as well as the enhancement of their inventory. They are responsible for the work carried out, regular follow-up and accountability report, and evaluations of the general condition of their infrastructure. In fact, government bodies and state-owned enterprises are responsible for evaluating and documenting the condition of their infrastructure so as to ensure optimal management of it, and to provide updated data periodically.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The infrastructure portfolio of government bodies and state-owned enterprises under the Minister's responsibility consists of a total of 50 buildings, of which 36 are protected under the Cultural Heritage Act: 31 owned by SODEC (26 buildings and five interpretation sites), one venue building, one library and three museums. It also includes eight buildings of heritage interest, although they are not protected under this law.

The infrastructure portfolio also includes specialized equipment that is essential to fulfill the missions of the government bodies and state-owned enterprises.

Infrastructure inventory[1]
By infrastructure type and category

	Average age[2] (years)	Quantity			Size (m²)		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings							
Museums	73	9	9	0	87,981	87,981	0
Broadcasting venues	49	5	5	0	143,945	143,945	0
Libraries	69	3	3	0	74,836	74,836	0
Broadcasting	128	2	2	0	14,552	14,552	0
Heritage buildings[3]	245	31	31	0	26,738	26,738	0
Total – Buildings		**50**	**50**	**0**	**348,052**	**348,052**	**0**
Specialized equipment							
Museums	17	35	35	0	n/a	n/a	n/a
Broadcasting venues	21	131	131	0	n/a	n/a	n/a
Libraries	21	18	18	0	n/a	n/a	n/a
Broadcasting	17	262	339	77	n/a	n/a	n/a
Educational institutions	34	105	105	0	n/a	n/a	n/a
Total – Specialized Equipment		**551**	**628**	**77**	**n/a**	**n/a**	**n/a**

1 Data as of December 31, 2024.
2 The average age represents the apparent age of an infrastructure. This corresponds to the estimated age of an infrastructure, due mainly to the date of construction and the work carried out since.
3 This category of buildings includes only heritage buildings owned by SODEC, that is, 26 buildings (housing, retail and parks) and five interpretation centres.

Variation in inventory

The increase of 77 specialized broadcasting equipment items is due to an updated inventory of Société de Télédiffusion du Québec completed in 2024.

INFRASTRUCTURE SUSTAINABILITY

GOVERNMENT BODIES AND CROWN CORPORATIONS REPORTING TO THE MINISTER OF CULTURE AND COMMUNICATIONS

Infrastructure conditions and asset maintenance deficit[1]
By infrastructure type and category

	Government condition indicator[2] (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings									
Museums	32	42	3	77	8	15	1.3	47.2	48.5
Broadcasting venues	0	0	0	0	60	40	90.4	101.0	191.4
Libraries	72	0	25	97	0	3	–	5.5	5.5
Broadcasting	0	93	0	93	0	7	–	1.6	1.6
Heritage buildings[3]	5	27	39	71	26	3	7.4	3.4	10.8
Total – Buildings	**21**	**21**	**7**	**49**	**29**	**22**	**99.1**	**158.7**	**257.8**
Specialized equipment									
Museums	32	11	4	47	40	13	0.6	0.1	0.7
Broadcasting venues	4	17	12	33	33	34	9.6	4.9	14.5
Libraries	32	60	8	100	0	0	–	–	–
Broadcasting	3	5	3	11	62	27	21.4	9.3	30.7
Educational institutions	80	0	2	82	7	11	–	–	–
Total – Specialized Equipment	**8**	**12**	**6**	**26**	**47**	**27**	**31.6**	**14.3**	**45.9**
Total – Infrastructure	**20**	**20**	**7**	**47**	**30**	**23**	**130.7**	**173.0**	**303.7**

1 Data as of December 31, 2024.

2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

3 This category of buildings includes only heritage buildings owned by SODEC, that is, 26 buildings (housing, retail and parks) and five interpretation centres.

OBJECTIVES

The following table presents the results obtained following data collection for this 2025-2026 AMPI.

Objectives

Objective	Reference value	Results					Target
	Reference AMPI	2021-2022 AMPI	2022-2023 AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Reach a proportion of 65% of buildings belonging to government bodies and state-owned enterprises that are in satisfactory or better condition (GCI of A, B or C)	57% 2020-2021 AMPI	54%	53%	46%	51%	49%	65% 2025-2026 AMPI
Carry out at least $16.6 million worth of work to reduce the building AMD[1]	$0M 2020-2021 AMPI	$13.1M	$41.7M	$70.6M	$88.9M	$109.7M	$16.6M 2025-2026 AMPI

[1] The results presented for each year are the cumulative cost of work carried out since the reference AMPI was filed.

Achievement of targets for the 2025-2026 AMPI

The objective of 65% of buildings in satisfactory or better condition was not achieved, as the condition index deteriorated in relation to the 2020-2021 AMPI benchmark, falling from 57% to 49%. This decrease is due mainly to the natural deterioration observed on certain buildings, which is greater than the pace of infrastructure maintenance work carried out, as well as to new findings observed during recent inspections. It is also important to note that despite this deterioration in proportion to the value of the inventory, the number of buildings in satisfactory or better condition (GCI of A, B or C) has remained stable, i.e. 29 buildings in the 2025-2026 AMPI compared with 30 in the 2020-2021 AMPI.

The second objective, which is to carry out a minimum of $16.6 million worth of work to reduce AMD in buildings, was largely achieved. Government bodies and state-owned enterprises have invested $109.7 million since the 2020-2021 AMPI to cover the asset maintenance deficit of their buildings.

New targets to come in the 2026-2027 AMPI

MCC will adjust the first indicator to track the number of buildings in satisfactory or better condition (GCI of A, B or C) in addition to the proportion of their replacement value. This additional indicator will enable MCC to report on the condition of all buildings regardless of their value, in order to make more visible the effect of MCC's investment strategy on the inventory as a whole. Therefore, MCC will set itself the target for the 2026-207 AMPI of increasing the number of buildings in satisfactory or better condition (GCI of A, B or C). To achieve this, MCC will draw on major asset maintenance investments planned as part of ongoing projects, notably for the MACM and MCMQ.

For the second indicator, the MCC will set the objective of investing a minimum amount of $110 million of work to reduce the AMD of buildings by the 2028-2029 AMPI.

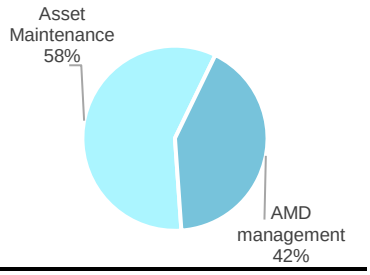
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

THE MINISTÈRE DE LA CULTURE ET DES COMMUNICATIONS

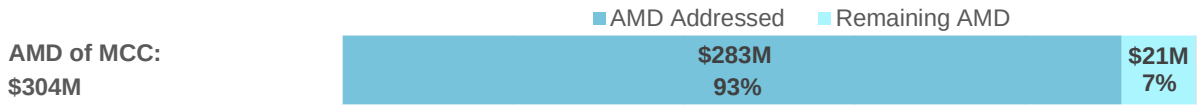
Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	MCC	%
Infrastructure maintenance		
Asset maintenance	395.6	58
AMD management	282.9	42
Total	**678.5**	**100**



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

Planned investments for infrastructure maintenance in the 2025-2035 QIP make it possible to anticipate a reduction of $282.9 million, or 93% of the currently listed AMD.

The overall MCC infrastructure investment strategy is built around two intervention priorities to ensure that the infrastructure of government bodies and state-owned enterprises is in good condition and meets standards, as well as to maintain appropriate conditions for displaying and conserving assets and works of art. These priorities are:

- Asset maintenance:

  Asset maintenance interventions to prevent the deterioration of buildings and equipment belonging to government bodies and state-owned enterprises are continually performed so as to avoid major repairs;

- AMD management:

  The two major projects, the expansion and redevelopment of the MACM (TB 489) and the redevelopment of the Saint-Sulpice library for the MCMQ (TB 965), should make it possible to fully absorb the AMD of these two buildings, which will be refurbished.

In addition, MCC prioritizes investments in all buildings on which AMD has been identified, regardless of the relative importance of their replacement value.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Government bodies and Crown corporations reporting to the Minister of Culture and Communications						
2023-2024						
Actual	9.0	18.6	–	**27.6**	40.8	**68.4**
Prévu[1]	12.5	23.7	–	**36.2**	53.1	**89.3**
Difference	(3.5)	(5.1)	–	**(8.6)**	(12.3)	**(20.9)**
2024-2025						
Probable	22.8	20.8	–	**43.6**	80.4	**124.0**
2025-2026						
Forecast	20.0	22.6	–	**42.6**	62.7	**105.3**

[1] Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Difference between planned investments and actual investments of the previous year

There is a total spread of $20.9 million between planned investments ($89.3 million) and actual investments ($68.4 million) for 2023-2024.

This discrepancy is due mainly to the abandonment of the Espaces bleus network, which led to an under-realization of investments in infrastructure enhancement ($15 million), notably due to the non-implementation of work on the Espace bleu de l'Abitibi-Témiscamingue.

The $8.6 million underrun in infrastructure maintenance work was due to a lack of resources for planning and carrying out work, which caused delays or postponement of projects such as:

- $4.8 million of work for SPDAM;
- $1.9 million for air conditioning works and scenographic elements of the Société du Grand Théâtre de Québec;
- $1.1 million of renovation work on a building in Sept-Îles.

Infrastructure maintenance

Infrastructure maintenance investments made it possible to carry out the following work:

- Work dedicated to the structure and building envelopes;
- Work dedicated to electromechanical facilities (electricity, heating, air conditioning and fire alarm systems);
- Maintenance and replacement of specialized equipment (lighting systems, audiovisual systems, shelving systems and mobile shelves).

More specifically, infrastructure maintenance investments made in 2023-2024 and probable investments in 2024-2025, totalling $27.6 million and $43.6 million respectively, have mainly enabled the following projects to move forward:

- Repair of the Saint-Sulpice library, including windows and stained glass (MCMQ);
- Work on the Place des Arts buildings in Montréal, reducing the AMD identified;
- Repair work on various SODEC heritage buildings;
- Work on Télé-Québec's transmission equipment;
- Completion of the AMD reduction work relating to the repair of the chapel of the Séminaire de Québec;
- Repair and redevelopment of the Musée national de l'histoire du Québec (TB 841).

Investments of $42.6 million planned in 2025-2026 for infrastructure maintenance will make it possible to carry out work on various specialized equipment with AMD (GCI of D or E), notably:

- Continued repair work of the MCMQ;
- Repair of the SPDAM parking lots;
- Modernization of the vertical elevator in the SPDAM theatres building;
- Replacement of the air treatment system in the SPDAM theatres building;
- Replacement of the air treatment system in the Grand Théâtre de Québec;
- Continuation of the work on Télé-Québec's transmission equipment.

In addition, the renovation project for the Théâtres de la Société de la Place des Arts de Montréal building (TB 1287), which is added to the 2025-2035 QIP, will allow for increased investments in maintaining the park over the coming years.

Infrastructure enhancement

Infrastructure enhancement investments allow for the following type of work to be carried out:

- Design improvements to or expansion of existing infrastructure;
- Acquisition and construction of new infrastructure.

Investments made in 2023-2024 and probable investments in 2024-2025 total $40.8 million and $80.4 million respectively. These investments enabled the advancement of the following projects:

- Musée d'art contemporain de Montréal – Expansion and redevelopment (TB 489);
- Musée national des beaux-arts du Québec, Espace Riopelle – Québec – Expansion (TB 886);
- Espace bleu de la Gaspésie[3] – Percé – Repair, expansion and redevelopment (TB 842);
- Complexe de la Place des Arts – Montréal – Construction of a universal access linking it to the métro station.

Infrastructure enhancement investments of $62.7 million planned for 2025-2026 will especially allow for the continuation of Espace Riopelle project at the MNBAQ (TB 886) as well as the project for the expansion and redevelopment of the MACM (TB 489).

[3] Following the government's announcement on March 4, 2024, regarding the abandonment of the Espaces bleus, a new purpose will be defined for this building.

Change in infrastructure conditions and asset maintenance deficit
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1] (%)			Asset maintenance deficit ($M)				
	AMPI			AMPI							
	2024-2025	2025-2026	Variation	2024-2025	2025-2026	Variation	2024-2025 AMPI	Natural deterioration	New findings	Reduction	2025-2026 AMPI
Buildings											
Museums	3	8	5	15	15	0	54.6	6.1	2.2	(14.4)	48.5
Broadcasting venues	60	60	0	40	40	0	161.9	46.3	(2.4)	(14.4)	191.4
Libraries	0	0	0	4	3	(1)	6.4	2.6	–	(3.5)	5.5
Broadcasting	0	0	0	7	7	0	1.2	0.5	–	(0.1)	1.6
Heritage buildings	22	26	4	6	3	(3)	11.3	0.8	(0.1)	(1.2)	10.8
Total – Buildings	**27**	**29**	**2**	**22**	**22**	**0**	**235.4**	**56.3**	**(0.3)**	**(33.6)**	**257.8**
Specialized equipment											
Museums	40	40	0	13	13	0	1.0	–	(0.3)	–	0.7
Broadcasting venues	33	33	0	34	34	0	14.7	–	(0.2)	–	14.5
Libraries	0	0	0	0	0	0	–	–	–	–	–
Broadcasting	54	62	8	12	27	15	20.6	–	10.1	–	30.7
Educational institutions	7	7	0	11	11	0	–	–	–	–	–
Total – Specialized Equipment	**43**	**47**	**4**	**18**	**27**	**9**	**36.3**	**–**	**9.6**	**–**	**45.9**
Total – Infrastructure	**28**	**30**	**2**	**22**	**23**	**1**	**271.7**	**56.3**	**9.3**	**(33.6)**	**303.7**

[1] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

ADDITIONAL INFORMATION

Changes in condition

The increase in the number of buildings in poor or very poor condition (GCI of D or E) is due mainly to the update of building health reports for a Musée de la Civilisation building and SODEC heritage buildings. The new findings have had the effect of increasing the proportion of buildings in poor condition (GCI of D).

In addition, the increase in the proportion of specialized equipment in broadcasting venues in poor or very poor condition (GCI of D or E) is due mainly to the update of building health reports of Société de Télédiffusion du Québec, which revealed that some equipment had exceeded its useful life.

Changes in the AMD

The net increase in AMD of $32.0 million, from $271.7 million to $303.7 million, results from:

- Natural deterioration, valued at $56.3 million, concerning mainly priority work on broadcasting venues and museums in poor or very poor condition (GCI of D or E);
  The $9.3 million increase in the AMD which is essentially resulting from the AMD of specialized equipment due to the need to replace and repair equipment that has exceeded its useful life noted during the update of Télé-Québec's building health reports;
- The reduction of $33.6 million in AMD is due mainly to:
  - The repair of certain museums ($1.0 million) and the start of work on the MACM transformation project ($13.4 million);
  - Repair work on the different SPDAM buildings, which resulted in a $11.9 million reduction;
  - Repair work carried out at the Grand Théâtre de Québec, which resulted in a $2.5 million reduction, notably concerning the building's ventilation system;
  - Progress on the MCMQ project ($3.5 million);
  - Targeted investments in heritage buildings belonging to SODEC, which resulted in a $1.2 million reduction.

APPENDIX 1

ADDITIONAL INFORMATION

Inspection and data update

All buildings and specialized equipment were inspected. In addition, in compliance with its mission, SODEC continues to implement its investment plan on an annual basis to protect and develop its building inventory.

With a view to adopt sound infrastructure management practices and align with government guidelines, a continuous inspection schedule over a five-year period was established. An annual update is also performed mainly for the buildings' critical components. The objective of the update is to maintain an accurate profile of the condition of buildings and specialized equipment, thereby contributing to clearer decision-making in this respect.

It should be noted that inspections and evaluations are currently underway on certain properties.

Methodology

The evaluation method used to determine GCI for infrastructure, except for SODEC heritage buildings, is based on the FCI[4]. In contrast, the method used for SODEC buildings is weighted based on five criteria, as specified in the ministry's portfolio management framework, by taking into account the specifics associated with these buildings. This method allows to consider the specifics of heritage infrastructure.

The priority interventions supported by building health reports are recorded as an AMD for buildings whose FCI is above the satisfactory condition (15%). This data is updated annually and takes into account new investment needs, the work carried out and cost indexation. Given that the inspections for the Sept-Îles building, belonging to the Société de Télédiffusion du Québec, have not been updated in recent years, a theoretical deterioration was considered for the evaluation of the work to be carried out. The data is subsequently indexed on an annual basis.

The GCI percentages (A / B / C / D / E) are weighted according to the replacement value.

[4] The FCI represents the total estimated cost of all the asset maintenance work that must be carried out over a 5-year period, divided by the replacement value of the infrastructure.

APPENDIX 2

Composition of the groups of bodies

Government bodies and state-owned enterprises that report to the Minister of Culture and Communications

Bibliothèque et Archives nationales du Québec
Conseil des arts et des lettres du Québec
Conservatoire de musique et d'art dramatique du Québec
Musée d'art contemporain de Montréal
Musée de la civilisation
Musée national de l'histoire du Québec[5]
Musée national des beaux-arts du Québec
Société de développement des entreprises culturelles
Société de la Place des Arts de Montréal
Société de télédiffusion du Québec
Société du Grand Théâtre de Québec

[5] The Musée national de l'histoire du Québec was created under the constituting act sanctioned on October 17, 2024. As the Pavillon Camille Roy is still under construction, the MNHQ will be included in the inventory when it opens in 2026-2027.

ÉDUCATION

INFRASTRUCTURE MANAGEMENT

ÉDUCATION

VISION

The infrastructure condition of school organizations (school service centres or school boards) influences the quality of the education offered and the learning conditions of Québec students. Therefore, it is essential that they have healthy, stimulating and accessible environments that support their educational success. Whether from the standpoint of safe infrastructure or environments that satisfy the needs of students and staff, stakeholders' efforts must focus on reaching a common objective: to offer teaching and learning conditions that meet the highest standards.

ORIENTATION

To fulfill its mission, which consists in promoting education, the MEQ has adopted the following orientation regarding the infrastructure under its responsibility:

- Make schools and school service centres welcoming places by renovating and modernizing their infrastructure.

RESPONSIBILITIES

The MEQ is responsible for the following:

- Allocating funds to school organizations to maintain assets, address the AMD and add, reconstruct and improve their infrastructure;
- Ensuring that the funds allocated are used for the purposes stipulated;
- Prioritizing investments based on government issues.

THE SCHOOL ORGANIZATIONS

RESPONSIBILITIES

School organizations are responsible for the following:

- Planning investments and carrying out work in accordance with the projects authorized, the funds allocated and the regulations in force;
- Inspecting their infrastructure to establish an accurate picture of its condition and the work to be carried out to maintain or restore them in a good condition;
- Managing the infrastructure they own or co-own;
- Ensuring that their infrastructure is functional and that it remains healthy, safe and efficient.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The infrastructure portfolio of school organizations comprises 4,092 buildings occupying an area of 17.7 million square metres.

This portfolio is divided among 69 linguistic school organizations and three with special status (Centre de services scolaire du Littoral, Cree School Board and Kativik School Board). It includes buildings from different categories, namely preschool, elementary and high school education establishments; vocational training and general adult education centres; buildings devoted to administrative and other uses, as well as surplus buildings.

Infrastructure inventory[1]
By infrastructure type and category

	Average age (years)	Quantity			Size (m^2)		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings							
Linguistic school organizations							
Educational establishments							
Kindergartens and primary schools	57	2,319	2,337	18	7,731,508	7,849,653	118,145
Secondary schools	53	462	465	3	6,836,234	7,007,048	170,814
Vocational training and general adult education centres	56	316	300	(16)	1,892,124	1,791,150	(100,974)
Administrative and other uses[2]	52	336	289	(47)	547,577	452,260	(95,317)
School organizations with special status	29	582	603	21	321,302	340,139	18,837
Surplus buildings[3]	73	88	98	10	169,175	220,916	51,741
Total – Buildings	**53**	**4,103**	**4,092**	**(11)**	**17,497,920**	**17,661,166**	**163,246**

1 Data as of January 2025.
2 The "Administrative and other uses" category includes, for example, administrative offices, residences, workshops, warehouses and garages.
3 The "Surplus buildings" category includes buildings that are no longer used by school organizations.

Variation in inventory

The total number of buildings is 4,092, or 11 less than last year. This variation is due to:

- The addition of buildings, the sale, demolition or change in use (category) of buildings by school organizations or the MEQ when the predominant school clientele changed from one year to the next.

More specifically, by infrastructure category, the variations can mainly be explained as follows:

- Kindergartens and primary schools:
  - Construction of 14 primary schools;
  - Demolition of three establishments;
  - Addition of seven kindergartens and primary schools that were in another building category last year due to a change of use.
- Secondary schools:
  - Construction of one secondary school;
  - Addition of two secondary schools that were in another building category last year due to a change

of use.

- Vocational training and general adult education centres:
  - Transfer of a building;
  - Demolition of an establishment;
  - Withdrawal of 14 training centres that were in another building category last year due to a change of use.
- Administrative and other uses:
  - Construction of one new establishment;
  - Demolition of two establishments;
  - Withdrawal of 12 administrative buildings that were in another building category last year due to a change of use;
  - Withdrawal of 34 buildings due to an inventory correction.
- School organizations with special status:
  - Construction of 26 buildings, mainly including residences, one primary school and one secondary school;
  - Acquisition of five residences;
  - Transfer of one residence;
  - Demolition of five buildings;
  - Withdrawal of four buildings due to an inventory correction.
- Surplus building:
  - Sale of four buildings;
  - Demolition of one establishment;
  - Addition of 15 surplus buildings that were in another building category last year due to a change of use.

INFRASTRUCTURE SUSTAINABILITY

SCHOOL ORGANIZATIONS

Infrastructure condition and asset maintenance deficit[1]
By infrastructure type and category

	Government Condition Index[2] (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings[3]									
Linguistic school organizations									
Educational establishments									
Kindergartens and primary schools	17	18	19	54	31	15	1,289.0	2,724.9	4,013.9
Buildings	20	19	18	57	29	14			
Civil engineering structures[4]	21	10	8	39	17	44			
Secondary schools	7	17	15	39	43	18	1,420.2	2,457.7	3,877.9
Buildings	11	15	16	42	41	17			
Civil engineering structures[4]	15	7	8	30	20	50			
Vocational training and general adult education centres	16	16	18	50	31	19	305.5	611.8	917.3
Buildings	17	17	16	50	34	16			
Civil engineering structures[4]	20	6	5	31	15	54			
Administrative and other uses[5]	18	15	19	52	29	19	59.9	219.2	279.1
Buildings	19	21	13	53	28	19			
Civil engineering structures	16	9	7	32	13	55			
School organizations with special status	40	18	9	67	15	18	31.0	99.3	130.3
Buildings	34	20	14	68	15	17			
Civil engineering structures[4]	59	0	0	59	28	13			
Surplus buildings[6]	2	2	3	7	15	78	17.3	390.7	408.0
Total – Buildings	**13**	**17**	**17**	**47**	**35**	**18**	**3,122.9**	**6,503.6**	**9,626.5**
Buildings	**16**	**17**	**17**	**50**	**34**	**16**			
Civil engineering structures[4]	**19**	**8**	**8**	**35**	**18**	**47**			

1 Data as of January 2025.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
3 The buildings include buildings and civil engineering structures.
4 The civil engineering structures include parking lots, roadways of schoolyards and other structure developed on the land, such as sidewalks, fences, barriers, lighting systems, synthetic sports fields, water lines, manholes, sewer sumps and outdoor fuel tanks.
5 The "Administrative and other uses" category includes, for example, administrative offices, residences, workshops, warehouses and garages.
6 The "Surplus buildings" category includes buildings that are no longer used by school organizations.

OBJECTIVE

The objective and the target presented in this section come from the MEQ's 2023-2027 Strategic Plan.

The following table presents the results achieved after data collection for this 2025-2026 AMPI.

Objective

Objective	Reference value	Results		Target
	Reference AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Proportion of school network buildings concerned in satisfactory condition (GCI of A, B or C)	39% 2023-2024 AMPI	44%	47%	45% 2026-2027 AMPI

REVISION OF THE ASSESSMENT OF REPLACEMENT VALUE

In the 2024-2025 AMPI, the replacement value calculation method was revised. It is now established by the sum of the cost of the components of each building. Previously, it was based on a single cost per square metre per building. The new calculation method is more precise, because it allows each building`s particularities to be considered.

In the 2025-2026 AMPI, the same calculation method was used as in 2024-2025, but was rendered more precise by the application of the following two elements:

- Addition of seven structural components (e.g. bottom slab, roof structure, floor structure) to the calculation of the replacement value of the majority of buildings[6];
- Application of special conditions and adjustment factors (heritage value, contaminant management, site constraints, such as work at heights, confined spaces and occupation of the public road) to the calculation of the replacement value of certain buildings so that these parameters are comparable to the calculation of the cost of the asset maintenance work requirements.

These adjustments had the effect of increasing the replacement value and consequently, the proportion of the buildings in satisfactory or better condition (GCI of A, B or C).

Since the 45% target is already reached, the MEQ will continue its efforts to exceed this objective and will revise this target upward in its next strategic plan.

6 For example, for a primary school of 3,500 square meters, for which the cost of work to be carried out within five years are $3,350,000, the replacement value, calculated using the previous method, would be $17,500,000 with a GCI of D ($3,350,000 / $17,500,000 = 19,1%). For this same school, the replacement value calculated using the new method, now established by the sum of the cost for the replacement of each of the components of the school, is $23,450,000. Thus, its GCI is now of C ($3,350,000 / $23,450,000 = 14,3%).

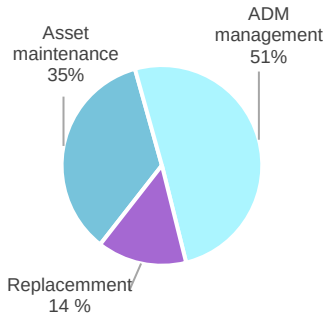
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

SCHOOL ORGANIZATIONS

Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and in percentage)

	School organizations	%
Infrastructure maintenance		
Asset maintenance	6,043.6	35
AMD management	8,780.5	51
Replacement	2,422.1	14
Total	**17,246.2**	**100**



Addressing the asset maintenance deficit

INVESTMENT STRATEGY

Investments of $8.8 billion in the 2025-2035 QIP for the education sector manage a significant portion of the AMD currently assessed in the AMPI, or 91%. Since the 2021-2031 QIP, the Government has implemented a strategy to increase investments progressively in order to raise the level of infrastructure maintenance investments, in particular that of the MEQ, which will have to target work with a significant impact on the AMD:

- Nearly $1.9 billion in infrastructure maintenance investments are planned for 2025-2026 in the education sector, an increase of 138% compared to the $0.8 billion invested in 2018-2019. Although the effect of this strategy of improving the condition of the school infrastructure portfolio has begun, it will take several years before its full effect can be seen.
- The Government is committed to enhancing this strategy by allocating $2.0 billion starting with the 2023-2033 QIP, including $500 million granted in the 2025-2035 QIP, for a cumulative total of $1.5 billion. Moreover, an additionnal envelope of $950 million ($475 million in the 2024-2034 QIP and $475 million in the 2025-2035 QIP, is dedicated to priority work on components that may be related to the health and safety of individuals and the integrity of the buildings.

The MEQ is taking the following actions to reduce the AMD:

- Continuing the accelerated process of allocating asset maintenance budgets to school organizations;
- Planning for separate maintenance budgets, allocated in the school-organization operation envelopes, which must be used for this purpose;
- Continuing to support school organizations in drawing up master plans for asset maintenance investments by the end of 2026, in order to plan medium- and long-term repair projects that will restore schools to good condition;
- Improving, through the new information management system, the monitoring of investment needs in

schools, including the effect of work carried out on their condition and AMD, which will allow optimal targeting of interventions.

Furthermore, the MEQ will continue to fulfill its plan to reconstruct the most deteriorated schools (GCI of D or E), through the following actions:

- Targeting the most obsolete schools and, where possible, combining their reconstruction with the creation of new student spaces to meet the most urgent space deficits;
- Considering the priorities identified by school organizations based on a cost/benefit analysis showing that it is more advantageous to rebuild the building than to renovate it;
- Continuing to plan and carry out projects authorized in recent years.

Finally, the MEQ will continue to fulfill its strategy in relation to the planning, monitoring and completion of priority work with the network stemming from the additional envelope of $950 million specifically dedicated to people's health and safety and building integrity.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
School organizations						
2023-2024						
Réel	610,4	909,4	406,9	**1 926,7**	1 876,9	**3 803,6**
Prévu[1]	629,5	649,0	382,1	**1 660,6**	1 502,6	**3 163,2**
Écart	(19,1)	260,4	24,8	**266,1**	374,3	**640,4**
2024-2025						
Probable	708,5	983,8	549,3	**2 241,6**	1 618,0	**3 859,6**
2025-2026						
Prévu	595,3	755,4	525,3	**1 876,0**	1 217,0	**3 093,0**

[1] Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Differences between planned and actual investments

The difference of $640.4 million between the planned investments of $3,163.2 million and the actual investments of $3,803.6 million in 2023-2024 is due mainly to some expansion, renovation and new school construction projects that were completed more quickly than anticipated, and due to the rise in certain construction costs.

Infrastructure maintenance

Over the past six years, significant investments in public infrastructure have been made to maintain the school building inventory, increasing from $7.7 billion in the 2018-2028 QIP to $17.2 billion in the 2025-2035 QIP, representing an increase of $9.5 billion. These investments contribute to ensuring the welfare and safety of students and staff.

Investments made in 2023-2024 and probable investments in 2024-2025, totalling $1,926.7 million and $2,241.6 million respectively, enabled the completion or continuation of work aimed primarily at maintaining or restoring buildings to satisfactory or better condition. Some examples of the work carried out are:

- Repair work on roofs and exterior cladding and the replacement of windows and floor coverings;
- Work to remedy problems related to mould and air quality in the schools;
- Work to adapt buildings for students with handicaps or students experiencing adjustment or learning difficulties;
- Replacement of institutional equipment;
- Renovation and transformation of spaces (e.g. offices or multi-purpose rooms converted into classrooms);
- Rehabilitation or reconstruction of buildings damaged by disasters.

More specifically, these investments should make it possible to replace critical components in schools, such as:

- Superstructure and envelope (e.g. floors, walls and roofs);
- Interior refitting (e.g. partitions, stairs and interior finishes);
- Services (e.g. plumbing, heating, ventilation and electricity).

In addition, the planned investments will allow for the completion of projects such as:

- Replacement and expansion of École Sainte-Jeanne-d'Arc in Lefebvre, by construction of a six-classroom primary school;
- Reconstruction and expansion of École primaire Marguerite-Bourgeois in Trois-Rivières (TB 743);
- Replacement the fire detection systems at École Gérard-Filion in Longueuil.

Infrastructure enhancement

By 2027-2028, given the impact of opening kindergarten for four-year-olds, the MEQ foresees a deficit of about 1,000 classrooms in primary schools. These schools are mainly in the Centre-du-Québec, Capitale-Nationale, Lanaudière, Montérégie and Laurentides regions. By 2032-2033, the MEQ also forecasts a deficit of about 25,000 student spaces in secondary schools, mainly in the same regions as the primary schools.

In response to these growing needs in education, the Government is planning investments of more than $6.2 billion in the 2025-2035 QIP, which will make it possible, in particular, to:

- Acquire prefabricated modular spaces, providing a temporary solution to the lack of priority spaces;
- Continue the planning and completion of close to 300 additional space projects authorized in recent years;
- Build the facilities necessary to open 2,600 new kindergarten for 4-year-olds by the end of the 2029-2030 school year.

More specifically, investments of $1,217.0 million will enable the completion or continuation of certain projects in 2025-2026, such as:

- Primary school New-Liverpool of the Central Québec School Board – Lévis – Construction (16 classrooms) (TB 584);
- Primary school of the Parc-des-Glaïeuls of Centre de services scolaire Marie-Victorin – Longueuil – Construction (24 classrooms) (TB 865);
- Secondary school of Centre de services scolaire de la Rivière-du-Nord – Prévost – Construction (1,218 student spaces) (TB 816);
- Primary-secondary transitional school of Centre de services scolaire de Montréal (Ahuntsic-Cartierville Borough) – Construction (27 classrooms convertible into 464 student spaces) (TB 683).

Change in infrastructure conditions and asset maintenance deficit
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1] (%)			Asset maintenance deficit ($M)				
	AMPI			AMPI							
	2024-2025	2025-2026	Variation	2024-2025	2025-2026	Variation	2024-2025 AMPI	Natural deterioration	New findings	Reduction	2025-2026 AMPI
Buildings											
Linguistic school organizations											
Educational establishments											
Kindergartens and primary schools	34	31	(3)	17	15	(2)	3,787.9	272.5	426.5	(473.0)	4,013.9
Secondary schools	46	43	(3)	17	18	1	3,145.5	593.5	627.7	(488.8)	3,877.9
Vocational training and general adult education centres	33	31	(2)	23	19	(4)	885.7	76.8	73.7	(118.9)	917.3
Administrative and other uses	32	29	(3)	24	19	(5)	307.3	11.6	7.9	(47.7)	279.1
School organizations with special status	8	15	7	26	18	(8)	100.7	32.0	13.3	(15.7)	130.3
Surplus buildings	24	15	(9)	63	78	15	238.0	88.8	87.8	(6.6)	408.0
Total – Buildings	**38**	**35**	**(3)**	**18**	**18**	**0**	**8,465.1**	**1,075.2**	**1,236.9**	**(1,150.7)**	**9,626.5**

[1] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

ADDITIONAL INFORMATION

Changes in condition

Overall, the observed improvement in the condition of school infrastructure is mainly attributable to the increased investments allocated to infrastructure maintenance made annually and the clarification to the replacement value calculation method.

Changes in the AMD

The overall increase in the AMD of $1,161,4 million, from $8,465.1 million to $9,626.5 million, is due to the following:

- An amount of $1,075,2 million related to the natural deterioration of critical components of certain school buildings, such as foundations, floors, walls, roofs, plumbing and heating, ventilation and electrical systems, as well as indexing of the costs of work;
  - An amount of $666.3 million, mainly due to the accentuated natural deterioration observed on previously inspected components[7];
  - An amount of $408.9 million from the revision of the unit cost of 20% of the components;
- An amount of $1,236.9 million as a result of new findings in asset maintenance work identified during recent inspections;
- The reduction of $1,150.7 million is due mainly to:
  - The replacement of components that are outdated or at the end of their useful life;
  - Work intended to eliminate problems that could affect air quality in certain buildings.

[7] A committee was set up to review all unit costs of the components over 5 years (20% per year).

Despite the increase in the ADM, when related to the replacement value, an improvement is noticeable in the 2025-2026 AMPI:

- The ADM of $8.5 billion represented a proportion of 7.4 % of the infrastructure replacement value of the school organizations in the 2024-2025 AMPI, this proportion decreases to 6.8 % in the 2025-2026 AMPI.

ANNEXE 1

ADDITIONAL INFORMATION

Inspection and data update

The MEQ is continuing its efforts to improve the quality and uniformity of the data produced to track and manage the maintenance of school buildings. In the last year, school organizations have taken greater ownership of the standardized inspection process implemented in 2021, allowing them to review the results from completed inspections and conduct new ones. In addition, in the fall of 2023, the MEQ implemented changes to the inspection system and methodology to allow for the inspection of residential-type buildings. Inspections have begun at school organizations with such buildings.

The MEQ continues to work with school organizations to ensure that the inspection process is followed and properly enforced, and that data is reviewed when issues arise. The SQI is currently carrying out an audit of school organizations' compliance with the inspection process, which will contribute to improving the process.

Methodology

After conducting their inspections, the school organizations use an infrastructure management system (GIEES) to inventory the work they must carry out on their buildings within the next five years. The assessment of the condition and AMD of all buildings is based on the list of work entered in the software program according to the inspection procedures set out in the Cadre de gestion des infrastructures scolaires. The procedures seek to obtain a coherent and seamless assessment of the condition of buildings that is harmonized throughout the school network.

The GCI and the AMD are assessed based on an FCI[8]. Any building with an FCI greater than 15% is considered to be in poor condition, and the estimate of its AMD is the product of the 15% excess and its replacement value.

Concordance table between FCI and GCI for buildings School organizations

Facility condition index (FCI)	Government condition indicator (GCI)
0% to 5% inclusively	A – Very good
5% to 10% inclusively	B – Good
10% to 15% inclusively	C – Satisfactory
Deterioration threshold	Condition threshold
15% to 30% inclusively	D – Poor
More than 30%	E – Very poor

The replacement value calculation method was reviewed this year. It is now based on an evaluation of the replacement cost of each component of the buildings in the school infrastructure portfolio, rather than a single cost per square metre per building applied to the portfolio as a whole. An adjustment factor is also applied to the replacement cost of components to account for the specificities of buildings that have a financial impact, including the presence of contaminants and heritage constraints. This adjustment factor is also applied to the cost of the asset maintenance work to be carried out.

GCI percentages (A / B / C / D / E) are weighted according to the replacement value of buildings and are now presented in two categories: buildings and civil engineering works external to buildings[9].

[8] The facility condition index (FCI) of an infrastructure is the sum of the estimated cost of all asset maintenance work to be performed over a five-year horizon, divided by the replacement value of the infrastructure.

[9] Civil engineering works include parking lots, pavement in schoolyards and other works erected on the site, such as sidewalks, fences and gates, lighting systems, synthetic sports fields, water pipes, manholes, sewer sumps and outdoor fuel tanks.

APPENDIX 2

DETAILED INVENTORY

School organizations (school service centres, school boards)
Buildings

	Quantity	Size (m^2)	Average age (years)	Government condition indicator (number)[1]						AMD ($M)
				A	B	C	ABC	D	E	
de Montréal	264	1,631,731	69	23	12	18	53	82	120	2 296.6
de Laval	116	681,397	52	14	11	7	32	34	46	694.5
English Montréal	64	480,872	69	2	3	3	8	27	21	511.9
des Mille-Îles	94	477,785	43	15	3	7	25	35	34	485.4
Marguerite-Bourgeoys	133	835,420	62	13	11	28	52	58	22	460.1
des Patriotes	78	437,107	47	8	2	6	16	35	27	443.7
des Monts-et-Marées	36	143,216	62	1	0	3	4	9	22	347.4
de la Côte-du-Sud	55	216,260	60	5	1	3	9	11	32	285.2
de l'Estuaire	32	144,586	55	4	1	0	5	5	20	271.3
de la Capitale	86	516,052	53	12	15	20	47	28	9	228.5
des découvreurs	39	238,182	54	1	6	7	14	18	7	165.0
des Rives-du-Saguenay	48	258,981	60	5	15	8	28	15	5	160.9
des Hautes-Rivières	55	258,017	55	6	4	14	24	25	6	155.7
du Fer	33	141,261	50	2	1	4	7	8	5	146.3
de Saint-Hyacinthe	56	242,038	56	5	6	7	18	23	12	145.9
du Fleuve-et-des-Lacs	55	138,631	64	1	3	9	13	19	16	144.4
des Affluents	82	509,231	44	13	13	8	34	32	15	142.2
des Phares	41	183,689	61	2	0	4	6	26	9	127.8
des Grandes-Seigneuries	63	327,929	48	14	9	10	33	21	9	123.0
des Samares	101	381,854	49	19	14	16	49	33	16	116.4
de l'Énergie	57	228,044	59	3	8	10	21	29	6	115.3
Lester-B.-Pearson	53	372,661	59	2	9	16	27	20	6	110.9
de la Vallée-des-Tisserands	45	153,996	58	4	2	7	13	21	11	107.7
Kativik	275	135,862	31	61	18	25	104	45	54	106.0
des Laurentides	34	120,404	59	1	2	4	7	9	17	103.4
de la Rivière-du-Nord	68	349,107	48	17	13	13	43	20	5	90.3
Eastern Townships	30	141,732	70	1	2	4	7	14	7	90.0
du Lac-Abitibi	20	72,672	56	2	1	3	6	7	7	82.0
de la Pointe-de-l'Île	72	576,184	50	13	19	16	48	19	4	79.2
des Hauts-Cantons	38	147,895	72	2	0	5	7	23	8	78.7
Harricana	31	104,851	59	3	2	0	5	19	6	75.9
du Chemin-du-Roy	73	335,103	65	8	18	16	42	25	5	71.6
New Frontiers	17	89,665	63	0	2	5	7	5	2	66.9
de la Riveraine	31	113,821	58	2	2	4	8	19	4	64.1
des Chic-Chocs	27	111,096	59	2	5	5	12	10	5	60.1
des Portages-de-l'Outaouais	48	263,872	42	6	17	10	33	14	1	55.5
des Hauts-Bois-de-l'Outaouais	28	76,408	71	0	0	6	6	17	5	54.6

[1] Because the condition indicators of 444 buildings have not been determined, the number of buildings rated A, B, C, D and E does not equal 4,092.

APPENDIX 2
(Continued)

DETAILED INVENTORY

School organizations (school service centres, school boards)
Buildings

	Quantity	Size (m^2)	Average age (years)	Government condition indicator (number)[1]						AMD ($M)
				A	B	C	ABC	D	E	
de La Jonquière	27	176,232	61	0	5	6	11	10	6	53.5
des Chênes	55	227,708	57	20	12	7	39	12	4	51.1
Western Québec	31	121,349	54	2	3	4	9	17	4	48.2
de Kamouraska-Rivière-du-Loup	48	181,370	57	10	8	11	29	17	2	46.7
du Lac-Saint-Jean	35	164,417	55	6	6	10	22	10	2	43.3
des Bois-Francs	55	239,388	60	4	6	17	27	28	0	42.6
des Sommets	44	168,899	64	5	7	6	18	20	3	36.8
Marie-Victorin	85	541,967	54	16	21	29	66	15	1	31.2
Riverside	28	144,173	57	4	5	4	13	13	1	29.2
de Rouyn-Noranda	26	104,116	56	0	5	7	12	9	4	27.3
des Navigateurs	77	336,297	53	28	20	9	57	14	1	25.3
Central Québec	33	82,296	66	5	9	1	15	5	1	25.0
Sir-Wilfrid-Laurier	49	200,419	55	12	13	9	34	7	3	24.9
du Littoral	78	35,944	40	11	11	4	26	11	8	24.3
de Charlevoix	15	78,474	58	7	1	0	8	0	1	24.3
de la Beauce-Etchemin	84	344,543	56	29	24	13	66	15	2	21.5
de Sorel-Tracy	22	117,524	58	1	6	5	12	9	1	20.8
de la Moyenne-Côte-Nord	11	22,434	58	0	0	3	3	7	1	17.9
des Appalaches	24	138,468	62	1	2	11	14	10	0	17.7
de la Région-de-Sherbrooke	57	304,432	58	9	23	17	49	8	0	16.7
René-Lévesque	31	152,846	58	2	7	12	21	8	2	16.4
au Coeur-des-Vallées	26	104,623	58	7	2	2	11	10	4	16.2
de l'Or-et-des-Bois	24	110,680	59	4	8	6	18	5	1	16.1
des Trois-Lacs	51	253,019	45	14	12	13	39	10	2	15.9
Eastern Shores	17	32,638	55	5	3	2	10	7	0	14.2
du Lac-Témiscamingue	19	57,709	63	4	4	4	12	2	4	13.8
du Val-des-Cerfs	51	255,404	53	10	17	12	39	10	0	11.1
de Portneuf	24	117,935	61	3	7	5	15	9	0	9.8
des Draveurs	48	231,853	49	7	21	11	39	9	0	8.9
du Pays-des-Bleuets	43	173,366	58	14	12	6	32	5	1	7.2
des Îles	6	35,234	64	0	0	3	3	3	0	2.2
des Premières-Seigneuries	81	430,127	51	31	29	11	71	3	0	1.4
de la Baie-James	28	80,324	54	2	9	2	13	1	0	0.6
Cree	252	168,498	26	50	0	0	50	0	0	–
des Hautes-Laurentides	29	88,848	65	11	10	7	28	0	0	–
Total	**4092**	**17,661,166**		**626**	**578**	**600**	**1804**	**1179**	**665**	**9,626.5**

[1] Because the condition indicators of 444 buildings have not been determined, the number of buildings rated A, B, C, D and E does not equal 4,092.

ENSEIGNEMENT SUPÉRIEUR

INFRASTRUCTURE MANAGEMENT

MINISTÈRE DE L'ENSEIGNEMENT SUPÉRIEUR

VISION

The quality of the infrastructure in the higher education sector has an impact on the outreach of the service offered in Québec. It is, therefore, essential that students have stimulating learning environments at their disposal that are tailored to the labour market. Whether from the standpoint of safe infrastructure, cutting-edge laboratories or environments that satisfy the needs of students and staff, interveners' efforts must focus on attaining a common objective: offering quality teaching that meets the highest standards.

ORIENTATION

To fulfill its mission, which most particularly consists of promoting higher education, the MES has adopted the orientation below with respect to the infrastructure for which it is responsible:

- Maintain conditions conducive to higher education by ensuring the quantity, quality, safety and sustainability of infrastructure.

RESPONSIBILITIES

The MES is responsible for:

- Allocating funds to colleges and universities to maintain assets, reduce the AMD and add, reconstruct and improve their infrastructure;
- Ensuring that the funds allocated to the establishments are used for the purposes stipulated;
- Auditing the annual reporting of capital expenditure budgets of the colleges and universities to ensure that allocations granted for spaces recognized for funding purposes are used solely for such spaces.

POSTPONEMENT OF COLLEGE AND UNIVERSITY INFRASTRUCTURE UPDATE

Improving the building inventory of the higher education network is a priority for the MES, in view of the sums allocated to it in the QIP.

To continue its efforts, the MES needs to have a overview of the infrastructure inventory and condition that is reliable, uniform and comparable for the entire network, which is not currently the case. Indeed, the information obtained from the networks for the 2025-2026 AMPI still needs to be analyzed in greater depth before a ruling can be made on its probity.

In addition, following the submission of the Vérificateur general du Québec report on the condition of the CEGEP building inventory on May 23, 2024, the MES adopted an action plan for an in-depth analysis of the state of the college infrastructure portfolio. This plan, which the MES also intends to deploy in the university network in 2025-2026, includes:

- The determination of new targets for the AMPI, based on an analysis of the data available in asset management tools, including the asset maintenance needs listed in the AMPI, and the planning of work according to the operational and financial capacities of the establishments and the government;
- The development of a medium-term financing strategy to prioritize asset maintenance and improve the condition of the infrastructure portfolio;
- The development of a strategy of actions to achieve the new targets reviewed in the 2026-2027 AMPI.

In this context, the MES suspends the update of the condition assessment and AMD of the Higher Education network's infrastructure assets for the 2025-2026 AMPI. This pause will ensure optimal processing of the data supporting these assessments, notably the replacement values and asset maintenance work requirements identified by universities and colleges.

Data analysis, in a context of major changes to asset management tools currently underway within the network, and the implementation of the action plan, scheduled for the 2025-2026 fiscal year, will enable the MES to obtain a better overview of the situation, thereby facilitating optimization of asset maintenance intervention planning. As such, it will be possible to ensure that the 2026-2027 AMPI has an accurate picture of the state of the Higher Education network's infrastructure and the investment strategy required to meet its needs.

THE CEGEPS AND UNIVERSITIES

RESPONSIBILITIES

The MES funding formula distinguishes between spaces and equipment that are recognized and not recognized for funding purposes. The distinction between the two types of infrastructure relates to their mission and the standards that the MES applies.

The MES pays allocations for asset maintenance, AMD management and the addition, reconstruction and improvement of buildings for recognized spaces. Regarding such spaces, colleges and universities are responsible for managing their infrastructure and planning the work to be carried out, in accordance with the rules that the MES issues. The establishments must submit the projects that they plan to carry out based on the annual reporting of investments and obtain confirmation from the MES of the budgets' compliance. For each project, the establishments must provide a brief or detailed description, depending on the scope of the project, and provide funding details and the components targeted by the work. The establishments must also submit information to the MES on the condition of these buildings

In the AMPI, the MES does not report on spaces and equipment not recognized for funding purposes as it does not pay any allocations for such spaces and equipment. The establishments must rely on their own revenues to satisfy these investment needs. Each establishment is thus responsible for ensuring the quality, safety and sustainability of such infrastructure.

The MES provides standardized asset maintenance allocations to establishments for adding to and maintaining their MAOB furnishings. Colleges and universities are responsible for managing their equipment and planning interventions. Establishments must submit information regarding their significant equipment to the MES annually.

Since the 2022-2023 AMPI, significant equipment worth $100,000 or more and equipment deemed strategic have been identified for both educational networks. They are divided into the following three categories: teaching equipment, rolling stock and other equipment. Since the 2024-2025 AMPI, the rolling stock of the colleges and the Université du Québec network is no longer presented in the MES AMPI, as it is the responsibility of the Centre de gestion de l'équipement roulant. For chartered universities, it remains the responsibility of the MES.

Since the 2024-2025 fiscal year, the MES has been subject to the application of the change in accounting standard on transfer payments. This means that the MES has to determine investment levels for each establishment in order to meet the annual budget target set out in the 2025-2035 QIP. The MES is encouraging the establishments to prioritize asset maintenance and AMD reduction projects in order to improve the condition of their infrastructure assets, while respecting the announced investment levels.

To provide greater predictability, the MES has announced three-year investment levels for each establishment, enabling better planning of their infrastructure projects. In addition, quarterly reporting is required from the establishments to ensure rigorous monitoring of investment levels.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The inventory of the infrastructure portfolio corresponds to that published in 2024-2025 AMPI, based on data as of January 8, 2024 for buildings and October 31, 2023 for equipment, and will be updated in the 2026-2027 AMPI. The same applies to the condition and the AMD.

The college network infrastructure portfolio encompasses 955 buildings, representing a surface area of approximately 2.7 million square metres, of which approximately 2.6 million square metres in 899 buildings are recognized by the MES for funding purposes. The college network equipment inventory consists of 2,237 pieces of equipment, 2,092 of which are funded in whole or in part by the MES. It includes 1,830 pieces of teaching equipment and 262 pieces of other equipment. This inventory is spread among 48 CEGEPs.

The university network infrastructure portfolio encompasses 1,077 buildings, representing a surface area of around 4.9 million square metres, of which approximately 3.7 million square metres in 792 buildings are recognized by the MES for funding purposes. The university network equipment inventory consists of 7,015 pieces of equipment, 3,390 of which are fully or partially funded by the MES. It includes 3,111 pieces of teaching equipment, 47 rolling stock items and 232 pieces of other equipment. This inventory is spread among 19 universities.

Infrastructure inventory[1]
By infrastructure type and category

	Average age (years)	Quantity			Size (m^2)		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
CEGEPs							
Buildings							
Spaces recognized for funding purposes	n/a	899	n/a	n/a	2,552,000	n/a	n/a
Equipment							
Equipment for teaching purposes	n/a	1,830	n/a	n/a	n/a	n/a	n/a
Rolling stock	n/a	0	n/a	n/a	n/a	n/a	n/a
Other equipment	n/a	262	n/a	n/a	n/a	n/a	n/a
Total – Equipment	**n/a**	**2,092**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**
Universities							
Buildings							
Spaces recognized for funding purposes	n/a	792	n/a	n/a	3,713,277	n/a	n/a
Equipment							
Equipment for teaching purposes	n/a	3,111	n/a	n/a	n/a	n/a	n/a
Rolling stock	n/a	47	n/a	n/a	n/a	n/a	n/a
Other equipment	n/a	232	n/a	n/a	n/a	n/a	n/a
Total – Equipment	**n/a**	**3,390**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**

[1] Data as of January 8, 2024, for buildings and October 31, 2023, for equipment.

INFRASTRUCTURE SUSTAINABILITY

CEGEPS

Infrastructure conditions and asset maintenance deficit[1] By infrastructure type and category

	Government Condition Index[2] (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings									
Spaces recognized for funding purposes	6	10	19	35	54	11	410.9	289.6	700.5
Equipment									
Equipment for teaching purposes	35	18	12	65	5	30	8.0	49.2	57.2
Rolling stock	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Other equipment	46	18	10	74	2	24	0.4	5.7	6.1
Total – Equipment	**36**	**18**	**12**	**66**	**5**	**29**	**8.4**	**54.9**	**63.3**
Total – Infrastructure	**6**	**10**	**19**	**35**	**53**	**12**	**419.3**	**344.5**	**763.8**

1 Data as of January 8, 2024, for buildings and October 31, 2023, for equipment.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total infrastructure replacement value included in this GCI over the total replacement value of all infrastructure.

OBJECTIVES

MES college infrastructure maintenance investments intend to reach the following objectives by March 31, 2026, as set out in the 2022-2023 AMPI.

Although the inventory, condition and AMD of infrastructures cannot be updated in 2025-2026, the work completed has been recorded and analyzed.

Objectives[1]

Objectives	Reference value	Results			Target
	Reference AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Carry out at least $256.6 million worth of work to reduce the building AMD[2]	$0M 2022-2023 AMPI	$59.0M	$160.4M	$229.2M	$256.6M 2026-2027 AMPI
Carry out at least $20.5M of work intended to reduce the equipment AMD[2]	$0M 2022-2023 AMPI	$10.7M	$12.4M	$13.6M	$20.5M 2026-2027 AMPI

1 The target for the proportion of buildings and equipment in good condition (GCI of A, B or C) has been removed, since in 2025-2026, the MES will determine new targets for the 2026-2027 AMPI. They will be established on the basis of an analysis of the data available in asset management tools, taking into account the asset maintenance requirements listed in the AMPI, as well as the planning of the work according to the operational and financial capacities of the establishments and the government.
2 The presented results are the cumulative cost of work carried out since the reference AMPI was filed.

The asset maintenance investments in buildings and equipment have resulted in work of $68.8 million and $1.2 million respectively to reduce the AMD in 2024-2025, thereby bringing the total to $229.2 million for buildings and $13.6 million for equipment.

Planned investments over the next year are expected to meet the target and carry out at least $277.1 million ($256.6 million for buildings and $20.5 million for equipment) of work to reduce the established AMD by March 31, 2026.

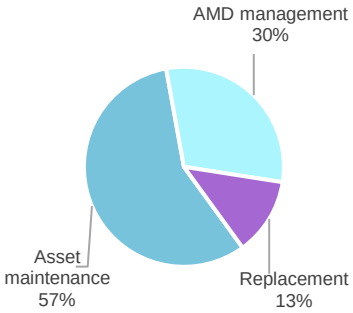
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

CEGEPS

Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	CEGEPs	%
Infrastructure maintenance		
Asset maintenance	1,320.3	57
AMD management	700.5	30
Replacement	289.5	13
Total	**2,310.3**	**100**



Addressing the asset maintenance deficit

In the 2025-2035 QIP, planned infrastructure maintenance investments over the 10-year period will make it possible to address $700.5 million of the AMD, or 92% of the $763.8 million AMD established in the 2024-2025 AMPI.

INVESTMENT STRATEGY

The MES is firmly committed to maintaining its assets, which is why the majority of its investments are allocated to infrastructure maintenance. In addition, strategies are in place to balance investments between infrastructure maintenance and enhancement projects.

The MES plans to use the following means to reduce the AMD of CEGEPs:

- Adjust the breakdown of standardized allocations in asset maintenance and AMD reduction in order to allow establishments to carry out work to improve the condition of the building inventory up to a satisfactory or better level (GCI of A, B or C);
- Provide funding to reduce the AMD by supporting establishments that are less eligible for government financial assistance;
- Monitor the work planned by CEGEPs to maximize the reduction of the AMD;
- Prioritize projects with a significant impact on the infrastructure condition and AMD management;
- Prioritize work for completing repairs or replacing critical components that have reached the end of their useful lives such as roofs, windows, and heating and ventilation systems;
- Update the establishments' building inspections to prioritize work on their building inventory.

However, to fully meet its mission of supporting education, the MES has prioritized certain infrastructure enhancement projects in order to accommodate, among other things, anticipated increases in student numbers, notably in the priority sectors defined by the government. This decision was taken in order to guarantee the continuation of current plans and specifications, as well as the completion of the associated work.

Infrastructure enhancement projects are essential to ensure accessibility to higher education. In fact, due to the increase in student numbers, many CEGEPs have had to reduce student activity spaces and libraries to create classrooms and laboratories, especially in the Montréal area. Solutions such as renting additional space and adding evening slots have been put in place to accommodate more students. However, some establishments have reached a limit and started to cap admissions.

Finally, it should be noted that equipment acquisitions are included under the heading of infrastructure enhancement. These are essential for updating training courses to ensure that they are in line with labour market requirements, and for deploying training in regions where there is a shortage of skilled workers.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
CEGEPs						
2023-2024						
Actual	140.0	55.9	50.6	**246.5**	83.6	**330.1**
Forecast[1]	88.6	44.1	44.4	**177.1**	86.5	**263.6**
Difference	51.4	11.8	6.2	**69.4**	(2.9)	**66.5**
2024-2025						
Probable	163.5	70.0	13.8	**247.3**	126.8	**374.1**
2025-2026						
Forecast	139.4	70.0	21.0	**230.4**	186.1	**416.5**

1 Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Investments made in 2023-2024 and probable investments in 2024-2025 total $330.1 million and $374.1 million respectively. They have enabled infrastructure maintenance and enhancement work to be carried out or continued.

Infrastructure maintenance

The main purpose of infrastructure maintenance work is to maintain or restore buildings and equipment to a satisfactory or better condition (GCI of A, B or C). Some examples of the work carried out are:

- Replacement of mechanical and electrical systems such as compressed-air distribution systems, furnaces, refrigerated drinking fountains, air conditioners, cold water distribution systems and lighting systems;
- Work to reduce the AMD, such as the rehabilitation of exterior and interior staircases, doors, wall curtains, brick cladding and building roofs;
- Replacement of institutional equipment;
- Work on standard ground slabs and building foundation walls.

More specifically, such investments notably made it possible to carry out the following projects:

- Redevelopment of blocks B and C at CEGEP Montmorency;
- Replacement of the windows in the A wing at CEGEP de Valleyfield;
- Upgrading of block A at CEGEP du Vieux Montréal;
- Consolidation of the overhanging 6th floor structure at Cégep André-Laurendeau;
- Facade repair (Phase 1) at Cégep de Bois-de-Boulogne;
- Repair and upgrading of the main electrical entrance (Phase 1) at Cégep de Maisonneuve;
- Upgrading of various mechanical systems (Phase 5) at CEGEP Marie-Victorin;
- Repair of the Rhéaume pavilion at CEGEP Abitibi-Témiscamingue;

- Repair of the windows and awnings at Collège d'Alma;
- Repair of the roof (phase 5) of the constituante de Joliette at Cégep régional de Lanaudière;
- Replacement of ventilation systems for archives, servers and computer lab at Cégep de Sherbrooke;
- Repair of the pipes at the Cégep de Limoilou.

For 2025-2026, planned infrastructure maintenance investments totalling $230.4 million will make it possible, among other things, to start or complete several projects, including:

- Transformation of open-air teaching offices at Cégep Lionel-Groulx;
- Correction for short-circuit current at Cégep régional de Lanaudière;
- Repair of the J pavilion at Cégep de Rimouski;
- Creation of a student complex at Cégep de Chicoutimi;
- Renovation of the triple gymnasium floor and addition of air conditioning at Cégep de Rosemont;
- Repair of the electrical distribution network at Cégep de Sept-Îles;
- Renovation of the Gaspé residences at Cégep de la Gaspésie et des Îles;
- Repair of the sportspavilion at Cégep Victoriaville;
- Upgrade of the electrical infrastructure (phase 2) at Cégep Sainte-Foy.

Infrastructure enhancement

The primary purposes of infrastructure enhancement are to increase the number of student spaces and improve the quality of services offered. Some examples of the work carried out or in progress are:

- The acquisition of equipment and development of the premises to update the college network's various programs;
- A modular building acquisition project for CEGEP Édouard-Montpetit.

In 2025-2026, planned investments for infrastructure enhancement totalling $186.1 million will achieve the following:

- Construction of a new pavilion at CEGEP de Drummondville (TB 954);
- Construction of a new pavilion at CEGEP Lionel-Groulx in Sainte-Thérèse (TB 1063);
- Expansion of the Gabrielle-Roy Campus at the Cégep de l'Outaouais in Gatineau (TB 1197);
- Expansion of the sports complex at CEGEP Gérald-Godin in Montréal;
- Expansion of the Cégep de Rosemont in Montréal;
- Expansion of the G wing at Cégep de Valleyfield;
- Fiveexpansion projects in the planning stage for Cégeps de Chicoutimi, Granby and Saint-Hyacinthe.

It should be noted that the pace of completion of infrastructure projects, both in terms of infrastructure maintenance and enhancement, could be restricted, notably due to:

- annual investment levels to be respected, in line with the government's financial capacity;
- the application of the accounting standard relating to transfer payments, which requires, starting in fiscal 2024-2025, more rapid recognition of transfer payments, based on the pace of project completion rather than the debt repayment period.

INFRASTRUCTURE SUSTAINABILITY

UNIVERSITIES

Infrastructure conditions and asset maintenance deficit[1]
By infrastructure type and category

	Government Condition Index[2] (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings									
Spaces recognized for funding purposes	19	21	16	56	26	18	249.7	1,178.1	1,427.8
Equipment									
Equipment for teaching purposes	24	24	25	73	4	23	15.9	90.5	106.4
Rolling stock	6	9	19	34	0	66	–	2.0	2.0
Other equipment	26	6	13	45	1	54	0.3	14.1	14.4
Total – Equipment	**24**	**23**	**24**	**71**	**4**	**25**	**16.2**	**106.6**	**122.8**
Total – Infrastructure	**19**	**21**	**17**	**57**	**25**	**18**	**265.9**	**1,284.7**	**1,550.6**

1 Data as of January 8, 2024, for buildings and October 31, 2023, for equipment.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total infrastructure replacement value included in this GCI over the total replacement value of all infrastructure.

OBJECTIVES

MES university infrastructure maintenance investments intend to reach the following objectives by March 31, 2026, as set out in the 2022-2023 AMPI.

Although the inventory, condition and AMD of infrastructures cannot be updated in 2025-2026, the completed work has been recorded and analyzed.

OBJECTIVES

Objectives[1]

Objectives	Reference value	Results			Target
	Reference AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
	2022-2023 AMPI				2026-2027 AMPI
Carry out at least $491.2 million worth of work to reduce the building AMD[2]	$0M	$84.0M	$255.8M	$377.9M	$491.2M
	2022-2023 AMPI				2026-2027 AMPI
Carry out at least $64.1M worth of work to reduce the equipment AMD[2]	$0M	$12.7M	$22.5M	$29.4M	$64.1M
	2022-2023 AMPI				2026-2027 AMPI

1 The target for the proportion of buildings and equipment in good condition (GCI of A, B or C) has been removed, since in 2025-2026, the MES will determine new targets for the 2026-2027 AMPI. They will be established on the basis of an analysis of the data available in asset management tools, taking into account the asset maintenance requirements listed in the AMPI, as well as the planning of the work according to the operational and financial capacities of the establishments and the government.

2 The presented results are the cumulative cost of work carried out since the reference AMPI was filed.

The asset maintenance investments in buildings and equipment have resulted in work of $122.1 million and $6.9 million respectively to reduce the AMD of assets in 2024-2025, thereby bringing the total to $377.9 million for buildings and $29.4 million for equipment.

Planned investments over the next year are expected to meet the target and carry out at least $555.3 million ($491.2 million for buildings and $64.1 million for equipment) of work to reduce the established AMD by March 31, 2026.

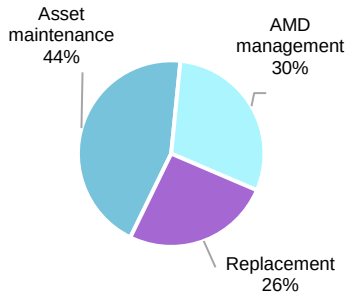
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

UNIVERSITIES

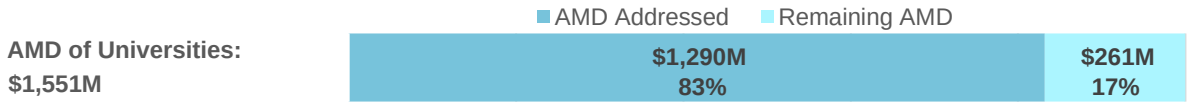
Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	Universities	%
Infrastructure maintenance		
Asset maintenance	1,917.8	44
AMD management	1,289.9	30
Replacement	1,115.0	26
Total	**4,322.7**	**100**



Addressing the asset maintenance deficit



In the 2025-2035 QIP, planned infrastructure maintenance investments over the 10-year period will make it possible to address $1,289.9 million of the AMD, or 83% of the $1,550.6 million AMD established in the 2024-2025 AMPI.

INVESTMENT STRATEGY

The MES is firmly committed to maintaining its assets, which is why most of its investments are allocated to infrastructure maintenance. In addition, strategies will be in place to balance investments between projects to maintain and enhance the offer.

The MES plans to use the following means to reduce the AMD of universities:

- Adjust the breakdown of standardized allocations in asset maintenance and AMD reduction in order to allow establishments to carry out work to improve the condition of the building inventory up to a satisfactory or better level (GCI of A, B or C);
- Provide funding to reduce the AMD by supporting establishments that are less eligible for government financial assistance;
- Monitor the work planned by the universities to maximize the reduction of the AMD;
- Prioritize projects with a significant impact on the infrastructure condition and AMD management;
- Prioritize work for completing repairs or replacing critical components that have reached the end of their useful lives such as roofs, windows, and heating and ventilation systems;
- Update the establishments' building inspections to prioritize work on building inventory.

However, to fully meet its mission of supporting education, the MES has prioritized certain infrastructure enhancement projects to accommodate, among other things, anticipated increases in student numbers, or to meet specific needs, notably in terms of student housing. This decision was taken in order to guarantee the continuation of current plans and specifications, as well as the completion of the associated work.

These infrastructure enhancement projects are essential, as they make it possible to meet the urgent need for space within the establishments, particularly in the strategic programs and sectors defined by the government. In addition, they contribute to the competitiveness and attractiveness of university teaching and research by offering modern infrastructures adapted to the realities of students and teachers.

These additions are crucial to Québec's social and economic development and outreach. By creating modern infrastructures such as state-of-the-art laboratories, universities attract talent, promote research and provide an environment conducive to learning.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Universities						
2023-2024						
Actual	235.4	142.5	116.4	**494.3**	152.0	**646.3**
Forecast[1]	186.4	175.0	120.0	**481.4**	166.7	**648.1**
Difference	49.0	(32.5)	(3.6)	**12.9**	(14.7)	**(1.8)**
2024-2025						
Probable	401.4	129.0	117.9	**648.3**	290.7	**939.0**
2025-2026						
Forecast	256.4	129.0	115.4	**500.8**	254.2	**755.0**

1 Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Investments made in 2023-2024 and 2024-2025 probable investments, totalling $646.3 million and $939.0 million respectively, enabled infrastructure maintenance and enhancement work to be completed or continued.

Infrastructure maintenance

The main aim of infrastructure maintenance work is to maintain or restore buildings to satisfactory or better condition (GCI of A, B or C). Some examples of the work carried out are:

- Repair work on roofs and exterior cladding of buildings such as roof finishes, masonry and mortar joints;
- Replacement of mechanical and electrical systems such as compressed-air distribution systems, furnaces, refrigerated drinking fountains, air conditioners, cold water distribution systems and lighting systems;
- Work to reduce the AMD, such as the rehabilitation of doors and exterior staircases, windows, brick cladding and building roofs;
- Major repair work on building facades.

In 2024-2025, infrastructure maintenance investments notably made it possible to carry out the following projects:

- McGill University, Raymond Pavilion – Montréal – Repair (TB 936);
- McGill University, Ferrier Pavilion – Montréal – Repair (TB 934);
- Université de Montréal, Pavillon Roger-Gaudry – Montréal – Repair (TB 566);
- McGill University, Macdonald-Stewart Pavilion – Montréal – Repair (TB 419);
- Bishop's University, Divinity House Pavilion – Sherbrooke – Repair;
- Université du Québec à Chicoutimi, Pavillon Principal – Chicoutimi – Repair (TB 1028).

In the 2025-2026 QIP, planned infrastructure maintenance investments total $500.8 million. They will make it possible, among other things, to start or complete several projects, including:

- Université de Montréal, Roger-Gaudry and Marie-Victorin pavilions – Redevelopment (TB 201);
- Université Laval - Redevelopment of immersive training laboratories to increase health sciences cohorts.

Infrastructure enhancement

The primary purposes of infrastructure enhancement are to increase the number of student spaces and improve the quality of services offered.

In 2024-2025, infrastructure enhancement investments notably made it possible to carry out the following projects:

- Université de Sherbrooke – Construction of the Carrefour du savoir;
- Université du Québec en Abitibi-Témiscamingue – Mont-Laurier – Construction.

In the 2025-2026 QIP, planned infrastructure enhancement investments total $254.2 million. They will notably make it possible to start or complete several projects, including:

- McGill University, part of former Royal Victoria Hospital site – Montréal – Construction and redevelopment (TB 110);
- Université du Québec, veterinary medicine pavilion – Rimouski – Construction and redevelopment (TB 953);
- Université du Québec en Abitibi-Témiscamingue, Rouyn-Noranda campus – Expansion (TB 1090);
- Université du Québec, Development of floors 8, 9 and 10 and part of floor 11 of the Îlot Balmoral in Montréal for the Synthèse Pôle Image Québec project.

It should be noted that the pace of completion of infrastructure projects, both in terms of infrastructure maintenance and enhancement, could be restricted, notably due to:

- annual investment levels to be respected, in line with the government's financial capacity;
- the application of the accounting standard relating to transfer payments, which requires, starting in fiscal 2024-2025, more rapid recognition of transfer payments, based on the pace of project completion rather than the debt repayment period.

APPENDIX 1

ADDITIONAL INFORMATION

CEGEPS

Building inspection and data updates

Spaces recognized for funding purposes in the college network were initially inspected from 2010 through 2012. Each building component was assessed during these inspections. This inspection was accompanied by a renewal forecast and a list of necessary asset maintenance work to maintain and restore to a satisfactory level the condition of the buildings. An annual update of this list was produced for 100% of the surface area of the building inventory in the network to reflect changes in asset maintenance needs and to sustain the work to be carried out in the short term. The condition of the college network building inventory is thus representative of the current situation.

The second inspection cycle in the college network was completed in December 2022. The third cycle of property audits began in September 2024 and is scheduled to end in May 2027.

Methodology

Colleges use a software package to record the work that they must carry out within the next five years on their buildings, subsequent to inspections conducted by a specialized firm. Condition and AMD assessments for all buildings are based on this list of work recorded in the software according to the inspection parameters set out in the *Cadre de gestion pour les investissements liés aux infrastructures des réseaux d'enseignement collegial et universitaire*, which seeks to obtain a coherent and continuous assessment of building condition that is harmonized throughout the college network. The MES is working to implement a centralized IT solution for infrastructure management in higher education (GIES system).
The GCI and the AMD are assessed based on an FCI[10]. Any building with an FCI above 15% is considered to be in poor condition and the estimate of its AMD is the product of the 15% excess and the building's replacement value.

The condition indicator percentages (A, B, C, D and E) are weighted according to building replacement value.

UNIVERSITIES

Building inspection and data updates

Buildings recognized for funding purposes in the university network were initially inspected from 2014 through the spring of 2016. The second inspection cycle in the university network began in 2019 and was completed in 2023. The third cycle of property audits began in January 2024 and is scheduled to end in November 2028.

[10] Facility condition index: the sum of the estimated cost of all the asset maintenance work to be performed over a five-year horizon, divided by the replacement value of the said infrastructure.

APPENDIX 1
(continued)

Methodology

Universities use a software package to record the work that they must carry out within the next five years on their buildings, subsequent to inspections conducted by a specialized firm. Condition and AMD assessments for all buildings are based on this list of work recorded in the software according to the inspection parameters set out in the *Cadre de gestion pour les investissements liés aux infrastructures des réseaux d'enseignement collegial et universitaire*, which seeks to obtain a coherent and continuous assessment of building condition that is harmonized throughout the university network. The MES is working to implement a centralized IT solution for infrastructure management in higher education (GIES system).

The GCI and the AMD are assessed based on an FCI. Any building with an FCI above 15% is considered to be in poor condition and the estimate of its AMD is the product of the 15% excess and the building's replacement value.

The condition indicator percentages (A, B, C, D and E) are weighted according to building replacement value.

COLLEGE AND UNIVERSITY EQUIPMENT

Inventory and data update

Initial data on the significant equipment inventory for both educational networks were presented in the 2022-2023 AMPI.

The MES lists only equipment of significant value and for which replacement could have a major impact on the QIP investments forecast. The equipment that must be declared is as follows:

- Equipment with an individual book acquisition value equal to or greater than $100,000;
- Equipment with an individual book acquisition value between $25,000 and $99,999, but that is considered strategic equipment.

The equipment must be in service, functional, and in use by the establishment as of June 30 of the current fiscal year. Information on equipment should normally be obtained from the establishments' fixed asset accounting records (except for the current replacement value), as of June 30 of the current fiscal year.

Methodology
The MES calculates the condition index for the asset by dividing the asset's accumulated depreciation by its acquisition cost. Subsequently, a condition indicator is assigned for each property, based on its condition index:

- A (very good): 0 to 30%;
- B (good): 30.1 to 60%;
- C (satisfactory): 60.1 to 90%;
- D (poor): 90.1 to 99.9%;
- E (very poor): 100%.

An AMD is calculated for equipment with a condition index of D and E. The AMD changes according to normal wear and tear. This deficit corresponds to the asset's current replacement value.

APPENDIX 2

CEGEPs
Buildings

	Quantity	Size (m^2)	Average age (years)	Condition Indicator (number)						AMD ($M)
				A	B	C	ABC	D	E	
Collège de Bois-de-Boulogne	12	47,786	56	0	0	0	0	2	10	52.9
Cégep de Rimouski	41	102,523	59	6	3	6	15	16	10	51.2
Cégep de Chicoutimi	44	68,077	50	10	3	5	18	14	12	50.8
Cégep Édouard-Montpetit	32	106,145	38	0	3	1	4	22	6	42.1
Cégep Limoilou	12	76,611	44	2	0	1	3	8	1	34.1
Collège de Maisonneuve	13	63,823	46	2	2	1	5	4	4	30.7
Cégep du Vieux Montréal	11	71,131	36	0	1	3	4	7	0	27.5
Cégep de Jonquière	26	79,677	44	3	3	2	8	14	4	26.4
Cégep de St-Hyacinthe	19	53,227	29	3	2	2	7	9	3	26.3
Cégep Saint-Jean-sur-le-Richelieu	22	45,833	56	1	1	0	2	10	10	23.3
Cégep de l'Outaouais	11	64,249	34	2	1	3	6	4	1	22.3
Cégep de La Pocatière	15	41,764	52	2	1	2	5	8	2	22.0
Cégep de Saint-Laurent	23	61,504	84	3	3	4	10	11	2	20.5
Cégep de Trois-Rivières	27	76,997	47	2	3	3	8	17	2	18.4
Collège Lionel-Groulx	41	70,593	55	7	3	8	18	14	9	17.5
Cégep régional de Lanaudière	28	88,980	37	8	3	5	16	11	1	16.3
Cégep de Sainte-Foy	43	79,253	40	8	8	10	26	12	5	16.2
Cégep Garneau	23	59,904	39	4	5	3	12	8	3	16.1
Champlain Regional College	23	52,454	41	4	1	5	10	9	4	15.9
Cégep de Lévis	37	55,779	41	4	5	7	16	9	12	13.3
Cégep d'Ahuntsic	17	88,702	33	4	2	5	11	5	1	12.7
Cégep John Abbott	17	71,764	76	4	3	3	10	6	1	11.6
Cégep de Matane	13	28,669	56	0	2	0	2	11	0	11.5
Cégep de Saint-Jérôme	24	58,918	50	2	6	2	10	9	5	11.2
Cégep de Victoriaville	21	50,690	51	3	2	4	9	10	2	11.0
Cégep de Sept-Îles	4	16,158	19	3	0	0	3	1	0	10.1
Cégep de l'Abitibi-Témiscamingue	20	54,426	48	5	1	5	11	8	1	9.1
Cégep de Shawinigan	1	31,284	49	0	0	0	0	1	0	9.0
Vanier College	17	64,184	69	2	2	3	7	8	2	8.7
Cégep de la Gaspésie et des Îles	21	47,600	54	3	6	8	17	2	2	8.4
Collège André-Laurendeau	3	44,584	35	0	1	1	2	1	0	7.1
Cégep de Sherbrooke	24	77,793	41	3	3	7	13	9	2	6.2
Cégep de Sorel-Tracy	4	20,182	41	0	0	0	0	4	0	6.2
Collège Dawson	12	78,979	74	1	3	4	8	3	1	5.4
Cégep de Thetford	10	31,709	49	5	1	0	6	4	0	5.2
Collège d'Alma	18	25,791	47	1	1	0	2	12	4	4.1
Collège de Valleyfield	8	42,558	68	2	3	0	5	3	0	3.7

APPENDIX 2
(continued)

CEGEPs
Buildings

	Quantity	Size (m^2)	Average age (years)	Condition Indicator (number)						AMD ($M)
				A	B	C	ABC	D	E	
Cégep Gérald-Godin	7	16,055	52	0	2	1	3	4	0	2.7
Cégep Marie-Victorin	21	45,800	41	1	6	8	15	5	1	2.6
Cégep de Saint-Félicien	14	17,577	33	1	4	2	7	7	0	2.4
Collège Montmorency	15	70,067	19	9	0	5	14	0	1	1.9
Cégep de Rivière-du-Loup	27	40,115	42	3	8	7	18	7	2	1.9
Cégep de Drummondville	7	23,898	25	3	1	2	6	1	0	1.8
Cégep de Granby	7	22,913	61	1	0	2	3	4	0	1.4
Cégep Beauce-Appalaches	16	28,953	54	3	4	3	10	4	2	0.7
Cégep de Baie-Comeau	15	23,161	49	6	7	1	14	1	0	0.7
Collège de Rosemont	9	43,463	48	1	2	3	6	3	0	0.1
Collège Héritage	5	15,880	14	3	0	2	5	0	0	–
Total 1	**880**	**2,548,183**		**140**	**121**	**149**	**410**	**342**	**128**	**700.5**

[1] The quantity and dimensions do not match those of the infrastructure inventory because information is unavailable for certain buildings that were not inspected.

APPENDIX 2
(continued)

Universities
Buildings

	Quantity	Size (m^2)	Average age (years)	Condition Indicator (number)						AMD ($M)
				A	B	C	ABC	D	E	
Université de Montréal	104	566,001	57	9	14	9	32	18	54	417.1
Université McGill	160	629,250	87	18	17	22	57	56	47	357.6
Université Laval	103	546,085	50	32	15	8	55	20	28	262.6
Université du Québec à Montréal	31	339,284	57	5	3	6	14	11	6	194.8
Université Concordia	69	432,161	84	7	4	6	17	17	35	110.7
Université de Sherbrooke	107	295,187	36	41	16	17	74	15	18	25.5
Institut national de recherche scientifique	27	77,509	41	11	2	2	15	2	10	15.7
Université du Québec à Trois-Rivières	40	125,037	33	18	9	7	34	4	2	14.0
Université du Québec à Rimouski	28	49,574	43	15	4	4	23	3	2	8.5
Université Bishop's	25	49,231	72	5	6	4	15	6	4	7.2
HEC Montréal	6	81,430	48	0	0	1	1	5	0	6.7
École Polytechnique de Montréal	12	114,344	37	6	1	2	9	3	0	5.8
Université du Québec en Outaouais	13	50,463	47	7	4	1	12	1	0	0.8
Université Québec en Abitibi-Témiscamingue	13	26,668	25	8	2	1	11	2	0	0.4
Université du Québec à Chicoutimi	20	80,560	29	10	3	6	19	1	0	0.3
École nationale administration publique	1	11,734	25	0	1	0	1	0	0	–
École de technologie supérieure	7	116,114	51	4	3	0	7	0	0	–
TÉLUQ	1	7,924	23	0	0	1	1	0	0	–
Université du Québec (siège social)	4	26,303	36	1	2	1	4	0	0	–
Total 1	**771**	**3,624,859**		**197**	**106**	**98**	**401**	**164**	**206**	**1,427.8**

[1] The quantity and dimensions do not match those of the infrastructure inventory because information is unavailable for certain buildings that were not inspected.

ENVIRONNEMENT, LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES, FAUNE ET PARCS

INFRASTRUCTURE MANAGEMENT

THE MINISTÈRE DE L'ENVIRONNEMENT, DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES, DE LA FAUNE ET DES PARCS

VISION

The MELCCFP's leadership in the fight against climate change and environmental protection is central to government action and fosters social development as well as a green and resilient economy for the benefit of present and future generations.

ORIENTATIONS

The MELCCFP mission is to contribute to Québec's sustainable development by playing a key role in fighting climate change, protecting the environment and conserving biodiversity, for the public's benefit.

The operation, management and oversight of the public dam inventory fall under the Department's purview. The MELCCFP must ensure the safety and functionality of this infrastructure.

More specifically, it must:

- Safely manage dams;
- Inspect and monitor dams so as to ensure their safety and operational efficiency;
- Perform the required maintenance work in keeping with the current legislation;
- Assess the safety of public dams and coordinate response to emergencies;
- For safety and environmental protection reasons, demolish dams that are not essential to the Government's mission.

RESPONSIBILITIES

The management of dams is subject to legal obligations under the *Dam Safety Act* (chapter S-3.1.01) and its regulation (S-3.1.01, r.1) that vary according to the type of dam (high-capacity, low-capacity and small dams). In addition to its legal obligations, the MELCCFP considers the risks associated with dams, along with the budget and human resources that it has been allocated to manage this dam portfolio and prioritize interventions.

After the *Act mainly to reinforce the enforcement of environmental and dam safety legislation, to ensure the responsible management of pesticides and to implement certain measures of the 2030 Plan for a Green Economy concerning zero emission vehicles* was passed, the legal obligations for upgrading high-capacity dams that are deemed to have low or minimal consequences in the event of failure have been significantly reduced (chapter 8) Furthermore, the MELCCFP is no longer required to conduct safety assessment studies of these dams.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The MELCCFP operates and administers 934 dams under the *Dam Safety Act*, including 391 high-capacity dams and 543 low-capacity and small dams.

The Dam Safety Act precisely defines the "high-capacity" and "low-capacity" dam categories. All dams that fall under the Dam Safety Act and that are more than one metre in height but not considered "high-capacity" or "low-capacity" are referred to as "small dams."

High-capacity dams are subdivided into three major subcategories: 48 mechanized dams, 332 non-mechanized dams and 11 non-essential dams. Low-capacity dams and small dams are subdivided into three categories: 7 mechanized dams, 259 non-mechanized low-capacity and 277 small non-mechanized dams.

Mechanized dams are equipped with electromechanical discharge equipment to manage water levels and flows. Non-mechanized dams are equipped with a fixed threshold that does not allow such management. Accordingly, the complexity of mechanized dams' components and the need to ensure their reliability and functionality at all times requires major investments compared to other types of dams.

Dams are categorized as non-essential when there is no confirmed utility and the level of consequence in case of failure is low or minimal. Generally, these dams are not accessible and are located in remote areas. The condition of these dams is not assessed and no AMD is surveyed. Thus, these dams have been removed from the table *Infrastructure conditions and asset maintenance deficit* on page 100. The MELCCFP will continue to ensure they remain at a low level of consequence in case of failure.

The MELCCFP is also responsible for other infrastructure:

- Eight main buildings (service centres) with offices and 26 auxiliary buildings (service buildings, warehouses, workshops, hangars and garages) acting as regional points of service to provide for the operation and maintenance of nearby dams;
- A discharge pipe that carries effluent from the Domtar commercial pulp plant in Saint-Félicien. The pipe, which the MELCCFP built in 1978, conveys water treated by the plant to the Mistassini River located nearly 15 km away. The pipe had an initial useful life of 25 years, but has been in use for 46 years;
- Twenty dams not subject to the Dam Safety Act. Although not subject to the Act, these dams, including a flood protection dike at Pointe-Calumet, are also part of the infrastructure portfolio under MELCCFP jurisdiction.

Infrastructure inventory[1]
By infrastructure type and category

	Average age (years)	Quantity			Size		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings							
Service centres	22	31	33	2	3,356 m^2	3,521 m^2	165
Civil engineering structures							
High-capacity dams							
Mechanized	49	48	48	0	Variable	Variable	n/a
Non-mechanized	30	328	332	4	Variable	Variable	n/a
Non-essential[2]	57	14	11	(3)	Variable	Variable	n/a
Subtotal - High-capacity dams	**33**	**390**	**391**	**1**	**Variable**	**Variable**	**n/a**
Low-capacity dams and small dams							
Low-capacity and small mechanized dams	59	7	7	0	Variable	Variable	n/a
Non-mechanized low-capacity	50	256	259	3	Variable	Variable	n/a
Small non-mechanized dams	58	275	277	2	Variable	Variable	n/a
Non-essential[2]	s. o.	0	0	0	Variable	Variable	n/a
Subtotal – Low-capacity dams and small dams	**53**	**538**	**543**	**5**	**Variable**	**Variable**	**n/a**
Dams not subject to the Act	57	20	20	0	Variable	Variable	n/a
Effluent discharge pipes	46	1	1	0	15 km	15 km	0
Total - Infrastructure	**43**	**980**	**988**	**8**	**Variable**	**Variable**	**n/a**

[1] Data as of September 2024.
[2] Dams for which no utility is confirmed and whose level of consequences in case of failure is low or minimal. These dams are not inspected for AMPI purposes.

VARIATION IN INVENTORY

The variation in inventory compared to the previous period is due to:

- Buildings:

  The increase of two buildings results from the data updating. These two small buildings were not accounted for in the previous years;

- High-capacity dams:

  The net increase of one high-capacity dam is explained by the addition of three orphan dams that were entrusted to the MELCCFP and the removal of two non-essential dams from the inventory. Also, one non-essential dams is now considered non-mechanized;

- Low-capacity dams and small dams:

  The net increase of five dams in this category is explained by the transfer, under MELCCFP jurisdiction of eight orphan dams and one from the MTMD, and the transfer of four dams to the Commission de la capitale nationale du Québec.

INFRASTRUCTURE SUSTAINABILITY

THE MINISTÈRE DE L'ENVIRONNEMENT, DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES, DE LA FAUNE ET DES PARCS

Infrastructure conditions and asset maintenance deficit[1]
By infrastructure type and category

	Government condition indicator[2] (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E[3]	GCI of D	GCI of E	Total
Buildings									
Service centres	27	19	19	65	20	15	–	–	–
Civil engineering structures									
High-capacity dams									
Mechanized	1	17	8	26	74	0	94.2	–	94.2
Non-mechanized	66	9	4	79	20	1	18.5	0.1	18.6
Total - High-capacity dams	**9**	**16**	**7**	**32**	**68**	**0**	**112.7**	**0.1**	**112.8**
Low-capacity dams and small dams									
Low-capacity and small mechanized dams	2	1	0	3	97	0	1.6	–	1.6
Non-mechanized low-capacity	7	13	15	35	33	32	0.9	–	0.9
Small non-mechanized dams	4	11	22	37	63	0	0.8	–	0.8
Total – Low-capacity dams and small dams	**4**	**10**	**13**	**27**	**58**	**15**	**3.3**	**–**	**3.3**
Dam not subject to the Act	3	21	36	60	40	0	–	–	–
Effluent discharge pipes	0	0	0	0	100	0	n/a	n/a	n/a
Total – Infrastructure	**8**	**15**	**8**	**31**	**67**	**2**	**116.0**	**0.1**	**116.1**

1 Data as of September 2024.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
3 The condition indicator E for civil engineering structures corresponds to structures that will be demolished, not structures in very poor condition.

OBJECTIVES

Following the last three years, the result of the investments realized as March 31, 2025 over the objectives established for dams under MECCFP jurisdiction are as follows:

Objectives

Objectives	Reference value	Results			Target
	Reference AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Achieve a 45% proportion of mechanized high-capacity dams in good condition by March 31, 2025	36% 2022-2023 AMPI	36%	40%	26%	45% 2025-2026 AMPI
Reduce the overall AMD of the mechanized high-capacity dams by $27.0M to reach a level of $26.0M by March 31, 2025	$53.0M 2022-2023 AMPI	$61.4M	$3.9M	$94.2M	$26.0M 2025-2026 AMPI
Achieve a 81% proportion of mechanized high-capacity dams in good condition by March 31, 2025	80% 2022-2023 AMPI	81%	81%	79%	81% 2025-2026 AMPI
Reduce the overall AMD of the mechanized high-capacity dams by $3.9M to reach a level of $4.8M by March 31, 2025	$17.9 M 2022-2023 AMPI	$17.8M	$19.6M	$18.6M	$14.0M 2025-2026 AMPI

SITUATION STATUS

Objectives of March 31, 2022 to March 31, 2025

Overall, the MELCCFP did not achieve the objectives set over three years in the 2022-2023 AMPI for various reasons, including:

- Land management delays related to the acquisition of private land, which delayed completion of the work;
- Administrative delays in obtaining provincial and federal authorizations;
- Delays in the supply of equipment;
- Higher-than-expected work requirements resulting from detailed inspections during the planning phase of interventions;
- Safety inspection studies that concluded for the need to upgrade to standard, resulting from stricter new standards, including seismic standards.

Mechanized high-capacity dams

More specifically, the MELCCFP has not achieved its objective of increasing the proportion of mechanized high-capacity dams in good condition to 45%. Despite delays in the completion of refection projects, some work was carried out on most of the dams, allowing a reduction of $16.3M of the AMD identified in the 2022-2023 AMPI. However, only one dam moved from a GCI of D to A. On the other hand, eight dams that were in satisfactory condition were reclassified with a GCI of D due to non-compliance with minimum safety standards revealed after safety assessment studies. It should be noted that the poor condition of these dams does not result from a higher degradation but rather from non-compliance with compulsory standards, including the seismic standards, which are now stricter.

Between the 2022-2023 AMPI and the 2025-2026 AMPI, several new findings during the planning of the work increased the AMD from $53.0M to $94.2M.

Non-mechanized high-capacity dams

Also, the MELCCFP has not achieved its objective of increasing the proportion of non-mechanized high-capacity dams in good condition to 81%. Although work has been carried out on nine dams, allowing them to move from a GCI of D to A or B, 16 dams that were in satisfactory condition were reclassified with a GCI of D due to non-compliance with minimum safety standards or after new inspections.

Also, three government dams in poor condition have been transferred under MELCCFP jurisdiction since March 2022.

This explains the 1% reduction of dams in satisfactory or better condition and the increase of the AMD from $0.7 M between the 2022-2023 AMPI and the 2025-2026 AMPI.

New objectives by March 31, 2028

The MELCCFP will establish new targets in the 2026-2027 AMPI based on the new findings of the last few years, particularly on the upgrade to standards and the planning of the work to come with the available funds.

PUBLIC INVESTMENTS IN INFRASTRUCTURE INCLUDED IN THE QIP

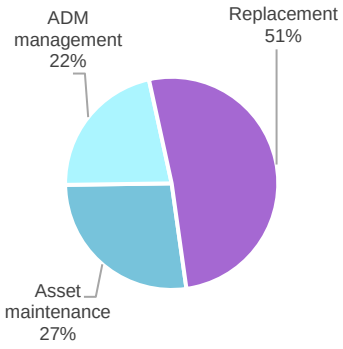
THE MINISTÈRE DE L'ENVIRONNEMENT, DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES, DE LA FAUNE ET DES PARCS

Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	Public dams	%
Infrastructure maintenance		
Asset maintenance	135.9	27
AMD management	109.8	22
Replacement[1]	257.9	51
Total	**503.6**	**100**

[1]Replacement includes demolition.



Addressing the asset maintenance deficit

INVESTMENT STRATEGY

The overall strategy for intervention on dams is based on an integrated asset management approach. This approach relies on better infrastructure knowledge, prioritization of actions based on risk management, and close monitoring of project progress, favouring a better completion rate for investment projects.

Knowledge of the infrastructure is based on an inspection system that enables continuous monitoring of dam conditions in order to detect defects in time and monitor their evolution. If necessary, safety assessment studies make it possible, by conducting hydraulic, geotechnical, structural, mechanical and electrical studies, to establish what remedial work is required to ensure dam integrity and safety.

Interventions are prioritized based on the impacts of deficiencies on the safety of people and property, and on the technical characteristics of various dam categories, in the following order of priority:

- Restore dams to prevent medium or higher consequences in the event of a failure;
- Maintain the condition of mechanized high-capacity dams. These dams are normally prioritized in planning asset maintenance work because the consequences of a failure or breakdown would generally be more serious than for other categories of dams. Interventions must be planned for the discharge equipment on all these dams to ensure proper operation, particularly under flood conditions;
- Perform maintenance to prevent moderate or higher consequences on non-mechanized high-capacity dams in the event of a failure. These dams are prioritized over dams with low or very low consequences in the event of a failure. Non-mechanized dams usually require less investment in terms of human and financial resources over their useful life. Therefore, the MELCCFP prioritizes essential remedial work until conditions require complete reconstruction;
- Repair or maintain the condition of other infrastructure to ensure serviceability.

Continuous project monitoring and control over each step in execution provides for better control of the investment process. The project management procedure allows the MELCCFP monitoring committee to document the various project steps and to monitor control points and project progress. The goal is to spot issues that could affect project execution so as to introduce corrective action. A dashboard allows an overview of the situation.

OTHER ELEMENTS

Some events (climatic or other) may make it necessary to take emergency action regarding a dam. Unscheduled work may be added to the plan and, where applicable, have an impact on the completion rate.

In the coming year, the work will be carried out in continuity with the investment strategy, i.e. by prioritizing asset maintenance work on-mechanized high-capacity dams and dams subject to legal obligations in relation to the Dam Safety Act or that present risks for the safety of people or property.

More specifically, the investments that will be realized on the dams under MELCCFP jurisdiction by March 31, 2026 with the aim of improving their condition are as follows:

Mechanized high-capacity dams

- Beaudet (Centre-du-Québec) – Completion of part of the work on upgrading to standard
  - Tackle a portion of the identified AMD of $0.7M
  - Improvement of its GCI from D to A at the end of the work in 2026-2027
- Choinière (Montérégie) – Completion of part of the work on modernization of discharge devices
  - Tackle a portion of the identified AMD of 1.6M
  - Improvement of is GCI from D to B at the end of the work in 2026-2027
- Duchesnay (Capitale-Nationale) – Completion of the work on modernization of discharge devices
  - Tackle a portion of the identified AMD of $1.9M
  - Improvement of its GCI from D to A
- Saint-Didace (Lanaudière) – Completion of the work on modernization of discharge devices
  - Tackle a portion of the identified AMD of $0.3M
  - Improvement of its GCI from D to C

Non-mechanized high-capacity dams

- Reconstruction of the Lac-Rimouski (Bas-Saint-Laurent) dam
  - Tackle the entire identified AMD of $0.9M
  - Improvement of its GCI from D to A
- Upgrade to standard of the Coulée-Gagnon (Saguenay-Lac-Saint-Jean) and Choinière (Montérégie) dikes
  - Tackle the entire identified AMD of $0.7M
  - Improvement of their GCI from D to A or B
- Demolition of the Wabano (Capitale-Nationale) dam
  - Tackle the entire identified AMD of $0.1M
  - Removal of the infrastructure inventory

SITUATION STATUS

THE MINISTÈRE DE L'ENVIRONNEMENT, DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES, DE LA FAUNE ET DES PARCS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement[1]	Subtotal	Addition and improvement	
MELCCFP						
2023-2024						
Actual	6.2	3.0	3.6	**12.8**	–	**12.8**
Forecast[2]	13.6	9.4	3.7	**26.7**	–	**26.7**
Difference	(7.4)	(6.4)	(0.1)	**(13.9)**	**–**	**(13.9)**
2024-2025						
Probable	16.7	6.8	4.6	**28.1**	–	**28.1**
2025-2026						
Forecast	9.7	9.3	10.4	**29.4**	–	**29.4**

1 Replacement includes demolition
2 Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Investments made and planned

The investments for infrastructure maintenance are intended to perform the work required to ensure dam integrity, to protect people and property from risks associated with the failure of these works. When planning investments, work on dams that are in poor condition and deemed to be critical to the Government's mission are prioritized according to the risk assessment. This work helps maintain and restore dams based on findings noted during inspections.

Government investments intended to maintain public dams allow for the following repairs:

- Repair of heavy mechanical components, such as gates, winches, gantries, generator sets or embedded parts;
- Repair of concrete components or correction of concrete pathologies;
- Riprap spillway repair by reshaping or riprap addition;
- Dike repair by reshaping, heightening, sealing, stabilization or drainage addition;
- Repair of electrical and control components, such as electrical panels, heating systems, automatic systems or communication systems;
- Repair of service buildings, garages or equipment shelters.

Difference between planned investments and actual investments of the previous year

Infrastructure maintenance investments in 2023-2024 totalled $12.8 million, $13.9 million less than the $26.7 million initially planned in the 2023-2033 QIP. This difference is primarily explained by delays due to unforeseen circumstances in certain projects, including the departure of key resources and recruitment difficulties.

The probable investments for infrastructure maintenance in 2024-2025 total $28.1 million and will have made it possible to carry out the following work, in particular:

- Reconstruction of the Émilie (Capitale-Nationale), du Haut (Bas-Saint-Laurent), à la Loutre (Côte-Nord), Seigneurial (Montérégie) and White (Abitibi-Témiscamingue) dams ($11.5M);
- Replacement of the electrical system at the Grand-Moulin (Laval) dam ($5.2M);
- Completion of part of the work on the discharge devices of the Saint-Didace (Lanaudière), Choinière (Montérégie), Jules-Allard (Chaudière-Appalaches) and Ludger (Laurentides) dams ($3.6M);
- Feasibility and preliminary or detailed engineering studies for the reconstruction of the Kipawa (Abitibi-Témiscamingue), Mathieu-D'Amours (Bas-Saint-Laurent) (TB 410), Saint-Alexis (Mauricie), de la Retenue (Capitale-Nationale) and de l'Écluse (Saguenay–Lac-Saint-Jean) dams, and for the upgrade to standard of the des Neiges (Capitale-Nationale) dam and the Coulée-Gagnon (Saguenay–Lac-Saint-Jean) dike ($3.7 M).

The planned investments in infrastructure maintenance in 2025-2026, totalling $29.4 million, will allow the completion of the following projects:

- Part of the discharge equipment repair work on the Choinière (Montérégie) dam, ($1.6M);
- Continuation of the remedial work on the control system of the Portage-des-Roches (Saguenay–Lac-Saint-Jean) dams ($0.9M);
- Finalization of the mechanical and electrical work on the Duchesnay (Capitale-Nationale) and Saint-Didace (Lanaudière) dams ($2.7M);
- Reconstruction of the Duffy (Lanaudière), Lac-Rimouski (Bas-Saint-Laurent) and Profond (Mauricie) dams ($8.4M);
- Upgrade to standard of the Beaudet (Centre-du-Québec) dam and the Choinière (Montérégie) and Coulée-Gagnon (Saguenay–Lac-Saint-Jean) dikes ($2.1M);
- Preliminary engineering for the upgrade to standard of the Kipawa (Abitibi-Témiscamingue) dam ($0.5M) (TB 1230);
- Preparation of the plans and specifications for reconstruction of the Mathieu-D'Amours (Bas-Saint-Laurent) (TB 410) and de la Retenue (Capitale-Nationale) dams, and for completion of modernization of the lift system at the des Moulins (Lanaudière) dam and upgrade to standard of the Kipawa dam ($7.5M).

Change in infrastructure conditions and asset maintenance deficit
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1,2] (%)			Asset maintenance deficit ($M)				
	AMPI		Change	AMPI		Change	2024-2025 AMPI	Natural deterioration	New findings	Reduction	2025-2026 AMPI
	2024-2025	2025-2026		2024-2025	2025-2026						
Buildings											
Service centres	20	20	0	16	15	(1)	0.0	–	–	–	0.0
Civil engineering structures											
High-capacity dams											
Mechanized	60	74	14	0	0	0	63.9	0.3	34.1	(4.1)	94.2
Non-mechanized	19	20	1	0	1	1	19.6	0.6	0.1	(1.7)	18.6
Total - High-capacity dams	**55**	**68**	**13**	**0**	**0**	**0**	**83.5**	**0.9**	**34.2**	**(5.8)**	**112.8**
Low-capacity dams and small dams											
Non-mechanized low-capacity	98	97	(1)	0	0	0	7.6	–	(0.7)	(5.3)	1.6
Non-mechanized low-capacity	35	33	(2)	33	32	(1)	0.7	–	0.2	–	0.9
Non-mechanized low-capacity	63	63	0	0	0	0	0.5	–	0.3	–	0.8
Total – Low-capacity dams and small dams	**59**	**58**	**(1)**	**15**	**15**	**0**	**8.8**	**0.0**	**(0.2)**	**(5.3)**	**3.3**
Dams not subject to the Act	44	40	(4)	0	0	0	–	–	–	–	–
Effluent discharge pipes	n/a	100	n/a	n/a	0	n/a	n/a	n/a	n/a	n/a	n/a
Total – Infrastructure	**56**	**67**	**11**	**2**	**2**	**0**	**92.3**	**0.9**	**34.0**	**(11.1)**	**116.1**

[1] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
[2] The condition indicator E for civil engineering structures corresponds to structures that will be demolished, not structures in very poor condition.
[3] The data currently available do not allow the AMD of this infrastructure to be established.

ADDITIONAL INFORMATION

Changes in condition

<u>High-capacity dams</u>

Even though several project with the aim of reducing the AMD were carried out (reduction of $5.8M), the proportion of high-capacity dams with a GCI of D increased by 13% last year.

The overall deterioration comes from the fact that, even though six non-mechanized dams saw their condition improve (progressed from a GCI of D to a GCI of A, B or C), the condition of the five mechanized dams deteriorated due to the degradation of certain components. In addition, nine dams that were the subject of a new safety assessment study proved non-compliant with the stricter new standards ordered by the *Dam Safety Act*, particularly regarding seismic stability. Their poor condition is temporary for the time it takes to complete the upgrade to standards, the vast majority of which will be carried out over the next five years.

Low-capacity dams and small dams

The proportion of mechanized low-capacity dams in poor condition (GCI of D and E) decreased by 1%, which is primarily explained by four dams that were downgraded from satisfactory to poor condition after a more detailed new inspection.

Dam not subject to the Act

The proportion of dams not subject to the Act in poor condition (GCI of D) decreased by 4%, primarily due to one dam that was in poor condition, revised to satisfactory after an inspection.

Changes in the AMD

Overall, the AMD increased by $23.8 million from $92.3 million to $116.1 million due to:

- $0.9 million indexing of the cost of certain projects that suffered delays or were postponed;
- New findings totalling $34.0 million, stemming primarily from:

  Low-capacity dams ($34.2M):

  - New information or clarifications regarding the scope of the work to be carried out after specialized inspections, safety assessment studies or additional analyses ($23.8M);
  - Revision of the estimated cost of projects after completion of feasibility studies or after completion of detailed engineering or after a call for public tenders ($10.5M);
  - New dams that were inspected and that require work (-$0.1M);

  Low-capacity dams and small dams (-$0.2M):

  - Generally downward revision of the cost of projects (-$0.2M);
- Completion of work that allowed a $11.1M reduction of the identified AMD.

The AMD assessment for the public dam portfolio mainly concerns high-capacity dams. These dams represent nearly 83% of the replacement value of the entire dam portfolio and are the only MELCCFP infrastructure subject to strict civil protection standards. On this basis, in compliance with the provisions of the *Dam Safety Regulation*, the MELCCFP public infrastructure investments give priority to high-capacity dams.

APPENDIX 1

ADDITIONAL INFORMATION

Inspection and data update

An inspection program for high-capacity dams was developed based on the risks posed by this type of dam (very low, low, moderate, high and considerable dam failure consequences). This program applies equally to dams with a condition indicator of A, B or C (up to standard), D (to be renovated) or E (to be dismantled or levelled). Investment needs for dams in poor condition (GCI of D), with a "moderate" or "high" level of consequences are prioritized during work planning and in elaborating the QIP.

Thus, all high-capacity dams under MELCCFP jurisdiction are inspected at least once a year, in accordance with the Dam Safety Regulation provisions. The purpose of these inspections is to evaluate the safety of these structures and help guide planning for interventions to be carried out, based on the anomalies observed. According to the priorities established for the required interventions, investment needs are then estimated.

While there is no obligation under the Dam Safety Act, given their low impact on the safety of people and property, the MELCCFP implemented a five-year visual inspection plan for low-capacity dams, small dams and dams under one metre. These inspections aim to validate the general condition of these structures and confirm their category. An assessment of the relevance of carrying out work according to the risks associated with each structure was conducted in part on the dams inspected and will continue in the coming years.

The addition of many dams since 2020 has caused delays in inspections of low-capacity dams, small dams and dams under one metre. These delays led to a review of the inspection program for all structures under MELCCFP jurisdiction, integrating new dams of all categories that have not yet been inspected. As a result, a comprehensive new program defining inspection frequencies for the various categories of dams has been drawn up and implemented.

A service provider was mandated to evaluate the condition of the Saint-Félicien effluent discharge pipe and to conduct a feasibility study for the restoration of this structure. The conclusions of the study indicate that several components of the pipe are obsolete, require frequent maintenance and do not allow its operation at full capacity. Interventions are necessary to maintain its capacity and ensure its sustainability.

Methodology

The GCI percentages (A / B / C / D / E) are weighted according to the replacement value. A GCI of A, B or C indicates that the dam is in good condition. A GCI of D indicates that the dam is not up to standard or that it requires significant and sometimes urgent asset maintenance work. A GCI of E indicates that the dam is to be levelled.

SANTÉ ET SERVICES SOCIAUX

INFRASTRUCTURE MANAGEMENT

MINISTÈRE DE LA SANTÉ ET DES SERVICES SOCIAUX

VISION

The mission of the MSSS is to govern the health and social services system in a way that has a positive impact on the health and well-being of the Québec population.

ORIENTATIONS

To carry out its mission, the MSSS determines the priorities, orientations and public policies for health and social services. It oversees their application and measures results.

It plans the resources required to meet the needs of the population, the network, its employees and partners in an accountable and transparent manner.

The MSSS provides the levers to ensure that the Québec health and social services system is innovative, accessible, value-driven and efficient. The MSSS had adopted, considering the infrastructure under its jurisdiction, the following orientations:

- Ensure the sound management of the infrastructure;
- Carry out new infrastructure investments aimed at priority needs;
- Ensure the safety of individuals and property, prevent the deterioration of buildings and monitor their conservation.

RESPONSIBILITIES

The MSSS establishes the health and social services policies, which Santé Québec and the network's establishments must fulfill, with a view to increasing the value of services for users and ensure that they are implemented and evaluated.

The MSSS ensures, among other things, to assess and evaluate health and social services based on its guidelines and indicators and, to produce the accountability of Santé Québec and the non-merged establishments.

The MSSS evaluates and allocates the funds needed to maintain assets, reduce the AMD and to add, replace or enhance HSSN infrastructure. In this respect, it ensures that the funds allocated to the HSSN are used for the intended purposes.

Four establishments offering services to a northern and aboriginal population are not integrated into Santé Québec. These are:

- Centre de santé Inuulitsivik;
- Centre de santé Tulattavik de l'Ungava;
- CLSC Naskapi;
- Cree Board of Health and Social Services of James Bay.

In order to ensure the continuity and consistency with the QIP, the data presented in the AMPI tables include all establishments under the jurisdiction of Santé Québec and the MSSS.

THE HEALTH AND SOCIAL SERVICES NETWORK

RESPONSIBILITIES

The primary mission of Santé Québec is to provide health and social services within the various health and social regions of Québec, through public establishments. In these regions, it coordinates and supports, notably through subsidies, the provision of such services by private establishments, as well as the provision of health and social services by certain other private providers.

Santé Québec acts as a public provider of health and social services, through the public health and social services establishments now integrated or grouped with Santé Québec.

Santé Québec, through its establishments, is responsible for maintaining HSSN infrastructure (with the exception of those in territories covered by section 6 of the Act respecting the governance of the health and social services system, which remain under the Minister's responsibility), and inspects and identifies the asset maintenance needs of buildings, in accordance with ministerial programs and orientations. In addition, Santé Québec prioritizes and plans investments to be made, and approved afterwards by the MSSS, as part of the annual update of the three-year fixed asset and equipment intervention plans

The MSSS via Santé Québec, through its establishments, updates and certifies each year the building and medical equipment inventory.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

Building inventory

The HSSN building inventory includes 2,898 buildings: 2,436 buildings under the responsibility of Santé Québec and 462 buildings under the responsibility of the establishments serving the northern and aboriginal populations. The total surface area of 10.2 million square metres, of which 10.1 million fall under responsibility of Santé Québec. The buildings are divided into seven main categories corresponding to their respective missions:

- Hospitals, which include short-term care centres, health care centres and psychiatric centres;
- CHSLD including seniors' homes and alternative residences;
- Rehabilitation centres;
- Youth centres;
- CLSCs;
- Other buildings, including staff and doctors' quarters, research centres, administrative spaces, warehouses, laundries and boiler rooms;
- Surplus buildings for which no use is foreseen within the next five years.

Medical equipment inventory

The principal medical equipment includes 20,263 devices, 19,976 of which are the responsibility of Santé Québec and 287 for establishments serving the northern and aboriginal population. They are used to support health care in specialties such as medical imaging, radiation therapy, medical biology, monitoring, respiratory therapy, surgery, health care and endoscopy.

Infrastructure inventory[1]
By infrastructure type and category

	Average age (years)	Quantity			Size (m²)		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings							
Buildings							
Hospitals	52	591	597	6	5,010,687	5,095,166	84,479
CHSLD, including senior's homes and alternative residences	44	460	497	37	2,142,187	2,438,655	296,468
Rehabilitation centres	56	177	192	15	399,200	407,900	8,700
Youth centres	55	183	186	3	342,009	342,828	819
Local community service centres	41	194	197	3	373,059	376,553	3,494
Other[2]	43	1,170	1,199	29	1,473,704	1,504,067	30,363
Surplus buildings	81	35	30	(5)	69,570	65,577	(3,993)
Total – Buildings		**2,810**	**2,898**	**88**	**9,810,416**	**10,230,746**	**420,330**
Equipment							
Medical devices							
Imaging	8	4,094	4,121	27	n/a	n/a	n/a
Radiation therapy	9	148	143	(5)	n/a	n/a	n/a
Medical biology	8	2,507	2,597	90	n/a	n/a	n/a
Monitoring (number of facilities)	9	1,135	1,143	8	n/a	n/a	n/a
Respiratory therapy	7	3,980	3,977	(3)	n/a	n/a	n/a
Surgery	9	1,227	1,241	14	n/a	n/a	n/a
Care	8	1,651	1,694	43	n/a	n/a	n/a
Endoscopy	6	2,738	2,851	113	n/a	n/a	n/a
Other	9	2,385	2,496	111	n/a	n/a	n/a
Total – Equipment		**19,865**	**20,263**	**398**	**n/a**	**n/a**	**n/a**

[1] Data as of December 2024, for building inventory and medical devices.
[2] Other buildings include staff and doctors' quarters, research centres, administrative spaces, warehouses, laundries and boiler rooms.

Variation in inventory

Compared with the 2024-2025 AMPI, the total number of buildings has been increased by 88. In the CHSLD category, this increase is attributable to the completion of 31 MDAAs and the acquisition of buildings for six private establishments under agreement. These additions have helped reduce the average age of CHSLDs from 46 years in the 2024-2025 AMPI to 44 years in the 2025-2026 AMPI. A number of new pavilions have been built in hospitals, including two at the CHUM, and the HSSN has acquired several group homes, assisted-living residences and modular units for rehabilitation, youth and community service centres. Finally, a number of new employee residences (other) were built in the northern regions.

Compared with the 2024-2025 AMPI, the total number of medical devices in the HSSN that are valued at $100,000 or more, or are of a strategic nature, regardless of their value, increased by 398. This variation is mainly due to the addition of medical biology, endoscopy and other equipment in hospitals.

INFRASTRUCTURE SUSTAINABILITY

THE HEALTH AND SOCIAL SERVICES NETWORK

Infrastructure conditions and asset maintenance deficit[1]
By infrastructure type and category

	Government condition indicator[2] (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings									
Buildings									
Hospitals	53	21	14	88	9	3	268.0	630.1	898.1
CHSLD, including seniors' homes and alternative residences	32	17	17	66	24	10	210.6	349.1	559.7
Rehabilitation centres	30	24	12	66	32	2	38.6	26.5	65.1
Youth centres	31	26	17	74	17	9	14.6	72.8	87.4
Local community service centres	41	22	19	82	17	1	21.6	16.8	38.4
Autres[3]	49	18	8	75	17	8	90.1	277.6	367.7
Total – Buildings	**47**	**21**	**14**	**82**	**13**	**5**	**643.5**	**1,372.9**	**2,016.4**
Equipment									
Medical devices									
Imaging	23	26	27	76	19	5	207.7	61.2	268.9
Radiation therapy	19	34	27	80	17	3	39.0	5.8	44.8
Medical biology	24	23	19	66	23	11	55.8	26.5	82.3
Monitoring (Number of facilities)	20	32	27	79	16	5	33.0	8.9	41.9
Respiratory therapy	32	36	18	86	12	2	24.2	3.1	27.3
Surgery	35	22	22	79	17	4	37.3	8.5	45.8
Care	18	29	32	79	14	7	24.7	11.8	36.5
Endoscopy	21	28	28	77	17	6	37.8	12.7	50.5
Other	29	27	24	80	16	4	48.2	13.3	61.5
Total – Equipment	**24**	**27**	**26**	**77**	**18**	**5**	**507.7**	**151.8**	**659.5**
Total – Infrastructure	**47**	**21**	**14**	**82**	**13**	**5**	**1,151.2**	**1,524.7**	**2,675.9**

1 Data as of December 2024, for building inventory and medical devices.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
3 Other buildings include staff and doctors' quarters, research centres, administrative spaces, warehouses, laundries and boiler rooms.

OBJECTIVES

The MSSS's infrastructure maintenance investments aim to reach the following targets.

Objectives

Objective	Reference value	Results		Target
	Reference AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Achieve a proportion of 80% of buildings in good condition by March 31, 2028	76% 2023-2024 AMPI	77%	82%	80% 2028-2029 AMPI
Reduction of at least $1,547M of the AMD on buildings by March 31, 2028[1]	$0M 2023-2024 AMPI	$248.5M	$647.6M	$1,547M 2028-2029 AMPI
Keep a proportion of 76% of equipment in good condition by March 31, 2026	76% 2023-2024 AMPI	76%	77%	76% 2026-2027 AMPI
Reduction of at least $396.3M of the AMD on medical devices by March 31, 2026[1]	$0M 2023-2024 AMPI	$125.8M	$295.4M	$396.3M 2026-2027 AMPI

[1] The results presented are the cumulative reduction recorded in the AMPI since the reference AMPI was filed.

Situation status

Investments in infrastructure, resulting from the implementation of the infrastructure maintenance strategy, made it possible to achieve the objectives of improving the proportion of infrastructure in good condition and reducing AMD on buildings more quickly than expected. Thus, infrastructure in good condition represents a proportion of 82% in the 2025-2026 AMPI, exceeding the target of 80% set for the 2028-2029 AMPI, while the previous target of $342.4 million for reducing AMD set in the 2023-2024 AMPI has been increased to at least $1,547 million by the 2028-2029 AMPI.

The investments to maintain assets and replace medical devices over the coming years will contribute to meeting or exceed the above objectives

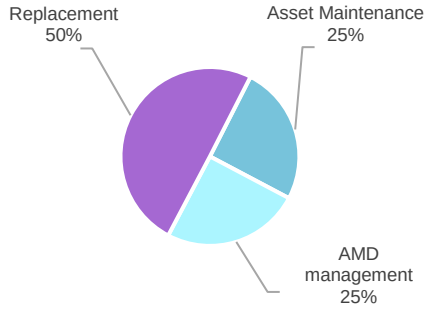
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

THE HEALTH AND SOCIAL SERVICES NETWORK

Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	HSSN	%
Infrastructure maintenance		
Asset maintenance	2,701,6	25
AMD management	2,675.9	25
Replacement	5,327.3	50
Total	**10,704,8**	**100**



Addressing the asset maintenance deficit

INVESTMENT STRATEGY

Infrastructure maintenance

The HSSN establishments' infrastructure management practices are designed to ensure the sustainability of the infrastructure and keep it in good condition while maintaining access and availability for care. To do so, the infrastructure maintenance investments of more than $10.7 billion must be made at the appropriate time throughout the infrastructure's useful life.

To maintain and preserve the current infrastructure portfolio in the coming years, intervention plans are foreseen to meet the following needs:

- Rebuild or renovate CHSLD in poor condition (GCI of D) and very poor condition (GCI of E);
- Upgrade several lines to control lead and copper levels in drinking water;
- Carry on repairing the facades of certain buildings;
- Modernize the most obsolete surgical units and emergency departments;
- Modernize care units to reduce or even eliminate multiple occupancy rooms;
- Implement the recommendations of the Commission sur l'amiante regarding the removal of asbestos from the components of certain establishments, primarily those built before 1980;
- Respond to the asset maintenance needs of indoor parking lots;
- Modernize, upgrade and refit existing buildings to make these spaces more functional;
- Accelerate the replacement and installation of new medical equipment.

Functional renovation

A significant portion of the $10.7 billion investment allocated to infrastructure maintenance aims to address the functional renovation of buildings, particularly when replacing end-of-life medical equipment. So, the investments of $5.3 billion anticipated for replacements in the 2025-2035 QIP include investments of $2.0 billion in functional renovations to redevelop spaces, improving the quality of the work environment, the functionality of a sector and the capacity of services.

In order to create living and care environments that are better adapted to needs, the HSSN will use the following solutions:

- Find solutions to set up new medical equipment without increasing the size of the building;
- Identify and prioritize essential needs related to patient services;
- Ensure that functional renovations are complementary to planned asset maintenance work.

AMD management

Investments of $2,675.9 million planned in the 2025-2035 QIP for the health and social services sector will make it possible to address 100% of the AMD listed for buildings and medical devices.

To ensure AMD management of the HSSN, the MSSS will use the following means:

- Participate, with the HSSN institutions, in the development of their AMD management targets;
- Support and coach HSSN establishments to ensure control and monitoring of sound asset maintenance management indicators;
- Promote group purchases of medical equipment, advance approvals for replacement projects by two years, and facilitate the commitment of new resources to accelerate acquisition processes.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Health and social services network						
2023-2024						
Actual	348.7	401.6	801.2	**1,551.5**	2,526.2	**4,077.7**
Forecast[1]	135.8	397.6	655.0	**1,188.4**	2,332.9	**3,521.3**
Difference	212.9	4.0	146.2	**363.1**	193.3	**556.4**
2024-2025						
Probable	279.0	295.7	523.9	**1,098.6**	2,629.4	**3,728.0**
2025-2026						
Forecast	245.4	262.3	510.7	**1,018.4**	2,534.1	**3,552.5**

[1] Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Difference between planned investments and actual investments of the previous year

The $1,551.5 million in infrastructure maintenance investments made in 2023-2024 are $363.1 million higher than the forecast investment of $1,188.4 million. This increase is mainly due to faster-than-expected project completion.

In terms of infrastructure enhancement, investments made in 2023-2024 total $2,526.2 million, or $193.3 million more than the planned investments of $2,332.9 million. This variation is due mainly to projects being completed ahead of schedule.

Infrastructure maintenance

Infrastructure maintenance investments allow for necessary work to be performed to maintain the physical condition of HSSN buildings or to restore those that are in poor condition (reduction of the AMD). These investments are necessary and must be made throughout a building's useful life in order to maintain its service potential, ensure the health and safety of individuals, and curb the building's physical wear and tear. Such work focuses on the building structure or exterior, mechanical and electrical systems, and compliance with mandatory codes and standards. Furthermore, investments are also made to replace medical devices, furniture, and other non-medical equipment across the HSSN.

The probable investments for infrastructure maintenance in 2024-2025 total $1,098.6 million and will have made it possible to carry out the following work, in particular:

- CHSLD d’Aylmer – Outaouais – Generator replacement;
- Institut universitaire en santé mentale de Québec – Québec – Replacement of fire alarm and access control panels;
- Hôtel-Dieu de Lévis – Chaudière-Appalaches – Redevelopment of the nuclear medicine room;
- Centre jeunesse de Roberval – Saguenay-Lac-Saint-Jean – Replacement of windows and flooring in rehabilitation units;
- Hôpital général du Lakeshore – Montréal – Replacement of electrical system.

The planned investments in infrastructure maintenance of $245.4M and in AMD management of $262.3M for 2025-2026 will facilitate the completion of the following projects, in particular:

- Hôpital Richardson – Montréal – Renovation of patient rooms;
- CRJDA du Mont-Saint-Antoine – Montréal – Installation of backflow prevention devices;
- Centre de jour multiservices de Oujé-Bougoumou – CCSSS de la BaieJames – Replacement of hoods and skimmers in kitchens;
- Hôpital Saint-François d’Assise – Québec – Upgrading of water inlets;
- Centre multiservices de Sainte-Agathe-des-Monts – Laurentides – Replacement of radiology air conditioning unit.

The planned investments of $510.7 million in infrastructure replacement in 2025-2026 will facilitate the completion of the following projects:

- Jewish General Hospital planning (phase IV) – Montréal – Redevelopment (TB 236);
- Maison des aînés (ancien CHSLD Grace Dart) – Pointe-Claire – Reconstruction and expansion (TB 574);
- Maison des aînés (ancien centre d'accueil Saint-Joseph de Lévis) – Reconstruction and expansion (TB 1186).

Inventory enhancement

Investments made to enhance the inventory in 2023-2024 ($2,526.2 million) notably enabled the completion, continuation or start of the following major projects:

- Lachine Hospital – Montréal – Construction and redevelopment (TB 151);
- Institut de cardiologie de Montréal, emergency department, ambulatory services and training centre – Expansion and redevelopment (TB 89);
- Centre de réadaptation pour jeunes en difficulté d'adaptation – Saint-Jérôme – Construction (TB 91);
- Hôpital Vaudreuil-Soulanges, hospital complex – Vaudreuil-Dorion – Construction (TB 92);
- Hôpital Honoré-Mercier, emergency department – Saint-Hyacinthe – Expansion and redevelopment (TB 309);
- Hôpital Santa-Cabrini, Operating suite – Montréal – Expansion and redevelopment (TB 311);
- Maison des aînés et alternative spécialisée (formerly a CHSLD) – Macamic – Construction (TB 431);
- Laboratory server – Saint-Bruno-de-Montarville – Construction (TB 448);
- Hôpital Fleury, emergency department – Montréal – Expansion and redevelopment (TB 291).

The investments also helped to continue or plan the following projects:

- Hôpital Charles-Le Moyne, operating suite and outpatient surgery – Longueuil – Expansion and redevelopment (TB 239);
- Centre de santé régional Eeyou-Eenou – Chisasibi – Construction (TB 265);
- Centre hospitalier affilié universitaire de l'Outaouais, hospital complex – Gatineau – Construction (TB 287);
- Hôpital de Chicoutimi, operating suite – Saguenay – Maintenance and enhancement (TB 232);
- Hôpital de La Malbaie, emergency department and care units – Expansion and redevelopment (TB 94);
- Hôpital régional de Sept-Îles, planning emergency department and operating suite – Expansion and redevelopment (TB 310);
- Hôpital régional de Saint-Jérôme, technical support centre, surgery – Construction, expansion and redevelopment (TB 250);
- Hôtel-Dieu de Lévis, endoscopic and operating suites and logistics services – Expansion and redevelopment (TB 247);
- Hôpital Pierre-Boucher, emergency department and care units – Longueuil – Expansion (TB 240);
- Hôpital de Saint-Eustache, emergency department and care units – Expansion redevelopment (TB 264);
- Hôpital Maisonneuve-Rosemont, hospital complex – Montréal – Construction, expansion and redevelopment (TB 234);
- Lakeshore General Hospital, emergency department – Pointe-Claire – Expansion (TB 235).

Finally, the investments allowed for the continuation of projects under study or to put under study the following projects:

- Hôpital de la Cité-de-la-Santé, family centre and care units – Laval – Maintenance and enhancement (TB 238);
- Hôpital régional de Rimouski, operating suite and mental health facility – Maintenance and enhancement (TB 88);
- Hôpital du Centre-de-la-Mauricie, emergency department – Shawinigan – Maintenance and enhancement (TB 233).

The $2,629.4 million in probable investments for 2024-2025 and the $2,534.1 million in planned investments for 2025-2026 will allow the continuation of projects, including:

- Maison des aînés et alternatives – Administrative regions of Québec (TB 511, 512, 513 and 514);
- Hôpital de l’Enfant-Jésus, hospital complex – Québec City – Construction and redevelopment (TB 77);
- Hôpital de Verdun, care units and ambulatory services – Montréal – Expansion and redevelopment (TB 109);
- Hôpital Fleurimont, mother-child centre and emergency department – Sherbrooke – Construction (TB 145);
- Hôpital Pierre-Le Gardeur, care units – Terrebonne – Construction and expansion (TB 67).

Change in infrastructure conditions and asset maintenance deficit
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1] (%)			Asset maintenance deficit ($M)				
	AMPI			AMPI							
	2024-2025	2025-2026	Variation	2024-2025	2025-2026	Variation	2024-2025 AMPI	Natural deterioration	New findings	Reduction	2025-2026 AMPI
Buildings											
Buildings											
Hospitals	13	9	(4)	4	3	(1)	1,032.7	21.8	0.7	(157.1)	898.1
CHSLD	33	24	(9)	13	10	(3)	620.8	13.6	0.2	(74.9)	559.7
Rehabilitation centres	32	32	0	4	2	(2)	68.0	1.6	0.1	(4.6)	65.1
Youth centres	19	17	(2)	11	9	(2)	104.4	2.1	–	(19.1)	87.4
Local community service centres	19	17	(2)	6	1	(5)	65.3	0.9	0.1	(27.9)	38.4
Other	16	17	1	12	8	(4)	474.1	8.9	0.2	(115.5)	367.7
Total – Buildings	**17**	**13**	**(4)**	**6**	**5**	**(1)**	**2,365.3**	**48.9**	**1.3**	**(399.1)**	**2,016.4**
Equipment											
Medical devices											
Imaging	20	19	(1)	6	5	(1)	285.5	59.4	3.3	(79.3)	268.9
Radiation therapy	19	17	(2)	2	3	1	46.5	12.5	0.2	(14.4)	44.8
Medical biology	26	23	(3)	11	11	0	78.0	16.1	3.8	(15.6)	82.3
Monitoring (number of facilities)	19	16	(3)	4	5	1	44.3	9.1	1.3	(12.8)	41.9
Respiratory therapy	12	12	0	2	2	0	28.2	7.1	–	(8.0)	27.3
Surgery	16	17	1	5	4	(1)	40.5	10.9	3.8	(9.4)	45.8
Care	15	14	(1)	5	7	2	31.9	9.1	1.0	(5.5)	36.5
Endoscopy	15	17	2	7	6	(1)	45.8	18.2	0.6	(14.1)	50.5
Other	13	16	3	5	4	(1)	54.3	16.2	1.5	(10.5)	61.5
Total – Equipment	**18**	**18**	**0**	**6**	**5**	**(1)**	**655.0**	**158.6**	**15.5**	**(169.6)**	**659.5**
Total – Infrastructure	**17**	**13**	**(4)**	**6**	**5**	**(1)**	**3,020.3**	**207.5**	**16.8**	**(568.7)**	**2,675.9**

[1] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

ADDITIONAL INFORMATION

Buildings

Changes in condition

The proportion of buildings in poor condition (GCI of D) and in very poor condition (GCI of E) decreased by 5% in the 2025-2026 AMPI.

Repair and reconstruction work on all MSSS buildings has improved their condition.

Changes in the AMD

The AMD decrease of $348.9 million, from $2,365.3 million to $2,016.4 million, relative to the 2024-2025 AMPI is explained by:

- Indexation of the cost of work (natural deterioration), which represents an overall increase of $48.9 million on the previous AMD;
- The new findings amounting to $1.3 million and attributable, among other things, to the market context notably due to the shortage of manpower (actual costs higher than estimated costs);
- Work on age worn buildings, enabling the reduction of $399.1 million of AMD.

Medical devices

Changes in condition

Overall, the proportion of medical devices with a GCI of D or E is stable compared with the previous year.

The implementation of the continuous device replacement program made it possible to carry out a large part of the planned device replacements in HSSN establishments.

Changes in the AMD

The $4.5 million increase in AMD for medical devices, from $655.0 million to $659.5 million, is explained by:

- An increase of $158.6 million due to the number of additional devices in the HSSN whose actual age exceeds the pre-established standardized service life;
- The planned replacement of $169.6 million of equipment in HSSN establishments, subsidized by investments allocations in the QIP;
- The addition of new findings valued at $15.5 million, following the updating of acquisition costs for AMD-accumulating equipment.

The MSSS will ask Santé Québec and establishments serving northern and aboriginal populations to continue their efforts to accelerate the replacement and installation of new medical equipment by promoting bundled procurements, accelerating project approvals and optimizing the acquisition process.

APPENDIX 1

ADDITIONAL INFORMATION

Five-year inspection and building inventory data

In 2022-2023, HSSN establishments conducted technical audits to update all asset maintenance needs to be completed in the next five years on all HSSN buildings.

It should be noted that cursory inspections of surplus buildings do not make it possible to establish their GCI and AMD. As a result, the MSSS does not monitor GCIs and AMDs for buildings in this building category. In addition to expenditures incurred to ensure the integrity and safety of these buildings, the MSSS does not anticipate performing additional work on surplus buildings whose use has been discontinued.

Data update regarding asset maintenance projects

The update of data regarding asset maintenance projects is completed by HSSN establishments during the annual update of equipment and furniture preservation plans (PCEM) in the MSSS asset management system (Actifs + Réseau).

Methodology

The GCI of buildings is determined on the basis of the FCI. Expressed as a percentage, the FCI is calculated as follows:

FCI = (Total cost of asset maintenance work to be carried out within zero to five years / Replacement value).

Concordance table between FCI and GCI for buildings

Facility Condition Index (FCI)	Government condition indicator (GCI)
0% to 5% inclusively	A – Very good
5% to 10% inclusively	B – Good
10% to 15% inclusively	C – Satisfactory
Deterioration threshold	Condition threshold
15% to 30% inclusively	D – Poor
More than 30%	E – Very poor

Regular asset maintenance refers to work to be carried out within zero to five years to safeguard the condition of the building components. When an infrastructure has an FCI greater than 15%, the estimate of its AMD is the product of the 15% excess and its replacement value.

The GCI and the AMD only estimate the physical wear and tear of a building and do not take into consideration the functional obsolescence of buildings, that is, an outmoded development concept, inadequate configuration or non-optimal space layout, excluding the mandatory upgrades which are considered in the GCI and AMD. Thus, the evaluation of the physical wear and tear of a building does not account for its functional obsolescence.

The condition of a device is determined according to its actual age in relation to its pre-established standardized useful life. Medical devices are usually replaced at the end of their useful life. The AMD for medical devices largely corresponds to the delay in completing the work necessary to replace devices that are beyond their pre-established standardized useful life.

The GCI percentages (A / B / C / D / E) are determined based on the replacement value of buildings or medical devices. For additional information, Appendix 3 presents the GCI of buildings according to their age group.

APPENDIX 2

COMPOSITION OF THE GROUPS OF BODIES

Santé Québec public establishments

CISSS du Bas-Saint-Laurent
CIUSSS du Saguenay–Lac-Saint-Jean
CHU de Québec – Université Laval
CIUSSS de la Capitale-Nationale
Institut universitaire de cardiologie et de pneumologie de Québec — Université Laval
CIUSSS de la Mauricie-et-du-Centre-du-Québec
CIUSSS de l'Estrie – CHUS
CIUSSS de l'Ouest-de-l'Île-de-Montréal
CIUSSS du Centre-Ouest-de-l'Île-de-Montréal
CIUSSS du Centre-Sud-de-l'Île-de-Montréal
CIUSSS du Nord-de-l'Île-de-Montréal
CIUSSS de l'Est-de-l'Île-de-Montréal
CHUM
CHU Sainte-Justine
CUSM
Institut de cardiologie de Montréal
Institut national de psychiatrie légale Philippe-Pinel
CISSS de l'Outaouais
CISSS de l'Abitibi-Témiscamingue
CISSS de la Côte-Nord
CRSSS de la Baie-James
CISSS de la Gaspésie
CISSS des Îles
CISSS de Chaudière-Appalaches
CISSS de Laval
CISSS de Lanaudière
CISSS des Laurentides
CISSS de la Montérégie-Centre
CISSS de la Montérégie-Est
CISSS de la Montérégie-Ouest

Establishment serving northern and aboriginal populations[11]

Centre de santé Inuulitsivik (Nunavik region)
Centre de santé Tulattavik de l'Ungava (Nunavik region)
Cree Board of Health and Social Services of James Bay (Terres-Cries-de-la-Baie-James region)
CLSC Naskapi (Côte-Nord region)

[11] It should be noted that the assets of the Régie régionale de la santé et des services sociaux du Nunavik are included with those of establishments serving a northern and aboriginal population, to simplify the presentation of information.

APPENDIX 3

DETAILED INVENTORY

The health and social services network

Immeubles[1]

	Quantity	Size (m²)	Government condition indicator (%)					
			A	B	C	ABC	D	E
0-10 years								
Hospitals	51	850,521	100	0	0	100	0	0
CHSLD[2]	46	325,888	100	0	0	100	0	0
Rehabilitation centres	6	18,914	100	0	0	100	0	0
Youth centres	10	12,763	100	0	0	100	0	0
CLSC	11	11,431	100	0	0	100	0	0
Other	142	186,957	100	0	0	100	0	0
11-20 years old								
Hospitals	64	384,768	98	2	0	100	0	0
CHSLD	52	214,547	86	4	0	90	10	0
Rehabilitation centres	14	27,614	98	0	0	98	2	0
Youth centres	18	11,569	92	4	4	100	0	0
CLSC	41	77,406	84	4	9	97	3	0
Other	227	187,236	90	4	2	96	3	1
21-30 years old								
Hospitals	54	213,209	91	9	0	100	0	0
CHSLD	69	278,979	43	18	23	84	11	5
Rehabilitation centres	15	24,425	96	0	4	100	0	0
Youth centres	12	30,398	19	74	0	93	7	0
CLSC	30	34,056	60	23	8	91	6	3
Other	137	92,570	43	32	5	80	17	3
31-40 years old								
Hospitals	42	235,670	68	27	4	99	0	1
CHSLD	47	161,438	22	16	35	73	22	5
Rehabilitation centres	12	5,545	47	11	26	84	16	0
Youth centres	12	13,005	14	31	33	78	22	0
CLSC	27	41,741	22	16	36	74	26	0
Other	121	89,761	50	19	14	83	14	3
41-50 years								
Hospitals	48	369,513	34	37	19	90	4	6
CHSLD	82	399,931	1	20	14	35	42	23
Rehabilitation centres	29	32,268	20	42	19	81	19	0
Youth centres	15	21,361	11	6	30	47	21	32
CLSC	30	58,583	23	22	27	72	26	2
Other	89	63,139	34	31	9	74	18	8

APPENDIX 3
(continued)

The health and social services network

Immeubles[1]

	Quantity	Size (m^2)	Government condition indicator (%)					
			A	B	C	ABC	D	E
51-60 years								
Hospitals	82	669,787	29	29	21	79	18	3
CHSLD	111	413,471	14	25	26	65	26	9
Rehabilitation centres	37	149,906	9	21	9	39	57	4
Youth centres	45	84,184	18	23	3	44	44	12
CLSC	19	50,186	7	36	18	61	39	0
Other	140	185,698	22	9	20	51	37	12
61-70 years old								
Hospitals	75	746,903	21	52	15	88	5	7
CHSLD	35	248,715	3	17	34	54	35	11
Rehabilitation centres	38	63,455	16	33	7	56	42	2
Youth centres	30	63,239	66	28	3	97	3	0
CLSC	18	44,806	31	50	9	90	10	0
Other	129	257,047	19	29	14	62	22	16
71 years and older								
Hospitals	181	1,624,795	34	18	24	76	19	5
CHSLD	55	395,686	8	24	11	43	41	16
Rehabilitation centres	41	85,772	24	35	28	87	11	2
Youth centres	44	106,308	14	22	40	76	9	15
CLSC	21	58,345	17	25	34	76	18	6
Other	214	441,660	34	25	7	66	22	12
Total	**2,868**	**10,165,169**	**47**	**21**	**14**	**82**	**13**	**5**

[1] Inspected buildings. Surplus buildings are not considered in this appendix.
[2] Includes seniors' homes and alternative residences.

TOURISME

INFRASTRUCTURE MANAGEMENT

THE OLYMPIC PARK

VISION

The Olympic Park's vision for infrastructure management is to safely operate its facilities to their fullest potential, in keeping with their heritage value.

ORIENTATION

Since the entry into force of its constituting Act on November 1, 2020, the Olympic Park's mission is "to develop, manage, promote and operate Olympic Park facilities and to enhance its Olympic heritage and legacy." To successfully carry out this mission, it has adopted the following orientation with respect to the infrastructure and systems for which it is responsible:

- Securing, upgrading, renovating and modernizing facilities, systems and equipment.

It carries out its mission in accordance with the principles set out in the Sustainable Development Act. The Olympic Park intends to fully assume its role in this regard by maintaining, repairing, modernizing, optimizing, upgrading and restoring the value in use of its infrastructure so it retains its socio-economic and community value.

RESPONSIBILITIES

The Olympic Park, which is under the legal responsibility of the Minister of Tourism, must manage its infrastructure and plan any actions that need to be taken.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The Olympic Park infrastructure portfolio consists of numerous buildings and systems that are one-of-a-kind, grouped as follows: the Olympic Stadium and adjoining buildings (Tower, Sports Centre, administrative offices and leased spaces), the roof, the Esplanade, all outdoor spaces around the Olympic Stadium, and parking lots.

Infrastructure inventory[1]
By infrastructure type and category

	Average age (years)[2]	Quantity			Size (m^2)		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings							
Olympic Stadium and Other Buildings	32	12	12	0	295,912	295,912	0
Roof	26	1	1	0	23,266	23,266	0
Esplanade and outdoor spaces around the Olympic Stadium	31	3	3	0	150,533	150,533	0
Civil engineering structures							
Parking lots	19	8	8	0	163,043	163,043	0

1 Data as of November 1, 2024.
2 The average age represents the “effective” age of an infrastructure. This corresponds to the estimated age of an infrastructure, notably the date of construction and the work carried out since.

INFRASTRUCTURE SUSTAINABILITY

OLYMPIC PARK

Infrastructure condition and asset maintenance deficit1
By infrastructure type and category

	Government condition indicator2 (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings									
Olympic Stadium and Other Buildings	11	14	0	25	65	10	422.7	89.6	512.3
Roof	0	0	0	0	0	100	–	n/a	n/a
Esplanade and outdoor spaces around the Olympic Stadium	25	2	4	31	53	16	39.5	57.4	96.9
Total – Buildings	**11**	**13**	**0[3]**	**24**	**61**	**15**	**462.2**	**147.0**	**609.2**
Civil engineering structures									
Parking lots	33	31	17	81	19	0	17.0	–	17.0
Total – Infrastructure	**13**	**15**	**2**	**30**	**56**	**14**	**479.2**	**147.0**	**626.2**

1 Data as of November 1, 2024.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
3 Since the replacement value of the Esplanade building and outdoor spaces surrounding the Stadium is low compared to the other buildings, its condition has little impact on their overall condition.

OBJECTIVES

The objectives presented in this section were established within the context of the 2022-2023 AMPI based on available investment levels, the interdependence of several projects, and the organization's strategic priorities

The following table presents the results obtained following data collection for the 2025-2026 AMPI.

Objectives

Objective	Reference value	Result			Target
	Reference AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Achieve or maintain, in the Olympic Stadium and other buildings category, a proportion of 44% of infrastructure with a satisfactory or better GCI (GCI of A, B or C)	25% 2022-2023 AMPI	25%	25%	25%	44% 2027-2028 AMPI
Achieve or maintain, in the Roofing category, a proportion of 100% of the infrastructure with satisfactory GCI or better (GCI of A, B or C)	0% 2022-2023 AMPI	0%	0%	0%	100% 2027-2028 AMPI
Achieve or maintain, in the Esplanade and outdoor spaces surrounding the Stadium category, a proportion of 39% of infrastructure with satisfactory or better GCI (GCI of A, B or C)	39% 2022-2023 AMPI	39%	39%	31%	39% 2027-2028 AMPI
Achieve or maintain, in the Parking category, a proportion of 81% of infrastructure with satisfactory or better GCI (GCI of A, B or C)	81% 2022-2023 AMPI	81%	81%	81%	81% 2027-2028 AMPI
Reduce the AMD to a total of $253.7M for Olympic Stadium and other buildings, a decrease of $204.9M	$458.6M 2022-2023 AMPI	$515.5M	$551.2M	$512.3M	$253.7M 2027-2028 AMPI
Reduce the AMD to a total of $97.1M for the Esplanade and outdoor areas surrounding the Stadium, a decrease of $1.2M	$98.3M 2022-2023 AMPI	$98.0M	$94.8M	$96.9M	$97.1M 2027-2028 AMPI

The overall proportion of infrastructure in satisfactory or better condition (GCI of A, B, or C) remained largely stable in 2024-2025. This situation is explained as follows:

- For the Olympic Stadium and other buildings, the target of 44% is not yet achieved due to anticipated schedule delays caused mainly by procurement processes in a market where there is high demand, which required adjustments to project delivery strategies and resulted in additional delays;
- For the Roof, the 100% target will be reached upon completion of the replacement project, authorized in January 2024. Full commissioning is scheduled for December 2027.

Furthermore, despite the objective of maintaining a proportion of 39% of the infrastructures of the Esplanade and outdoor spaces surrounding the Stadium with a satisfactory or better GCI (GCI of A, B or C), the investments made over the past year have not been sufficient to counter natural deterioration, which resulted in an 8% increase in the proportion of infrastructures with a GCI of D or E.

Achievement of the objective of reducing the AMD of the Olympic Stadium and other buildings category by $204.9M by the 2027-2028 AMPI continues. A net decrease in the AMD of $38.9 million, from $551.2 million to $512.3 million, is observed in 2025-2026 AMPI in connection with the continued implementation of the integrated projects of the Stadium modernization program, interdependent with the project to replace the Stadium roof.

Lastly, there is a net decrease of $2.1 million in the AMD for the Esplanade and outdoor areas surrounding the Stadium category, from $94.8 million to $96.9 million in the 2025-2026 AMPI. Although the completed work resulted in a reduction of $0.3 million, the annual indexation of the identified needs to take inflation into account explains this increase.

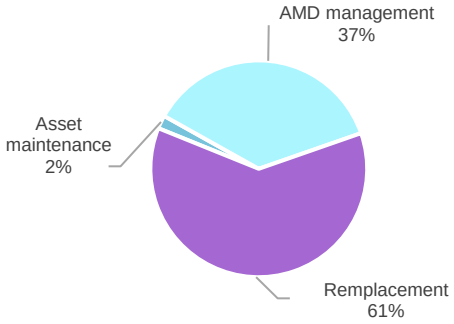
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

OLYMPIC PARK

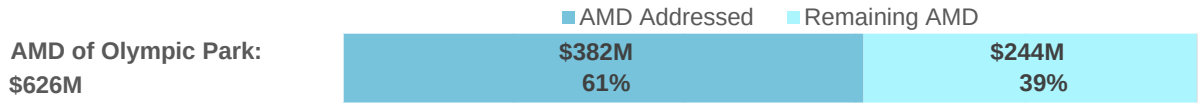
Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	Olympic Park	%
Infrastructure maintenance		
Asset maintenance	20.8	2
AMD management	381.9	37
Replacement	641.9	61
Total	**1,044.6**	**100**



AMD management



INVESTMENT STRATEGY

Infrastructure management practices and investments over the past few years have made it possible to facilitate the repairs or work to counter the deterioration of the aging Olympic Park. In line with its new mission adopted in 2020 to develop and enhance the Olympic heritage and legacy, the organization has adjusted its investment strategy in order to achieve its objectives. Thus, the targeted projects, specifically the renovation of the Tower's tourist areas, the exterior development of the roof and the replacement of the funicular, as well as projects begun during the 2024-2025 AMPI within the Stadium, will make it possible to address part of the AMD while substantially increasing the potential for own-source revenues.

The $1,044.6 million investment envelope granted to the Olympic Park for the 2025-2035 period will contribute to the continuation of asset maintenance work to proceed with an aim to achieving the organization's business objectives and enhancing the client experience for visitors, partners and promoters, including $381.9 million to allow for addressing 61% of the AMD.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Olympic Park						
2023-2024						
Actual	3.2	52.1	69.5	**124.8**	5.9	**130.7**
Forecast[1]	46.2	93.1	–	**139.3**	6.2	**145.5**
Difference	(43.0)	(41.0)	69.5	**(14.5)**	(0.3)	**(14.8)**
2024-2025						
Probable	4.2	51.2	136.1	**191.5**	0.5	**192.0**
2025-2026						
Forecast	4.3	92.9	240.3	**337.5**	0.2	**337.7**

[1] Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Investments made in 2023-2024 and probable investments in 2024-2025, totalling $130.7 million and $192.0 million respectively, enabled the following main projects to be continued or completed:

- Repairs to the Tower's tourist areas (work) (TB 739);
- Repairs to the Tower's funicular (work) (TB 459);
- Redevelopment of the Tower's roof terrace (work) (TB 999);
- Improvement and upgrading of the Tower's elevators (plans and specifications and works);
- Replacement of the Stadium roof (work) (TB 53);
- Part of the Stadium modernization program, including interrelated roof projects:
  - Stadium modernization – main stadium lighting (plans and specifications);
  - Stadium modernization – soundproofing equipment (plans and specifications) (TB 1159);
  - Stadium modernization – electric generators (plans and specifications);
  - Stadium modernization – stadium's mechanical systems (plans and specifications) (TB 885);
  - Stadium modernization – stadium's electrical systems (plans and specifications) (TB 1158);
  - Stadium modernization – IT and telecommunications infrastructure (plans and specifications);
- Asset maintenance work on structural components (work);
- Repairs to evacuation doors (work);
- Replacement of sliding doors (work);
- Development of the site's eastern access (Vert-Viau project) (work);
- Repairs to administrative offices (work);
- Replacement of the synthetic turf field (plans and specifications, work);
- Refurbishment of the Esplanade waterproofing between axes 6A and 15A (work);
- Refurbishment and redevelopment of the East Hall (plans and specifications) (TB 998);

- Rehabilitation of Bennett accesses (plans and specifications);
- Repairs to Sector 900 of the Esplanade – Skatepark and pools (work);
- Partial reconstruction of the Institut national du sport du Québec, the Sports Centre and floors 13 and 14 of the Tower (work).

The net difference of $14.8 million between the planned investments and the investments made in 2023-2024 is mainly due to the postponement of the East Hall redevelopment project, as well as issues related to the procurement processes and an extension of the schedule of the renovation projects of the funicular and the tourist areas of the Tower.

Planned investments in 2025-2026 amounting to $337.7 million will mainly make it possible to continue the following projects:

- Repairs to the Tower's tourist areas (work) (TB 739);
- Repairs to the Tower's funicular (work) (TB 459);
- Redevelopment of the Tower's roof terrace (work) (TB 999);
- Improvement and upgrading of the Tower's elevators (plans and specifications and works);
- Replacement of the Stadium roof (completion) (TB 53);
- Part of the Stadium modernization program, including interrelated roof projects:
  - Stadium modernization – main stadium lighting (plans and specifications);
  - Stadium modernization – soundproofing equipment (plans and specifications) (TB 1159);
  - Modernisation of the Stadium – Scenography infrastructures (plans and specifications);
  - Stadium modernization – electric generators (plans and specifications);
  - Stadium modernization – stadium's mechanical systems (plans and specifications) (TB 885);
  - Stadium modernization – stadium's electrical systems (plans and specifications) (TB 1158);
  - Stadium modernization – IT and telecommunications infrastructure (plans and specifications);
- Asset maintenance work on structural components (work).

Change in infrastructure conditions and asset maintenance deficit
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1] (%)			Asset maintenance deficit ($M)				
	AMPI		Variation	AMPI		Variation	2024-2025 AMPI	Natural deterioration2	New findings	Reduction	2025-2026 AMPI
	2024-2025	2025-2026		2024-2025	2025-2026						
Buildings											
Olympic Stadium and Other Buildings	65	65	0	10	10	0	551.2	8.4	2.3	(49.6)	512.3
Roof	0	0	0	100	100	0	n/a	n/a	n/a	n/a	n/a
Esplanade and outdoor spaces around the Olympic Stadium	42	53	11	19	16	(3)	94.8	2.3	0.1	(0.3)	96.9
Total – Buildings	**60**	**61**	**1**	**16**	**15**	**(1)**	**646.0**	**10.7**	**2.4**	**(49.9)**	**609.2**
Civil engineering structures											
Parking lots	19	19	0	0	0	0	18.7	0.3	–	(2.0)	17.0
Total – Infrastructure	**56**	**56**	**0**	**14**	**14**	**0**	**664.7**	**11.0**	**2.4**	**(51.9)**	**626.2**

1 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

ADDITIONAL INFORMATION

Changes in condition

The proportion of infrastructure in poor and very poor condition (GCI of D or E) remained stable for all categories, with the exception of the Esplanade and outdoor areas surrounding the Stadium, due in particular to the updating of work costs to take account of inflation.

Changes in the AMD

The $38.5 million net decrease in AMD, from $664.7 million to $626.2 million, was mainly due to:

- Reduction of AMD assessed at $51.9M, consisting of:
  - $49.6 million for work carried out in the Olympic Stadium and other buildings, notably the renovation of the Tower's tourist areas, the replacement of the funicular and the exterior development of the roof, the repair of the administrative offices, maintenance work on the structural components, repair work on the sliding and evacuation doors, as well as the implementation of projects within the Stadium;
  - Slab waterproofing work was carried out above the East Hall in order to correct certain identified deficiencies, in the Esplanade and outdoor spaces category, amounting to $0.3 million;
  - Repair work on Axis 12 (P4), ramps P1 to P4 and main beams P5, in the Parking Lots category, amounting to $2.0 million:
- Addition of natural deterioration and new findings assessed at $13.4 million:
  - An increase of $2.4 million resulting mainly from the accuracy of the estimates of the work requirements for the related spaces at the Tourist Hall at the foot of the Tower in the Olympic Stadium and other buildings category;
  - The addition of the natural deterioration estimated at $11 million, i.e. the indexation of the assessment of the AMD listed and not carried out.

APPENDIX 1

ADDITIONAL INFORMATION

Inspection and data update

Annual follow-up and ongoing updates to the work to be performed on the overall site are carried out in order to maintain a representative state of the Olympic Park's condition. Assessment of the park's infrastructure as part of a five-year monitoring program of Olympic Park structures are also conducted on an ongoing basis.

Methodology

Based on the expertise obtained, the Olympic Stadium roof has reached the end of its useful life and can no longer be repaired. Consequently, it must be replaced and it is not therefore necessary to evaluate the AMD. The project to replace the Olympic Stadium roof and the interrelated projects are included in the "In Progress" category of the QIP since 2024-2034, coinciding with the government's decision to proceed with its replacement on January 31, 2024.

The work requirements listed for infrastructures in poor or very poor condition (GCI of D or E) to restore them to good condition (GCI of A, B or C) are classified as AMD and take into account their average age. The GCI percentages (A, B, C, D and E) are weighted according to replacement values.

Natural deterioration represents the indexation of the assessment of the listed AMD of infrastructure to take into account the effect of inflation on the costs of uncompleted work.

APPENDIX 2

DETAILED INVENTORY

	Quantity	Size (m^2)	Average age (years)	Average condition index	Asset maintenance deficit ($M)
Olympic Stadium and Other Buildings					
Tower, Tourist Spaces and Observatory	3	27,503	26	B	56.2
Stadium (Tiers, Access Balconies, Play Area and Technical Services)	4	187,428	48	D	420.3
Sports Centre	1	32,572	10	B	–
Thermal Power Plant	1	8,306	13	B	–
Administrative Offices and leased spaces	2	27,681	41	E	35.8
Institut national du sport du Québec (INSQ)	1	12,422	10	A	–
Total	**12**	**295,912**	**32**	**D**	**512.3**
Roof	**1**	**23,266**	**26**	**E**	**n/a**
Esplanade and outdoor spaces around the Olympic Stadium					
Soccer Practice Pitch (P5-2 Roof)	1	17,489	12	A	–
Walkway Around the Stadium and Access Points	1	84,666	32	D	33.6
Esplanade (Sectors 100 to 900) and Access Points	1	48,378	47	D	63.3
Total	**3**	**150,533**	**31**	**D**	**96.9**
Parking lots					
Indoor parking (P1)	1	32,315	10	A	–
Indoor parking (P2 and P3)	2	58,889	16	D	17.0
Indoor parking (P4)	1	21,552	18	A	–
Indoor parking (P5 Level 1)	1	22,582	10	B	–
Indoor parking (P5 Level 2)	1	17,708	8	B	–
Outdoor parking (P7 - StarCité Cinema)	1	5,010	24	B	–
Outdoor parking (P8)	1	4,987	48	B	–
Total	**8**	**163,043**	**19**	**B**	**17.0**

TRANSPORTS ET MOBILITÉ DURABLE

INFRASTRUCTURE MANAGEMENT

THE MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

VISION

The MTMD mission is to promote the sustainable mobility of people and goods through safe and accessible transportation systems that contribute to the development of Quebec. It achieves its mission by managing government-owned road, maritime, rail, airport, air, and real estate assets, as well as rolling stock. It also subsidizes the management of municipal road and public transportation assets with an integrated focus on sustainable mobility, for the benefit of a green economy.

ORIENTATION

The mission of the MTMD is to ensure, across Québec, the sustainable mobility of individuals and goods by means of efficient, safe transport systems that contribute to Québec's development. Maintaining road infrastructure in good condition, especially roads and structures, is central to its initiatives and a substantial portion of its budgets is devoted to it.

In accordance with its mission, the MTMD must ensure that major projects, asset maintenance work and new infrastructure construction are carried out. It must also ensure the replacement of infrastructure when required because of the age or condition of the infrastructure. The work carried out by the MTMD aims to expand and adapt the road system to meet the needs of the public and ensure Québec's economic development. In its 2023-2027 Strategic Plan, the MTMD adopted the following orientations:

- Ensure safe and efficient travel on Québec's transport network;
- Prioritize sustainable mobility in the MTMD's practices.

As part of the 2025-2035 QIP, the objectives of the MTMD road network investment strategy include the following:

- Gradually increase and stabilize, over the decade, investments in maintaining infrastructure assets under the MTMD’s management to limit deterioration, reduce the cost of ownership, and improve the safety and resilience of existing infrastructure;
- Balance the investment portfolio to achieve the targets of the 2023-2027 Strategic Plan, the Sustainable Mobility Policy – 2030, the 2023-2028 Road Safety Action Plan, and the 2030 Plan for a green Economy;
- Adjust investments based on infrastructure maintenance and subsequent improvement priorities;
- Integrate climate issues, including hazard management and investment in infrastructure resilience.

These guidelines have resulted in an increase in the MTMD's investments in the road network, which have grown over the past five years from $26.8 billion to $35.9 billion over a ten-year period.

RESPONSIBILITIES

The MTMD is responsible for carrying out all construction, repair and maintenance work required for the infrastructure under its jurisdiction. The building acquisition and disposition components are also governed by laws and regulations that define the department's initiatives. The Minister of Transport and Sustainable Mobility is also responsible for the STQ.

Furthermore, the MTMD administers financial assistance programs to meet the priority needs of public transit corporations. It must ensure that applications from such corporations comply with the rules established and also report on government investments.

The *Act respecting the Ministère des Transports* and the *Act respecting roads* stipulate the powers and obligations of the Minister, and more particularly those relating to road system management under their responsibility. In this respect, the Act specifies that the MTMD can carry out on the network all acts and exercise all the rights of an owner, although it stipulates that the local municipalities own roads that the government builds or rebuilds, except for autoroutes, which the Government owns, or those declared by government decree to be autoroutes.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The MTMD manages the major road system totalling 31,130 kilometres and 5,633 structures, (overpasses, bridges over watercourses, tunnels and retaining walls). Since 2007, the MTMD has also been responsible for 4,258 bridges located in the municipal network whose management was ceded back to municipalities in 1993. The MTMD assets also include a portfolio of 62,231 culverts less than three metres wide.

Other infrastructure also falls under MTMD jurisdiction. Inspections conducted on this infrastructure are geared and documented to ensure compliance with the safety standards in force. The infrastructure consists of:

- Buildings: wayside parks (roadside rest areas and service areas) and airport terminal buildings;
- Civil engineering structures: overhead and roadside sign structures;
- Electrotechnical equipment (lighting systems and light signals);
- Air, rail and marine transport infrastructure: airports, heliports, the Société de chemin de fer de la Gaspésie and the Chemin de fer de Québec Central, ferry terminals and wharves.

MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

Infrastructure inventory[1]
By infrastructure type and category

	Average age (years)	Quantity			Size		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Civil engineering structures							
Road system roadways	n/a	n/a	n/a	n/a	31,134 km	31,130 km	(4) km
Structures							
MTMD-managed road system structure	42	5,652	5,633	(19)	5,169,243 m^2	5,112,892 m^2	(56,351) m^2
Municipal bridges	n/a	4,261	4,258	(3)	753,513 m^2	753,708 m^2	195 m^2
Culverts less than three metres wide	n/a	62,075	62,231	156	1,459,005 m	1,467,318 m	8,313 m

[1] Results based on data from 2023 reports for 2025-2026 AMPI.

Variation in inventory

MTMD-managed road system roadways

The inventory of roadway kilometres has varied slightly over the years. This variation can be justified by the construction of new roadway segments, the addition of divided roadways, the extension of an existing road, or the acquisition or transfer of kilometres to municipalities. Compared to the 2024-2025 AMPI, a reduction of four kilometres was noted.

MTMD-managed road system structures and municipal bridges

The number of MTMD-managed road system structures decreased overall by 19 as a result of road redevelopment, replacement of some culverts with structures wider than 4.5 metres and the demolition of some structures. For the municipal network, one bridge was demolished without being replaced and two others were demolished, while the replacement structure is still under construction.

Culverts less than three metres wide

The inventory recorded in the AMPI varies slightly each year. Compared to the 2024-2026 AMPI, the number of culverts increased by 156, from 62,075 to 62,231. New culverts are inventoried annually, in particular due to the fact that culverts have not always been systematically inventoried following their construction, notably culverts that were built before the 2000s. Furthermore, changes in culvert characteristics following reconstruction and the addition of new culverts directly affect the inventory. Note that the number of culverts can also drop when, for example, a culvert is eliminated or is replaced by a structure.

INFRASTRUCTURE SUSTAINABILITY

MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

Infrastructure conditions and asset maintenance deficit[1]
By infrastructure type and category

	Government condition indicator (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Civil engineering structures									
Road system roadways	Based on length								
	16	23	10	49	19	32			
	Based on value[2]						2,259.0	9,475.0	11,734.0
	15	25	12	52	19	29			
Structures	Based on number								
	19	30	29	78	7	15			
MTMD-managed road system structure	Based on value[2]						–	8,919.5	8,919.5
	8	20	30	58	6	36			
	Based on number								
	16	14	33	63	8	29			
Municipal bridges	Based on value[2]						–	732.9	732.9
	13	13	34	60	9	31			
	Based on number								
	51	22	11	84	9	7			
Culverts less than three metres wide	Based on value[2]						567.3	565.0	1,132.3
	52	22	11	85	8	7			
Total Based on value[3]	**15**	**22**	**20**	**57**	**12**	**31**	**2,826.3**	**19,692.4**	**22,518.7**

1 Results based on data from 2023 reports.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
3 The GCI presentation of MTMD assets weighted by value is used for the purposes of comparison of government investment needs. Remarks on achievement of the targets of the 2023-2027 Strategic Plan.

OBJECTIVES

The strategies put forward by the expert units are updated annually in order to curb the growth of the AMD and improve the proportion of infrastructure in good condition. In this regard, the following table presents the results obtained for the targets presented in the 2023-2027 MTMD Strategic Plan. The annual targets for the road system are break down into the number of interventions necessary to ensure the road system's quality and efficiency. For the first year of this new Strategic Plan, 2023-2024, the MTMD targeted interventions to improve the condition of:

- 1,030 kilometres of roadways;
- 184 MTMD-managed road system structures and municipal bridges.

Objectives established in 2023-2024

Objective	Reference value	Results	Target
		2025-2026 AMPI[1]	Target AMPI
Number of kilometres of roadways on which the MTMD intervened, contributing to improve their condition	898 2023-2027 Strategic Plan	1,020[2]	1,030 2025-2026 AMPI
Number of highway system structures[3] on which the MTMD intervened, contributing to improve their condition	165 2023-2027 Strategic Plan	169	184 2025-2026 AMPI

1 The results of the 2025-2026 AMPI are based on the data from the 2023 reports.
2 This value corresponds to the one presented in the Bilan de l'état des chaussées du réseau routier sous la gestion du Ministère 2023, which is used for the preparation of the 2025-2026 AMPI, extracted on December 7, 2023. In the 2023-2024 annual management, the Rapport annuel de gestion report, an updated value of 1,045 kilometres extracted on March 31, 2024 is presented.
3 The term "highway system" in the 2023-2027 Strategic Plan corresponds to the MTMD-managed road system (see the specifications in Appendix 1).

Remarks on the achievement of the targets of the 2023-2027 Strategic Plan:

- Roadways:
  - Despite the completion of interventions on a total of 2,192 kilometres of roadways in 2023, i.e.1,020 kilometres of repair work[12], 452 kilometres of palliative work[13] and 720 kilometres of preventive work[14], the overall condition of the roadways deteriorated compared to 2022. Thus, the amount of work completed in 2023 did not make it possible to offset the number of kilometres of roadways that became deficient during that period. The proportion of roadways in good condition decreased from 50% in the 2024-2025 AMPI to 49% in the 2025-2026 AMPI. This reduction is due mainly to:
    - The increase in project costs has not allowed all the work necessary to achieve the targets set out in the 2023-2027 Strategic Plan to be carried out;
    - Certain projects were postponed because the cost of the bids was too high, which required calls for public tenders to be repeated.
- MTMD-managed road system structures and municipal bridges:
  - The interventions made in 2023 enabled improvement of the condition of 169 structures, a result

12 Repair work: reconstruction, deep rehabilitation and surface rehabilitation
13 Palliative work: work to temporarily restore good condition on heavily damaged roads.
14 Preventive work: work that aims to preserve roads in good condition and thus extend their life.

lower than the target of 184 structures. However, with an objective of sound management of the road system, several preventive interventions were carried out to extend the useful life of certain structures, but they are not considered in the indicator established;

- Preparation of bridge repair or reconstruction projects requires several months of work (contracts for execution on demand with several service providers, design contracts including several projects, construction contracts including several projects, etc.). Improvement of many tools should favour accelerated preparation of projects and interventions by the territorial general directorates over the coming years;
- The proportion of structures in good condition in the MTMD network, based on value, increased by 2% over the proportion for the previous year. The completion of major repair and reconstruction projects on important structures planned in the 2025-2035 PAMI, such as the Île-aux-Tourtes, Île-d'Orléans and Pierre-Laporte bridges and the Louis-Hippolyte-La Fontaine bridge-tunnel, will improve the proportion of structures in good condition based on value more significantly over the coming years;
- Furthermore, 60% of the existing structures in 2023 were built between 1960 and 1980. Given that repair work is usually necessary 30 years after construction of a structure and that not all this work could be carried out to date, the current maintenance needs are still important and will be planned over the coming years;
- The proportion of bridges in good condition on the municipal network remained stable compared to the previous year.

The AMD of $22,5 billion is due to underinvestment in road infrastructure maintenance, particularly between the 1980s and 2000s.

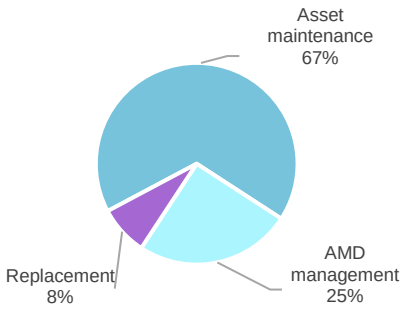
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	Road system	%
Infrastructure maintenance		
Asset maintenance	20,290.1	67
AMD management	7,605.6	25
Replacement	2,414.6	8
Total	**30,310.3**	**100**



Assumption of the asset maintenance deficit[1]

[1] The residual AMD includes $1,387 million of AMD on major structures that received investments before the 2025-2035 QIP, but for which reduction of the AMD will only be recognized in a later report. It is important to specify that this estimate only considers the structures covered by a project of $50 million or more.

INVESTMENT STRATEGY

In the 2025-2035 QIP, investments of nearly $7.6 billion to assume the AMD are planned, which could ultimately reduce up to 34% of the total AMD listed to date. However, the natural degradation of road infrastructure will influence the variation of the AMD in the coming years.

In the previous QIP, the AMD reduction rate was assessed at 44% of the total AMD. This 10% decrease results from the increase in the AMD of the road system roadways of $2.2 billion, or 10.6%, and the decrease in AMD management investments to be made in the PQI 2025-2035 due to:

- The progress of the work on major structural projects last year, thus reducing the remaining investments to be made during the period covered by the QIP 2025-2035;
- Changes to planning of the work on certain maintenance projects postponing investments beyond the period covered by the QIP.

Furthermore, the residual AMD includes $1,387 million of AMD on major structures that received investments before the 2025-2035 QIP, but for which reduction of the AMD will only be recognized in a later report when the projects are put into service. Anticipating the reduction of this AMD by $1,387 million, the assumption rate would be 36%.

Finally, carrying out work related to functional development on existing infrastructure, in particular to increase road safety (for example, the correction of a curve, the correction of the road profile or the redevelopment of ramps), to improve traffic management or to address sustainability issues related to adaptation to climate change, requires the use of an increasingly large portion of the available investment envelopes for infrastructure maintenance while these investments have no direct effect on the management of AMD.

However, the government's new investment strategy on the road system, introduced in the 2025-2035 QPI on page A.11, will make funds available in the coming years, allowing more work to be planned and carried out to assume the AMD.

MTMD-managed road system roadways

The MTMD has adopted a planning strategy for roadway conservation interventions to ensure that road network users enjoy a high quality of service, and to maximize the long-term benefits of investments. The challenge is to invest in the right roadway at the right time with the right techniques, through optimum planning of interventions, and by avoiding the "worst is first" scenario.

Therefore, the MTMD plans to allocate most available investments to rehabilitation interventions with a high benefit/cost ratio based on their residual useful life to restore roadways to good condition and assume their AMD. The short-term goal will be to carry out an optimal number of interventions on the roadways that will extend the end of their useful life considerably and maintain a safe network while reducing a significant portion of the AMD.

The MTMD bases its intervention planning on modern principles of sound management of road assets. This relies on five components of the strategy, plus one additional criterion for the distance travelled based on rutting[15]:

- Initiate immediate work on roadways where the condition of the pavement could compromise safety;
- Perform preventive work to keep roadways in good condition and extend their useful life by means of economic interventions;
- Carry out minor rehabilitation interventions offering superior benefits and returns in relation to cost based on the residual useful life of the roadways;
- Carry out major rehabilitation interventions offering superior benefits and returns in relation to cost based on the residual useful life of the roadways;
- Limit work that addresses other considerations and uncertainties through interventions that do not fall within other components.
- Prioritize the repair of rutting deficiencies on very high-traffic roadways.

In addition to the parameters established previously, the MTMD maintains a balance between investments in major rehabilitation and investments in minor rehabilitation. The rutting problem is increasingly present on the road system. Planning the interventions must prioritize the repair of rutting deficiencies that can compromise user safety on high average annual daily traffic (AADT).

MTMD-managed road system structures and municipal bridges

The intervention strategy on structures gives priority to interventions that ensure public safety. The MTMD actions also seek to maintain assets to ensure the portfolio's sustainability. Finally, because of the necessary investments, the strategic importance of structures and multi-year planning of interventions, major structures are handled separately.

Based on the 2025-2027 integrated intervention strategy, the preservation of structures hinges on four key principles:

- Slowing the pace at which structures deteriorate through targeted preventive maintenance interventions and low-cost repairs likely to postpone investments in major interventions by between five and 10 years;
- Reducing the number of structures to be repaired on the RSSCE strategic network in support of foreign trade;

[15] Ruts: longitudinal depressions located in wheel tracks.

- Focusing projects to repair structures on interventions strictly limited to correcting structural deficiencies or other safety issues, while avoiding "non-priority" interventions;
- Making medium-and long-term changes to how structure intervention needs are addressed, with an eye to increasing the time available for planning and undertaking major repair work.

In its strategic planning for the work to be carried out in the coming years, the MTMD has planned several major reconstruction and repair projects on MTMD-managed road system structures. These investments will help reduce the current AMD of $8.9 billion on these structures by more than 80%. These projects include:

- Major repair work on the Ville-Marie and Viger tunnels (TB 100) and the Louis-Hippolyte-La Fontaine bridge tunnel (TB 114);
- Reconstruction of the Honoré-Mercier (TB 95), Île-d'Orléans (TB 96) and Île-aux-Tourtes (TB 99) bridges;
- Repairs to the Pierre-Laporte and Laviolette bridges (TB 169);
- Major repair of Autoroute 40 (Autoroute Métropolitaine), east sector (TB 323).

Culverts less than three metres wide

The intervention strategy for culverts less than three metres wide is based on the following four priorities:

- Intervening on culverts posing a risk to user safety or that are necessary to maintain the high system service level;
- Intervening on culverts located underneath roadway projects;
- Undertaking preventive interventions on culverts in good condition;
- Intervening on culverts in poor condition, in cases where only minor work is required to restore them to good condition.

This prioritization makes it possible to ensure user safety, optimal use of resources and the sustainability of culverts. Furthermore, it avoids the "worst is first" scenario.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD assumption	Replacement	Subtotal	Addition and improvement	
MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE						
2023-2024						
Actual	2,016.2	737.5	141.8	**2,895.5**	760.2	**3,655.7**
Forecast[2]	1,153.8	1,221.6	135.6	**2,511.0**	794.2	**3,305.2**
Difference	862.4	(484.1)	6.2	**384.5**	(34.0)	**350.5**
2024-2025						
Probable	2,128.2	847.8	256.9	**3,232.9**	733.6	**3,966.5**
2025-2026						
Forecast	2,094.5	899.1	374.8	**3,368.4**	463.0	**3,831.4**

1 Planned in the 2023-2033 QIP.

2 The gap between investments for the management of AMD in the “actual and forecast 2023-2024” results mainly from the clarifications made to the method for assessing the management of AMD which now excludes the costs of work planned in projects which go beyond the correction of deficiencies used in the assessment of AMD.

ADDITIONAL INFORMATION

Differences between planned and actual investments

Investments made in 2023-2024 for infrastructure maintenance totalled $2,895.5 million, which is $384.5 million more than initially planned. This difference is explained primarily by the quicker-than-anticipated completion of certain projects, such as:

- Île-aux-Tourtes bridge between Vaudreuil-Dorion and Senneville – Reconstruction and widening (TB 99);
- Papineau-Leblanc bridge over Rivière des Prairies between Montréal and Laval – Repair;
- Autoroute 40 (Félix-Leclerc), eastbound, between Sainte-Anne-de-Bellevue and Kirkland – Reconstruction (TB 268).

Investments made to improve the portfolio in 2023-2024 total $760.2 million, which is $34.0 million less than initially planned. This variation is explained primarily by the slower-than-anticipated completion of certain projects, such as:

- Autoroute 70 (de l’Aluminium) between Chemin de la Grande-Anse and La Baie Borough – Saguenay–Lac-Saint-Jean – Construction (TB 211);
- Dorval interchange – Montréal – Redevelopment (TB 10);
- Route 117 between Labelle and Rivière-Rouge – Widening (TB 218).

Infrastructure maintenance

Asset maintenance investments made in 2023-2024 and probable in 2024-2025 for portfolio maintenance respectively total $2,895.5 million and $3,232.9 million. They made it possible to carry out or continue the following work:

- Laviolette bridge between Trois-Rivières and Bécancour, slab – Repair (TB 169);
- Route 136, pavement and overpasses between Greene Avenue and the Ville-Marie tunnel – Montréal – Repair (TB 348);
- Autoroute 40 (Félix-Leclerc) between Boulevard Masson and the Saint-Charles River - Québec - Reconstruction (TB 925);
- Darche interchange – Sherbrooke – Reconstruction and redevelopment (TB 929).

Furthermore, for 2025-2026, planned investments for infrastructure maintenance total $3,368.4 million and will be allocated to the following projects, among others:

- Louis-Hippolyte-La Fontaine tunnel, between Montréal and Longueuil – Repair (TB 114);
- Ville-Marie and Viger tunnels – Montréal – Repair (TB 100);
- Île-aux-Tourtes bridge between Vaudreuil-Dorion and Senneville – Reconstruction (TB 99);
- Île-d'Orléans bridge between Québec and Îled'Orléans – Reconstruction (TB 96).

Infrastructure enhancement

Asset enhancement investments made in 2023-2024 and probable in 2024-2025 respectively total $760.2 million and $733.6 million. They made it possible to carry out or continue the following work:

- Autoroute 440 and 15 interchange, overhead ramp – Laval – Construction (TB 791);
- Autoroute 85 (Claude-Béchard) between Saint-Antonin and Saint-Louis-du-Ha! Ha! (phase III) – Bas-Saint-Laurent – Construction (TB 136);
- Autoroute 70 (de l'Aluminium) between Chemin de la Grande-Anse and La Baie Borough – Saguenay–Lac-Saint-Jean – Construction (TB 211);
- Autoroute 35 between Saint-Sébastien and Saint-Armand (Phase III) – Construction (TB 318).

For 2025-2026, asset enhancement investments of $463.0 million are planned. They will make it possible to carry out the work below:

- Autoroute 19 (Papineau) between Laval and Bois-des-Filion – Construction (TB 143);
- Autoroute 15 (des Laurentides) northbound, between Boisbriand and Mirabel, reserved lane – Development (TB 322);
- Autoroute 20 (Jean-Lesage), eastbound, between Beloeil and Sainte-Julie, reserved lane – Development (TB 358).

Change in infrastructure condition and asset maintenance deficit[1] By infrastructure type and category

	GCI of D (%)			GCI of E (%)			Asset maintenance deficit ($M)				
	AMPI			AMPI							
	2024-2025	2025-2026	Variation	2024-2025	2025-2026	Variation	2024-2025 AMPI	Natural deterioration	New findings	Reduction	2025-2026 AMPI
Civil engineering structures											
Road system roadways			Based on length								
	19	19	0	31	32	1					
			Based on value[2]				9,981.0	961.0	1,473.0	(681.0)	11,734.0
	19	19	0	29	29	0					
Structures			Based on number								
MTMD-managed road system structures	7	7	0	15	15	0					
			Based on value[2]				8,712.7	54.2	590.6	(438.0)	8,919.5
	7	6	(1)	37	36	(1)					
			Based on number								
	8	8	0	30	29	(1)					
Municipal bridges			Based on value[2]				617.3	42.7	118.4	(45.5)	732.9
	10	9	(1)	30	31	1					
Culverts less than three metres wide			Based on number								
	9	9	0	7	7	0					
			Based on value[2]				1,056.3	129.5	68.0	(121.5)	1,132.3
	8	8	0	8	7	(1)					
Total Based on value[3]	**13**	**12**	**(1)**	**30**	**31**	**1**	**20,367.3**	**1,187.4**	**2,250.0**	**(1,286.0)**	**22,518.7**

1 Results based on data from the 2022 reports for the 2024-2025 AMPI and the 2023 reports for the 2025-2026 AMPI.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
3 The overall GCI percentage of MTMD assets, weighted by value, is presented here for government accountability requirements. These indicators are not used by the MTMD for its tracking.

ADDITIONAL INFORMATION

Changes in condition

The overall condition of the road system infrastructures remained stable. However, the proportion of roadways in very poor condition increased by 1% based on length, despite the investments made.

Changes in the AMD

Since the last AMPI, the AMD increased by $2,151.4 million, from $20,367.3 million to $22,518.7 million. This increase reflects the natural deterioration of infrastructure, the updated cost of work (new findings), and the progress on certain projects allowing reduction of the AMD.

Natural deterioration

An increase of $1,187.4 million is the result of natural deterioration found during regular inspections or monitoring, which breaks down as follows:

- An amount of $961.0 million for roadways with a null residual useful life[16] or one of less than three years:
  - An amount of $485.0 million for the natural ageing of 514 kilometres of roadways that passed the major deficiency threshold this year, resulting in greater and more expensive intervention needs;
  - An amount of $476.0 million for the natural ageing of 1,070 kilometres of roadways that reached this year a residual useful life of less than three years, i.e., the threshold for a segment of roadway to be considered to have an AMD;
- An amount of $129.5 million for culverts;
- An amount of $96.9 million for structures, including $54.2 million for MTMD-managed road system structures and $42.7 million for municipal bridges.

New findings

An overall increase of $2,250.0 million is primarily due to the following factors:

- An amount of $1,473.0 million for roadways, generated by the increase in the costs of the work and an upward revision of the intervention needs identified, particularly due to the rising cost of asphalt;
- An amount of $590.6 million for MTMD-managed road system structures and $118.4 million for municipal bridges after updates of the work plans and new deficient structures since over five years ago;
- An amount of $68.0 million for culverts related to the upward revision of the work costs identified, and the addition of new culverts to the inventory which were considered in poor condition at the time of the inspection.

Reduction

The reduction of $1,286.0 million is the result of work carried out on the following deficient infrastructures:

- An amount of $681.0 million for repair work on roadways, intended to remedy their deficiencies (837 kilometres);
- An amount of $483.5 million for interventions to repair, reconstruct and correct deficiencies on structures, including $438.0 3 million for MTMD-managed road system structures (89 structures) and $45,5 million for 80 municipal bridges;
- An amount of $121.5 million for repair, refurbishment or reconstruction interventions on culverts.

[16] Residual useful life: the residual useful life of a pavement indicates the number of years remaining before it reaches the major impairment threshold according to one of four indicators used during auscultation. These indicators are described in Annex 1.

APPENDIX 1

ADDITIONAL INFORMATION

MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

MTMD-managed road system

In this AMPI, a clarification was added concerning the term “highway system’. The report presented in the AMPI, and in the previous AMPIs, represents the MTMD-managed road system. This includes the highway system, plus local roads and resource access roads under MTMD jurisdiction. The term “highway system” was therefore replaced by “MTMD-managed road system”. This terminological clarification does not alter the historical data, because they concerned the same system.

Inspection and data update

Due to the data collection, processing and analysis delays regarding inspections and work carried out on the road infrastructures under MTMD jurisdiction, the 2025-2026 was prepared based on data from the 2023 reports. Because of this lag, the MTMD can present a report on the condition of infrastructure and the AMD aligned with the last certified inspection data and aligned with the intervention strategies implemented during the same period.

Road system roadways

The MTMD monitors 83% of the roadways under its management, which is 25,925 km out of the 31,130 km of the MTMD-managed road system. The unmonitored portion of roadways mainly comprises gravel roads and on ramps. The MTMD intends to monitor at least half of the main paved roadways per year, thereby covering all main paved roadways every two years. In 2023, the MTMD monitored 12,763 kilometres, or 49% of the main paved roadways under its management.

MTMD-managed road system structures and municipal bridges

The inspection program provides a comprehensive picture of the condition of all structures under the jurisdiction of the MTMD. Follow-up is carried out by means of different types of inspections at frequencies that vary depending on the age and the level of deterioration of the structure.

Culverts less than three metres wide

Inspections make it possible to learn the condition of culverts located under the roads making up the MTMD-managed road network. A minimum frequency is defined in the inspection program for culverts, and this is determined depending on their condition, their characteristics and the importance of the road connection.

Methodology

Road system roadways

The AMD and GCI evaluations are based on inspection data from 2023. The length extrapolation for the AMD and the GCI takes into account the representativeness and relative scope of the unmonitored portions of the network.

Condition indicator

For 25 years, the MTMD has monitored the main paved roadways, tracking changes in their condition and publishing an annual report based on various surface condition indicators.

The MTMD tracks the roadway condition changes according to four indicators: the IRI, the rutting index, the cracking index and the pavement’s vulnerability to freezing. Until 2019, the IRI was the indicator used by the MTMD to evaluate its performance in the Strategic Plan. This indicator is used by a very large number of road administrations around the world. Its definition and calculation are subject to international standards.

For government comparison purposes, the proportion in good condition according to the GCI is also used. The GCI combines the four indicators already used to track the condition of a roadway. A road segment can offer good ride quality although it displays a fairly high cracking rate. The combination of the four indicators means that the picture based on the GCI can differ from the one relying solely on the IRI. As a result, using this combination of indices better links the condition of infrastructure to the investments necessary to attain a condition deemed satisfactory or better. A roadway in good condition is defined as a road segment whose four-indicator value is above the deficiency threshold between what is deemed good condition and a condition that requires intervention.

In the 2019-2023 Strategic Plan, the targets were based on the GCI. The 2023-2027 Strategic Plan instead presents targets by the number of kilometres of roadways on which the MTMD intervened, contributing to improve their condition. The MTMD reports on the attainment of targets in its annual management report, and publishes the tracking data in its Bilan annuel d'état du réseau routier.

Asset maintenance deficit

The AMD value of roadways represents the cost of work to repair roadways in poor and very poor condition for which the required interventions have not been carried out. As a result, these roadways have a major deficiency deficient condition or, for some, their residual useful life is three years or less.

MTMD-managed road system structures and municipal bridges

Condition indicator

For several years, the MTMD has used different indicators to monitor the safety, functionality and general condition of structures. The key indicator used by the vast majority of road authorities is the "proportion of the number of structures in good condition," which, for GCI purposes, corresponds to all condition indicators above the threshold, which are: very good (A), good (B) and satisfactory (C), while structures "to be repaired" are rated based on poor (D) and very poor (E) condition indicators.

At the MTMD, this indicator is based on the inspection data, targeting the main elements whose condition will require intervention within the next five years. Other complementary indicators are also used, such as:

- The functionality index of a structure, which determines whether the structure satisfies users' needs;
- The behaviour index of a structure, which reflects its stability and safety.

Combining the results of these indicators makes it possible to select the most worthwhile and advantageous interventions.

APPENDIX 1
(continued)

The "proportion of structures in good condition" indicator is expressed as a number, facilitating its interpretation. However, this approach has the drawback of attributing the same weight to each structure, regardless of size. Another way of presenting the information is in a percentage of the value of the structures. This approach has the advantage of making the connection between investment needs from the viewpoint of the relative importance of structures. Consequently, high-value structures influence the comprehensive overview of the GCI of structures.

The targets of the 2019-2023 Strategic Plan were based on the GCI. In the 2023-2027 version of the Strategic Plan, the indicator used is the number of MTMD-managed network structures and municipal bridge on which the MTMD intervened, contributing to improve their condition.

Asset maintenance deficit

The AMD of MTMD-managed road system structures and municipal bridges corresponds to the total work required for more than five years to restore the condition of structures to be repaired. This value is largely influenced by a few major structures requiring work and for which major work is planned or in progress, such as the Louis-Hippolyte-La Fontaine tunnel, the Ville-Marie and Viger tunnels and the Île-aux-Tourtes, Île-d'Orléans and Honoré-Mercier bridges. The MTMD will continue to prefer interventions that ensure public safety while being committed to a replacement and maintenance cycle for ageing assets for many years.

Finally, the MTMD has also developed other indicators in response to specific needs, such as:

- The general condition indicator, which offers a cursory picture of the condition of structures for the general public classifying them into four main categories:
  - Structures requiring replacement;
  - Structures requiring major work;
  - Structures requiring repairs;
  - Structures requiring no intervention.
- The index of restoration investments to be carried out, developed at the request of the Auditor General of Québec.

The *Bilan de l'état des structures* presents information on the MTMD-managed road system structures and municipal bridges. The MTMD’s annual management report, the *Rapport annuel de gestion*, includes accountability based on targets established under the 2023-2027 Strategic Plan, which are expressed as a number of MTMD-managed road system structures and municipal bridges on which the MTMD intervened, contributing to improve their condition. Furthermore, the MTMD presents the general inspection reports on its structures on its website.

Culverts less than three metres wide

Condition indicator

The MTMD inspects culverts based on 18 criteria divided into four categories: structural components, hydraulic components, condition of the backfill and the roadway, as well as the condition of other components such as the headwall.

These inspections attribute a CCI to each culvert. The CCI determines the GCI linked to the infrastructure.

APPENDIX 1
(continued)

Culverts that are classified as A, B or C are deemed to be in good condition and do not require any major intervention in the short term. Some of them may require repairs or maintenance to ensure their proper operation and to prolong their useful life. Culverts that are in poor condition, in condition class D or E, require repairs, rehabilitation or reconstruction.

Asset maintenance deficit

The AMD for culverts less than three metres wide represents the estimated cost of asset maintenance interventions required to restore culverts considered in poor and very poor condition (GCI of D or E) to good condition.s

INFRASTRUCTURE MANAGEMENT

THE PUBLIC TRANSIT CORPORATIONS

RESPONSIBILITIES

Since they own their infrastructure, the various public transit corporations are responsible for its construction, maintenance, operation and funding, including compliance with the related regulations.

Consequently, it is up to each public transit corporation to assess, document and update the data relating to the condition of its infrastructure, in order to support optimum management based on their priorities.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The infrastructure portfolio of the public transit corporations is composed of buildings such as terminals and bus shelters, garages necessary for mechanical maintenance of equipment, stations, and administration and service buildings.

Civil engineering structures include infrastructure related to operation of the Métro, namely the stations, tunnels and auxiliary structures, reserved bus lanes, and the parking lots and land necessary for adequate management of the vehicle fleet. They also include the infrastructures related to operation of the train system, namely tracks, bridges, culverts, tunnels and walls.

Finally, the equipment includes Métro cars, including AZUR cars, designed on the technological cutting edge and combining better reliability, increased capacity and improved comfort. The public transit corporations are also responsible for equipment related to operation of the train system, namely locomotives and passenger cars. The public transit equipment inventory is completed by a bus fleet offering quality public transit services, intervention vehicles and all the other equipment essential to continuity of services.

PUBLIC TRANSIT CORPORATIONS

Infrastructure inventory[1]
By infrastructure type and category

	Average age (years)	Quantity			Size		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings							
Stations	25	50	52	2	1,220,253 m^2	1,222,773 m^2	2,520
Garages and workshops	37	44	45	1	1,489,994 m^2	1,620,235 m^2	130,241
Terminals	18	63	61	(2)	493,769 m^2	426,882 m^2	(66,887)
Administrative and service buildings	30	18	28	10	115,136 m^2	88,329 m^2	(26,807)
Bus shelters, protective shelters and temperate stations	12	4,922	4,972	50	47,422 m^2	47,983 m^2	561
Civil engineering structures							
Métro							
Stations	48	68	68	0	595,004 m^2	595 004 m^2	0
Tunnels	46	92	93	1	67 km	68 km	1
Auxiliary structures[2]	42	120	122	2	n/a	n/a	n/a
Trains							
Tracks	12	n/a	n/a	n/a	55 km	42 km	(13)
Bridges, culverts, tunnels and walls	20	210	208	(2)	n/a	n/a	n/a
Reserved lanes	12	n/a	n/a	n/a	439 km	449 km	10
Incentive parking lots	14	41	49	8	648, 216 m^2	762,080 m^2	113,864
Equipment							
Métro cars							
MR-73	48	360	360	0	n/a	n/a	n/a
AZUR	7	639	639	0	n/a	n/a	n/a
Standard							
buses	10	3, 626	3, 612	(14)	n/a	n/a	n/a
Standard electric	3	51	66	15			
Articulated	10	457	508	51	n/a	n/a	n/a
Minibuses	7	147	162	15	n/a	n/a	n/a
Trains							
Locomotives	21	40	40	0	n/a	n/a	n/a
Passenger cars	16	206	220	14	n/a	n/a	n/a
Intervention vehicles	8	1, 018	1, 071	53	n/a	n/a	n/a
Other[3]	10	96	253	157	n/a	n/a	n/a

1 The results are mostly based on the data as of December 31, 2024.
2 Auxiliary structures correspond to infrastructure containing Métro electrical and mechanical equipment.
3 The “other” category includes the following items: elevator platforms, mechanical sweepers and washers, forklifts, floor washers, electric carts and buckets.

Variation in inventory

The increase in the number of buildings is mainly due to new commissioning by the Réseau de transport métropolitain (exo) and the STS (Sherbrooke) in the “Bus shelters, protective shelters and temperate stations” category and the transfer of buildings from the STO to the “Administrative service buildings” category, which was previously classified with terminals.

The increase in the number of incentive parking lots is explained, in particular, by the splitting of existing lots and the reclassification of parking lots that were associated with buildings. Furthermore, the increase in their size is explained by the inclusion of amenities on the periphery of the parking lots (green spaces). The variation in “Reserved lanes” is explained by the addition of a large number of reserved lanes put into service by the STM in 2024.

Regarding equipment, the main variations concern increases in the number of articulated buses and equipment in the “other” category (for example, forklifts, elevator platforms).

INFRASTRUCTURE SUSTAINABILITY

PUBLIC TRANSIT CORPORATIONS

Infrastructure condition overview[1, 2]
By infrastructure type and category

	Government Condition Index (GCI)) (%)					
	A	B	C	ABC	D	E
Buildings						
Stations	2	21	46	69	29	2
Garages and workshops	16	24	18	58	22	20
Terminals	43	22	19	84	9	7
Administrative and service buildings	26	26	18	70	11	19
Bus shelters, protective shelters and temperate stations	26	24	31	81	11	8
Civil engineering structures						
Métro						
Stations	3	39	12	54	38	8
Tunnels	1	19	42	62	38	0
Auxiliary structures	11	6	29	46	29	25
Trains						
Tracks	0	43	57	100	0	0
Bridges, culverts, tunnels and walls	44	31	13	88	6	6
Reserved lanes	35	32	28	95	5	0
Incentive parking lots	29	51	18	98	0	2
Equipment						
Métro cars						
MR-73	0	0	0	0	100	0
AZUR	100	0	0	100	0	0
Standard						
buses	30	22	38	90	9	1
Standard electric	86	12	2	100	0	0
Articulated	7	16	77	100	0	0
Minibuses	8	10	36	54	44	2
Trains						
Locomotives	0	23	75	98	0	2
Passenger cars	7	0	93	100	0	0
Intervention vehicles	39	19	13	71	16	13
Other	48	13	8	69	1	30
Total – Infrastructure[3]	**13**	**25**	**23**	**61**	**30**	**9**

1 The results are mostly based on the data as of December 31, 2024.
2 The GCI percentages (A, B, C, D and E) are weighted according to the number of infrastructures for all categories, except for reserved lanes and tracks, which are weighted according to the number of kilometres.
3 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

OBJECTIVES

- Ensure an offering of safe, quality services meeting the current standards;
- Maintain the infrastructure in good condition (GCI of A, B or C) by continual interventions for replacement and refurbishment of equipment, rolling stock and infrastructure that have reached the end of their useful life.

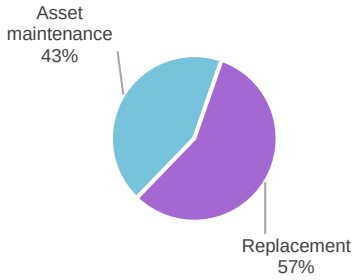
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

PUBLIC TRANSIT CORPORATIONS

Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and as a percentage)

	Public transit	%
Infrastructure maintenance		
Asset maintenance	1,289.9	43
Replacement	1,701.7	57
Total	**2,991.6**	**100**



INVESTMENT STRATEGY

With the exception of Métro “Stations” and “Tunnels”, the infrastructure portfolio of the public transit corporations is mostly in good condition (GCI of A, B or C). This situation is a good illustration of the efforts made by the corporations, supported by the MTMD assistance programs, to maintain and develop infrastructure that ensures quality, efficient service meeting the public’s needs.

Consequently, to ensure safe, reliable and rapid services and counter the deterioration of the infrastructure portfolio, investments of nearly $3.0 billion are planned for maintenance and replacement of infrastructure at the end of its useful life.

Concretely the main infrastructure maintenance investments planned aim at:

- Replacement of Métro stationary equipment, including escalators, ventilation, elevators and train control equipment;
- General refurbishment of critical components of Métro civil engineering structures, such as electrical, mechanical and structural systems;
- Replacement of rolling stock, including passenger cars and locomotives of the train system, Métro cars and buses.

Finally, considering the relative importance of the replacement value of Métro infrastructure (stations, tunnels, auxiliary structures, garages and workshops), it will be necessary to carry out major asset maintenance work to counter their deterioration and restore them to satisfactory or better conditions (GCI of A, B or C).

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	Addressing the AMD	Replacement	Subtotal	Addition and improvement	
Public transit corporations						
2023-2024						
Actual	130.7	–	153.3	**284.0**	503.9	**787.9**
Forecast[1]	167.5	–	192.6	**360.1**	648.2	**1,008.3**
Difference	(36.8)	–	(39.3)	**(76.1)**	(144.3)	**(220.4)**
2024-2025						
Probable	160.9	–	220.6	**381.5**	558.3	**939.8**
2025-2026						
Forecast	265.7	–	104.0	**369.7**	705.5	**1,075.2**

1. Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Differences between planned and actual investments

The investments made in 2023-2024 are $220.4 million lower than those initially planned. This result is mainly attributable to faster-than-anticipated completion of electric bus fleet replacement projects, acquisition of hybrid articulated buses and extension of the Montréal Métro blue line.

Infrastructure maintenance

Regarding the funds allocated by the MTMD to support the public transit corporations, the probable investment in 2024-2025 and planned in 2025-2026 total $381.5 million and $369.7 million respectively and will allow the completion or continuation of the following main projects:

- Exo commuter train system, diesel locomotives diesel – Montréal metropolitan area – Replacement;
- Continuation of the Montréal Métro refurbishment program:
  - Programme Réno-Infrastructures (refurbishment of stations, auxiliary structures, tunnels, garages and workshops);
  - Programme Réno-Systèmes (replacement or upgrading of equipment related to operation, including, in particular, ventilation, elevators and track equipment, such as rail supports and guide strips).

Infrastructure enhancement

The probable investments 2024-2025 and planned in 2025-2026, totalling $558.3 million and $705.5 million respectively, will enable the completion or continuation of the following main projects:

- Integrated express bus service on Boulevard Pie-IX between Montréal and Laval – Development and construction (TB 133);
- Montréal Métro, station accessibility program (Phase II) – Enhancement;
- Centre Newton of the RTC – Québec – Acquisition and reconstruction (TB 336);
- Centre opérationnel Lebourgneuf of the RTC – Québec – Construction (TB 630);
- Ville de Québec structuring public transit system – Construction (TB 181);
- Montréal Métro, Blue Line from Saint-Michel station to Anjou station (preparatory work) – Extension (TB 39).

PUBLIC TRANSIT CORPORATIONS

Changes in condition of infrastructure[1]
By infrastructure type and category

	GCI of D (%)			GCI of E (%)		
	AMPI		Variation	AMPI		Variation
	2024-2025	2025-2026		2024-2025	2025-2026	
Buildings						
Stations	30	29	(1)	0	2	2
Garages and workshops	21	22	1	20	20	0
Terminals	9	9	0	4	7	3
Administrative and service buildings	12	11	(1)	25	19	(6)
Bus shelters, protective shelters and temperate stations	4	11	7	6	8	2
Civil engineering structures						
Métro						
Stations	9	38	29	4	8	4
Tunnels	2	38	36	0	0	0
Auxiliary structures	30	29	(1)	25	25	0
Trains						
Tracks	10	0	(10)	0	0	0
Bridges, culverts, tunnels and walls	10	6	(4)	10	6	(4)
Reserved lanes	0	5	5	0	0	0
Incentive parking lots	3	0	(3)	0	2	2
Equipment						
Métro cars						
MR-73	100	100	0	0	0	0
AZUR	0	0	0	0	0	0
Standard						
buses	7	9	2	7	1	(6)
Standard electric	0	0	0	0	0	0
Articulated	54	0	(54)	2	0	(2)
Minibuses	16	44	28	3	2	(1)
Trains						
Locomotives	0	0	0	0	2	2
Passenger cars	1	0	(1)	0	0	0
Intervention vehicles	19	16	(3)	13	13	0
Other	35	1	(34)	9	30	21
Total – Infrastructure[2]	**15**	**30**	**15**	**8**	**9**	**1**

1 The GCI percentages (A, B, C, D and E) are weighted according to the number of infrastructures for all categories, except for reserved lanes and tracks, which are weighted according to the number of kilometres.

2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

ADDITIONAL INFORMATION

Changes in condition

The condition of public transportation infrastructure has improved slightly, except for deterioration of Métro “Tunnels” and “Stations”.

This year, the STM has changed the method of evaluating tunnels by adopting the condition index method instead of the obsolescence index. This new method is based on the analysis of the results of the tunnel structure inspections from 2019 to 2024, which are more detailed, and the application of the Government Condition Index assessment criteria for MTMD structures.

Also, the STM proceeded with a review of the method used to calculate the GCI of “Stations”. This caused a deterioration explained by the revision of the indirect cost increase rates, by the use of the replacement value of 2024 instead of that of 2021 and also by the lowering of the obsolescence threshold.

However, an improvement of the GCI is notable for “Bridges, culverts, tunnels and walls”, particularly due to the removal of two bridges, the Rivière à la Raquette bridge and the Rigaud River bridge. Furthermore, for “Tracks”, two sections in poor condition were removed following the recommendation not to include assets in inoperable areas.

The bus condition variation is explained by standardization of the methodology by all transit corporations. This standardization in the context of the current 2025-2026 AMPI allowed the use of the same residual useful life and the same age period for each bus category. For articulated buses, this correction, combined with the addition of 31 new articulated buses, led to an improvement in condition, because the majority of them had a useful life below the new condition threshold. On the other hand, for minibuses, this correction led to a deterioration in condition, because the useful life exceed the new threshold.

APPENDIX 1

ADDITIONAL INFORMATION

MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

Financial assistance programs of the Ministère des Transports et de la Mobilité durable meeting the needs of public transit corporations

The MTMD administers financial assistance programs to meet the priority needs of public transit corporations. It must ensure that the transit corporations' applications comply with the rules established in addition to assuming accountability for expenditure accounts regarding government investments.

The main objective of these financial assistance programs is to support the transit organizing authorities in their capital projects necessary to organize and operate services. These programs aim to favour the maintenance, improvement and development of public transit equipment and infrastructure.

The public transit corporations benefit from the following subsidy programs, in particular:

- Programme d'aide gouvernementale en transport collectif des personnes – Volet immobilisation: this program's target objectives are to maintain the existing assets in good condition, improve the quality of services offered to the clientele, and develop services;
- Programme d'aide aux immobilisations en transport en commun of the Société de financement des infrastructures locales: this program, in force since January 1, 2006, aims to carry out capital expenditure projects in public transit. The funding sources come from a portion of the revenue from the Federal Excise Tax on Gasoline, revenue from registration fees on large cylinder capacity vehicles, and revenue from the Fonds des réseaux de transport terrestre;
- Programme d'aide financière du the Fonds pour l'infrastructure de transport en commun: this program arises from the Entente Canada-Québec concernant le Fonds pour l'infrastructure de transport en commun, made on June 29, 2016. This program aims to support investments allowing the restoration and improvement of existing public transit systems and investments aiming to produce studies in support of system expansion projects planned for longer-term completion;
- Programme d'aide gouvernementale aux infrastructures du transport collectif: this program arises from the signing of the Integrated Bilateral Agreement with the Government of Canada and aims to support new projects for construction, expansion, improvement and restoration of public transit infrastructure, as well as active transportation projects.

APPENDIX 1
(continued)

Inspection and data update

The public transit infrastructure inventory held by the public transit corporations, namely exo, the STM, the RTC, the Réseau de transport de Longueuil, the Société de transport de Laval, the STO, the Société de transport de Lévis, the Société de transport de Trois-Rivières, the Société de transport du Saguenay, the STS (Sherbrooke) and the Autorité régionale de transport métropolitain (ARTM).

Since the MTMD does not own public transit infrastructure, the inventory is based on the available data provided by the public transit corporations. Regarding the government guidelines, the MTMD, in collaboration with all of the public transit corporations, collects and processes data to establish and update a complete and representative picture of the condition of the infrastructure belonging to these corporations. This approach aims to plan the investments to be made by the Gouvernement du Québec in support of public transit corporations, over the next ten years, while respecting the respective responsibilities attached to ownership of the infrastructure concerned.

Methodology

The GCI percentages (A, B, C, D and E) are weighted according to the number of infrastructures for all categories, except for reserved lanes and tracks, which are weighted according to the number of kilometres.

INFRASTRUCTURE MANAGEMENT

THE SOCIÉTÉ DES TRAVERSIERS DU QUÉBEC

VISION

A successful and innovative government enterprise, a leader in maritime transportation.

ORIENTATION

Offer reliable services through an efficient, safe fleet and land infrastructure portfolio.

RESPONSIBILITIES

The STQ, which falls under the responsibility of the Minister of Transport and Sustainable Mobility, must ensure that the infrastructure it owns enables it to attain the objectives hereunder. To succeed in doing so, the STQ must allocate the resources required to:

- Guarantee the infrastructure's integrity;
- Ensure compliance with the applicable regulatory requirements;
- Carry out work that extends infrastructure’s useful life;
- Undertake improvements to satisfy new requirements;
- Replace infrastructure at the end of its useful life.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The STQ is responsible for the maintenance of services for two connections and 12 crossings[17], nine of which it operates. They are located mainly along the St. Lawrence River, between Sorel-Tracy and the Basse-Côte-Nord.

Aside from its head office building, the STQ owns infrastructure that includes 23 vessels (15 ferries, four passenger vessels and four work craft), buildings (terminals, service buildings, footbridges, warehouses, workshops), wharves, docks as well as other civil engineering structures (waiting areas, access roads, parking lots, riprap).

[17] Crossing: route followed by a ferry on a watercourse

Infrastructure inventory[1]
By infrastructure type and category

	Average age (years)	Quantity			Size		
		AMPI		Variation	AMPI		Variation
		2024-2025	2025-2026		2024-2025	2025-2026	
Buildings	24	86	87	1	9,543 m^2	9,801 m^2	258
Civil engineering structures							
Wharves	40	27	27	0	67,322 m^2	67,322 m^2	0
Docks	21	20	20	0	3,604 m^2	3,604 m^2	0
Other	36	22	22	0	161,298 m^2	161,298 m^2	0
Equipment							
Vessels	28	22	23	1	n/a	n/a	n/a

[1] Data as of November 2024.

Variation in inventory

The variation in the building inventory is due to the construction of a second garage wharf at Pakuashipi (Basse-Côte-Nord).

The number of vessels increased following the commissioning of ACV *Boréal*, a hovercraft acquired in 2024. This will ensure trips to the Saint-Augustin River crossing (Basse-Côte-Nord), replacing ACV *L'Esprit-de-Pakuashipi*, which will be used from now on as a backup vessel.

INFRASTRUCTURE SUSTAINABILITY

SOCIÉTÉ DES TRAVERSIERS DU QUÉBEC

Infrastructure conditions and asset maintenance deficit[1]
By infrastructure type and category

	Government Condition Index (GCI) (%)						Asset maintenance deficit ($M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings[3]	92	3	0	95	5	0	–	–	–
Civil engineering structures									
Wharves	18	8	24	50	45	5	113.8	19.1	132.9
Docks	32	0	46	78	22	0	3.1	–	3.1
Other	83	17	0	100	0	0	–	–	–
Equipment									
Vessels	54	16	25	95	5	0	2.0	–	2.0
Total – Infrastructure	**53**	**12**	**22**	**87**	**12**	**1**	**118.9**	**19.1**	**138.0**

1 Data as of november 2024.
2 The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.
3 In the 2025-2026 AMPI, no work qualified as an STQ priority over buildings in poor condition, which is why it does not have an AMD.

OBJECTIVES

In its 2020-2025 Strategic Plan, the STQ set the operational objective to maintain the planned number of crossings at a service level of 99.5%. The following objectives were established to reach this target.

Objectives

Objective	Reference value	Results				Target
	Reference AMPI	2022-2023 AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Achieve a proportion of infrastructure with a GCI greater than or equal to C of 35% for docks	27% 2021-2022 AMPI	24%	27%	50%	50%	35% 2025-2026 AMPI
Achieve a proportion of infrastructure with a GCI greater than or equal to C of 92% for vessels	89% 2021-2022 AMPI	89%	89%	94%	95%	92% 2025-2026 AMPI
Achieve a proportion of infrastructure with a GCI greater than or equal to C of 90% for civil engineering structures	100% 2021-2022 AMPI	100%	100%	100%	100%	90% 2025-2026 AMPI
Achieve a proportion of infrastructure with a GCI greater than or equal to C of 90% for buildings	94% 2021-2022 AMPI	99%	94%	94%	95%	90% 2025-2026 AMPI
Achieve a proportion of infrastructure with a GCI greater than or equal to C of 75% for docks	61% 2021-2022 AMPI	100%	100%	100%	78%	75% 2025-2026 AMPI

Achievement of targets

The targets regarding the proportion of buildings, docks and other civil engineering structures in good conditions have been reached and exceeded since the 2022-2023 AMPI.

The proportion of wharves in good condition (GCI of A, B or C) has remained stable at 50% in the 2025-2026 AMPI, which exceeds the target of 35%. The deterioration recognized during recent inspections is lower than expected overall. This new wharf inspection cycle began in 2022 and will be completed in 2025.

The proportion of vessels in good condition (GCI of A, B or C) amounts to 95% in the 2025-2026 AMPI, a result exceeding the target of 92%. The 1% increase observed last year is mainly due to the repair work completed on the MV *Joseph-Savard* and the addition to the inventory of ACV *Boréal*.

The proportion of docks in satisfactory or better condition (GCI of A, B or C) amounts to 78%, which exceeds the target of 75%, but represents a 22% reduction compared to the 2024-2025 AMPI. Inspections revealed that these interventions are required on docks to rehabilitate their condition.

The STQ also adopted the following targets for the reduction of its AMD.

Objectives

Objective	Reference value	Results				Target
	Reference AMPI	2022-2023 AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	Target AMPI
Carry out at least $28.3 M of work intended to reduce the dock AMD [1]	$0 M 2022-2023 AMPI	n/a	$10.4 M	$19.5 M	$20.1 M	$28.3 M 2026-2027 AMPI
Carry out at least $34.6 M of work to reduce the vessel AMD[1,2]	$0 M 2022-2023 AMPI	n/a	$20.4 M	$30.9 M	$33.2 M	$34.6 M 2026-2027 AMPI

1 The results presented correspond to the cumulative cost of work carried out since the reference AMPI was filed.
2 Initially established at $10.0 million, a new target was set at $34.6 million to account for the increased cost of certain projects such as the repair and redevelopment of the MV *Joseph-Savard*.

The investments planned in the coming year, such as those planned for the Saint-Siméon and L'Isle-aux-Grues docks and for the repair work on the MV *Catherine-Legardeur* will contribute to reaching the above targets.

New targets

New targets will be established in the STQ’s next strategic plan (2025-2030).

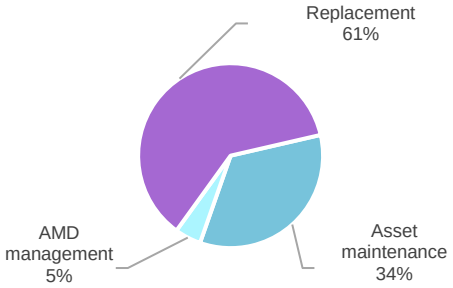
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

SOCIÉTÉ DES TRAVERSIERS DU QUÉBEC

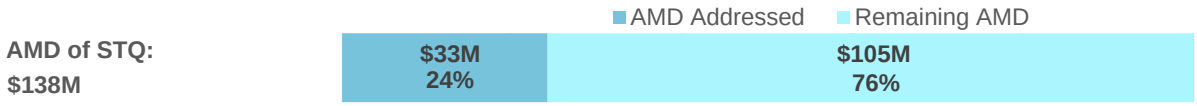
Infrastructure maintenance investments in the 2025-2035 QIP

(contribution of the Gouvernement du Québec, in millions of dollars and in percentage)

	STQ	%
Infrastructure maintenance		
Asset maintenance	240.2	34
AMD management	32.5	5
Replacement	434.1	61
Total	**706.8**	**100**



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

To ensure the sustainability of its assets and maintain their performance, the STQ must update and implement its investment plans taking into account the main stages of their useful life cycle: acquisition, operation, maintenance, asset maintenance and disposal. The decisions made at any time during this cycle can impact the residual useful life of STQ assets. This is particularly important considering that many infrastructures are ageing and require investments to prevent their deterioration and remain operational.

More concretely, for the vessel investment plan, it is important to plan long-term to optimize interventions that require dry docking and ensure the continuity of service. Consequently, work planned according to the useful life cycle includes:

- The repair and replacement of main components according to their respective end-of-life;
- Thorough inspection and maintenance of each vessel over a five-year period, intended for work such as:
  - The restoration of vessel structural components;
  - The repair of mechanical components (engines, propellers), electrical (power distribution systems), electronics (radar, communication systems) and other systems (fire detection and suppression, rescue equipment and systems).

This work makes it possible to obtain the certifications required to continue vessel operations.

The STQ's investment strategy consists of prioritizing targeted repair work on essential components to keep them operational and extend their useful life. By following these procedures, the STQ gains extra time to plan the reconstruction of wharves and docks, which will make it possible to properly address the AMD listed in the coming years and respond to needs associated with the evolution of the service offer. For example, asset maintenance projects, such as the one currently in the planning stage at the Saint-Siméon wharf, as well as L'Isle-aux-Coudres and Saint-Joseph-de-la-Rive wharves to be completed in 2024-2025, seek to extend the useful life of these infrastructures in anticipation of major projects currently under study that will ultimately reduce their AMD.

In addition, for some infrastructure categories, and particularly for vessels, interventions not foreseen in the initial planning may be required to deal with unexpected component breakdowns or to comply with new standards. When possible, these unexpected interventions are completed during maintenance periods scheduled in the investment plan.

SITUATION STATUS

Investments listed in the QIP
By type
(contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Société des traversiers du Québec						
2023-2024						
Actual	27.6	14.7	1.2	**43.5**	2.4	**45.9**
Forecast[1]	38.3	17.4	1.4	**57.1**	11.6	**68.7**
Difference	(10.7)	(2.7)	(0.2)	**(13.6)**	(9.2)	**(22.8)**
2024-2025						
Probable	28.5	2.7	10.8	**42.0**	9.8	**51.8**
2025-2026						
Forecast	39.7	7.7	15.4	**62.8**	6.3	**69.1**

[1] Planned in the 2023-2033 QIP.

ADDITIONAL INFORMATION

Differences between planned and actual investments

The investments made in 2024-2025 for maintaining the STQ infrastructure portfolio totalled $43.5 million while planned investments were $57.1 million. This $13.6 million difference is due mainly to the slower-than-expected progress of projects such as the replacement of ACV *L'Esprit-de-Pakuashipi*, redevelopment of the road access to the traverse Tadoussac-Baie-Sainte-Catherine crossing (TB 266) and reconstruction of the terminals of the L'Isle-aux-Coudres–Saint-Joseph-de-la-Rive crossing (TB 763), which is still under study.

Infrastructure enhancement investments in 2023-2024 total $2.4 million, which is $9.2 million less than planned. This difference is due mainly to the slower-than-expected completion of the work required on the MV *Saaremaa I* (TB 365) following its acquisition, construction of a second garage at Pakuashipi and the slower-than-expected progress of the vessel acquisition project.

Infrastructure maintenance

Probable investments in infrastructure maintenance were $42.0 million in 2024-2025 and enabled completion or continuation of the following projects:

- Reconstruction of the pier on the east side in Matane;
- Replacement of ACV *L'Esprit-de-Pakuashipi*;
- Asset maintenance of steering equipment and the generate set of the MV *Jos-Deschênes II*;
- Reconstruction of the port infrastructure at the Sorel-Tracy–Saint-Ignace-de-Loyola crossing (TB 207).

Planned investments for 2025-2026 amount to $62.8 million. These investments will enable the continuation or completion of the following projects:

- Port infrastructure – Saint-Siméon – Repair (TB 1047);
- Port infrastructure – Sorel-Tracy–Saint-Ignace-de-Loyola crossing – Reconstruction (TB 207);

- Port infrastructure – River link between Bas-Saint-Laurent and Charlevoix – Construction and redevelopment (TB 764);
- STQ fleet – Preventive asset maintenance on the main components of vessels (structural, mechanical and electrical systems).

Infrastructure enhancement

The investments made in 2023-2024 in infrastructure enhancement projects totalled $2.4 million, while probable investments for 2024-20254 are $9.8 million. These amounts facilitated completion or continuation of the following projects:

- Acquisition and repair of the MV *Saaremaa I* (TB 365);
- Construction of a second garage at Pakuashipi;
- Construction of a multipurpose building at Chevery.

Planned investments in 2025-2026 for infrastructure enhancement projects total $6.3 million. These investments will make it possible to plan new projects or continue ongoing projects. Among them, we find:

- Construction of a second garage at Pakuashipi;
- Acquisition of vessels for the Central and Western Québec crossings at:
  - Tadoussac–Baie-Sainte-Catherine;
  - Saint-Joseph-de-la-Rive–L'Isle-aux-Coudres;
  - Sorel-Tracy–Saint-Ignace-de-Loyola.

Change in infrastructure conditions and asset maintenance deficit
By infrastructure type and category

	GCI of D[1] (%)			GCI of E[1] (%)			Asset maintenance deficit ($M)				
	AMPI			AMPI							
	2024-2025	2025-2026	Variation	2024-2025	2025-2026	Variation	2024-2025 AMPI	Natural deterioration	New findings	Reduction	2025-2026 AMPI
Buildings	6	5	(1)	0	0	0	–	–	–	–	–
Civil engineering structures											
Wharves	50	45	(5)	0	5	5	128.5	17.9	(13.5)	–	132.9
Docks	0	22	22	0	0	0	–	–	3.1	–	3.1
Other	0	0	0	0	0	0	–	–	–	–	–
Equipment											
Vessels	6	5	(1)	0	0	0	7.7	–	2.0	(7.7)	2.0
Total – Infrastructure	**12**	**12**	**0**	**0**	**1**	**1**	**136.2**	**17.9**	**(8.4)**	**(7.7)**	**138.0**

[1] The percentages for each GCI, i.e. A, B, C, D and E, represent the following ratio: the total replacement value of the infrastructure included in this GCI over the total replacement value of all infrastructure.

ADDITIONAL INFORMATION

Changes in condition

In the 2025-2026 AMPI, the proportion of STQ infrastructure in very poor condition (GCI of E) increased by 1%.

Last year, one wharf deteriorated from poor condition (GCI of D) to very poor condition (GCI of E) because it reached the end of its useful life.

The new needs identified on some docks during recent inspections explain the increase in their proportion in poor condition (GCI of D).

Changes in the AMD

The net increase in the AMD of $1.8 million, from $136.2 million to $138,0 million, is due mainly to the following elements:

- An AMD increase of $17.9 M resulting from natural deterioration due to ageing of the wharves, many of which are nearing or have passed the end of their useful life;
- An overall reduction of $8.4 M resulting from new inspections:
  - Observation of lower-than-expected deterioration requiring smaller-scale work on the Saint-Joseph-de-la-Rive and L'Isle-aux-Coudres wharves (-$13.5 M);
  - Work required on components (lifting system, structural components) of docks ($3.1M);
  - New needs identified for the transmission system of the MV *Catherine-Legardeur* ($2.0M);
- A reduction of $7.7 M mainly due to the following projects:
  - Replacement of ACV L'Esprit-de-Pakuashipi and repair work on the MV *Joseph-Savard* (-$7.7M).

APPENDIX 1

ADDITIONAL INFORMATION

Inspection and data update

A continuous inspection schedule was established targeting the critical components of essential buildings and civil engineering structures for delivery of the required service. The objective is to have an up-to-date picture of infrastructure condition to support decisions about it.

For vessels, a periodic inspection and follow-up program for all components is required under the legislative and standards-based obligations imposed by the Canada Shipping Act, 2001, among others, and the statutory regulations of classification authorities. As a result of these inspections, each vessel obtains the periodic statutory approvals needed to maintain the certification required to perform its mission.

Methodology

The average age of the wharves and docks represents their effective age, which considers the infrastructure's chronological age and the work done on it to ensure its ability to render service until the end of its useful life.

For the vessels, buildings and civil engineering structures, the average age of this infrastructure corresponds to its actual age.

The GCI for buildings and other civil engineering works is based on the FCI. Expressed as a percentage, the FCI is calculated as follows:
FCI = (Total cost of asset maintenance work to be carried out within zero to five years / replacement value) x 100.

When the FCI is greater than 15%, the infrastructure is considered to be in poor condition (GCI of D or E).

For docks and wharves, the determination of the GCI will gradually be determined based on an evaluation grid of criteria, such as the condition of the main components, their impact on maintenance of services and user safety, the useful life and the intervention period within which the work must be completed. This new methodology will be applied to all wharves and docks for the 2026-2027 AMPI.

For vessels, the condition evaluation method takes into account their facility condition index (FCI) and age to better reflect the reality. This method supports enlightened investment decisions regarding them.

The asset maintenance work (and its costs) to be included in the AMD are those listed on infrastructure with a GCI of D or E and which correct a defect identified as a priority by the STQ.

The STQ determines the priority of the work to be carried out based on the work's potential impact on health and safety, service continuity and the acceleration of deterioration that may result from it.

Québec.ca/expenditure-budget

Conseil du trésor
Québec