

ANNUAL MANAGEMENT PLANS FOR PUBLIC INFRASTRUCTURE INVESTMENTS

2026 • 2027



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FOR PUBLIC **INFRASTRUCTURE**
INVESTMENTS

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2026-2027 Annual Management Plans for Public Infrastructure Investments
Expenditure Budget 2026-2027

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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

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
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
ESNIP	Establishments serving a northern and Indigenous population
FAAC	Fonds d'atténuation et d'adaptation en matière de catastrophes
FCI	Facility condition index
FEPTU	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
GCI	Government condition indicator
IRI	International Roughness Index
MACM	Musée d'Art contemporain de Montréal
MAMH	Ministère des Affaires municipales et de l'Habitation
MAOB	Mobilier, appareillage, outillage et bibliothèque
MCC	Ministère de la Culture et des Communications
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
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
PAGTCP	Programme d'aide gouvernementale au transport collectif des personnes
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
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
PRIMEAU	Programme d'infrastructures municipales d'eau
PSSL	Prolonged standardized service life
QIP	Quebec Infrastructure Plan
RÉCIM	Réfection et construction des infrastructures municipales
RTC	Réseau de transport de la Capitale
SHQ	Société d'habitation du Québec
SODEC	Société de développement des entreprises culturelles
SPDAM	Société de la Place des Arts de Montréal
SQI	Société québécoise des infrastructures
STM	Société de transport de Montréal
STO	Société de transport de l'Outaouais
STQ	Société des traversiers du Québec
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

2026-2027 Annual Management Plans for Public Infrastructure Investments

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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 toward climate change.

RESPONSIBILITIES

THE MAMH

The MAMH administers financial assistance programs and initiatives¹ 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 toward plausible solutions to achieve financially acceptable results that comply with the regulatory framework and are financially sustainable.

THE MUNICIPALITIES

The roughly 1,100 municipalities in Québec are responsible for the construction, upkeep, ongoing maintenance, operation, and financing of their infrastructure projects, as they are the owners of these assets. They are also responsible for complying with all 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 use of their infrastructure. They must, therefore, manage their assets appropriately based on the service level sought, including periodically updating data on their infrastructure portfolio and implementing an investment strategy.

¹ The main infrastructure-related financial assistance programs and initiatives 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 Déclaration de réciprocité concernant le nouveau partenariat entre le gouvernement du Québec et les gouvernements de proximité, Ensemble au service des citoyens (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 introduced financial incentives within its programs to promote to favour the development of the PGA-Eau (Water AMP) by December 31, 2026. The MAMH and the municipal sector are currently working to extend these AMPs to municipal buildings in a second phase.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

Municipalities have a diverse infrastructure portfolio. While the 2026-2027 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 as well as the full width of the roadway 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). Details regarding the methods for collecting data and assessing the condition are presented in Appendix 2.

OTHER MUNICIPAL BUILDING

Other municipal buildings for which the MAMH also grants financial assistance to municipalities include administrative offices, fire stations, garages and warehouses, abrasive shelters, community centres and halls.

The MAMH does not have information regarding the condition of these municipal buildings. At the end of 2024, the MAMH made a building assessment tool available to the municipalities to support them in establishing an overview. Ultimately, the tool will allow the inventory of their municipal buildings, regardless of their mission, and know their physical condition, their replacement value and the maintenance and renewal work.

RESILIENT INFRASTRUCTURE

The measures set out in the *Plan de protection du territoire face aux inondations : des solutions durables pour mieux protéger nos milieux de vie* (PPTFI) aim at increasing people's safety and the protection of property, lowering socioeconomic costs and reducing damages associated with floods for residents, municipalities and the government. The measures under the PPTFI help to better guide the practices of municipalities and regional county municipalities (RCMs), both with respect to land-use planning and to risk management and the development of resilient infrastructure.

Resilient infrastructure allows municipalities to mitigate some of the risks associated with climate change impacts. For example, flood protection structures (FPS), such as flood walls and dikes, help limit the natural spread of lake or river waters and prevent flooding.

The MAMH currently does not have information regarding the condition of this infrastructure. However, as part of the rollout of PPTFI Measure 16, the MELCCFP initiated a preliminary survey of flood protection structures in Québec municipalities. This covers some thirty flood protection structures to date. Pursuant to the Regulation of MELCCFP respecting FPS, which will enter into force on March 1st, 2026, municipalities will be required to submit a characterization study for each of their structures. This study will make it possible to gain a clearer picture of the condition of these structures and will guide stakeholders in planning investments in resilient infrastructure and in directing interventions across the territories, in line with municipal realities and with the government's policy directions on flood management in Québec.

Infrastructure Inventory¹ By infrastructure type and category

	Average age ² (years)	Quantity			Dimension (km) ³		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Non-linear water infrastructure							
Drinking water supply, treatment and distribution facilities	51	4,500	4,593	93	n/a	n/a	n/a
Wastewater and stormwater collection and treatment facilities	34	5,982	6,066	84	n/a	n/a	n/a
Total – Buildings		10,482	10,659	177	n/a	n/a	n/a
Civil engineering structures							
Linear water infrastructure							
Drinking water lines	42	n/a	n/a	n/a	44,559	44,571	12
Wastewater lines	42	n/a	n/a	n/a	36,746	36,761	15
Stormwater lines	37	n/a	n/a	n/a	19,755	19,773	18
Roadways over lines	n/a	n/a	n/a	n/a	41,255	41,342	87
Total – Civil engineering structures		n/a	n/a	n/a	142,315	142,447	132

¹ Data as of December 1st, 2025.

² The average age is that of the infrastructure of analyzed municipalities, which is 903 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 2025-2026 AMPI are due mainly to the addition of new municipalities to the sample. To this effect, the number of municipalities surveyed has increased by 7 for linear infrastructure and by 5 for non-linear infrastructure, reaching a total of 903 municipalities, 99% 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 Index ¹ (GCI) (%)					
	A	B	C	ABC	D	E
Buildings						
Non-linear water infrastructure						
Drinking water supply, treatment and distribution facilities ²	33	42	14	89	7	4
Wastewater and stormwater collection and treatment facilities ³	11	20	58	89	10	1
Total – Buildings	21	31	37	89	9	2
Civil engineering structures						
Linear water infrastructure						
Drinking water lines	17	32	41	90	7	3
Wastewater lines	54	26	7	87	5	8
Stormwater lines	65	24	5	94	2	4
Roadways over lines	26	21	17	64	15	21
Total – Civil engineering structures	37	25	19	81	9	10
Total – Infrastructure	35	26	21	82	9	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.

² In total, 95% of 4,593 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 In total, 92% of the 6,066 wastewater and stormwater collection and treatment facilities are estimated to be in satisfactory or better condition (GCI of A, B or C), which represents 89% 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, rehabilitate, or improve municipal infrastructure that is in vulnerable condition and/or has significant issues;
- Keep municipal infrastructure that offers services to the residents and contributes to their quality of life safe and operational;
- 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, increase public safety and protection of property from the hazards of climate change, including flood risks;
- Favour the adoption of sound infrastructure management practices, such as AMP.

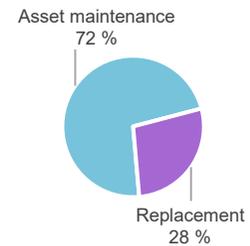
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

THE MINISTÈRE DES AFFAIRES MUNICIPALES ET DE L'HABITATION

Infrastructure¹ maintenance investments in the 2026-2036 QIP

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

	Municipalities	%
Infrastructure maintenance		
Asset maintenance	4,874.7	72
Replacement	1,868.1	28
Total	6,742.8	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 by supporting them in maintaining basic services provided by, among other things, their water infrastructure and municipal buildings, thereby contributing to the quality of life of their residents;
- Support municipalities in tackling the cumulative asset maintenance deficit (AMD) associated with their infrastructure;
- Support the municipal sector in implementing resilient land-use and infrastructure developments designed to protect individuals and properties;
- Prioritize projects that ensure regulatory compliance and address important public health and safety issues;
- 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.

When it extends existing programs or implements new ones, the MAMH may, subject to the necessary approvals, revise the program terms and funding envelopes to adapt them to evolving infrastructure conditions, investment requirements, and current regulations. New funding initiatives are also 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% (9% at GCI of D and 9% 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.

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 BUILDING

The overview of municipal buildings that need work over the coming years will support planning investments in this infrastructure and track how the investments impact their condition. 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 type of infrastructure.

SITUATION STATUS

Investments¹ listed in the QIP**By type**

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

	Infrastructure maintenance			Subtotal	Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement		Addition and improvement	
Municipalities						
2024-2025						
Actual	274.8	–	312.3	587.1	298.7	885.8
Planned ²	468.8	–	118.3	587.1	131.6	718.7
Difference	(194.0)	–	194.0	–	167.1	167.1
2025-2026						
Probable	393.8	–	240.7	634.5	171.1	805.6
2026-2027						
Planned	586.7	–	190.0	776.7	117.9	894.6

¹ Investments presented are for all MAMH-funded municipal infrastructure (water infrastructure and other municipal buildings).² Planned in the 2024-2034 QIP.**Variation between planned and actual investments**

Financial assistance from the MAMH to support municipal infrastructure investments made in 2024-2025 totaled \$885.8 million, \$167.1 million more than the financial assistance planned for the corresponding period, which stood at \$718.7 million. The increase in investment is due to an acceleration in project delivery.

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. 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 \$805.6 million, and those planned for 2026-2027 are estimated at \$894.6 million. In particular, the MAMH investments for the current year and those scheduled for 2026-2027 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 rehabilitation of the city hall – Charlemagne;
- Construction of a new fire station – Potton;
- Rehabilitation of natural shores threatened by accelerated erosion in the main riparian parks of Montréal (TB 567);
- Drinking water treatment plant – Gatineau – Rehabilitation and replacement (TB 1214).

Change in the infrastructure conditions By infrastructure type and category

	GCI of D ¹ (%)			GCI of E ¹ (%)		
	AMPI		Variation	AMPI		Variation
	2025-2026	2026-2027		2025-2026	2026-2027	
Buildings						
Non-linear water infrastructure						
Drinking water supply, treatment and distribution facilities	7	7	0	4	4	0
Wastewater and stormwater collection and treatment facilities	8	10	2	1	1	0
Total – Buildings	8	9	1	2	2	0
Civil engineering structures						
Linear water infrastructure						
Drinking water lines	7	7	0	3	3	0
Wastewater lines	5	5	0	8	8	0
Stormwater lines	3	2	(1)	3	4	1
Roadways over lines	15	15	0	23	21	(2)
Total – Civil engineering structures	8	9	1	11	10	(1)
Total – Infrastructure	8	9	1	10	9	(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

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 7 of the 11 largest cities in Québec, as at December 1st, 2025.

The condition indicators remained stable overall for all municipal infrastructure assets. The higher proportion of wastewater and stormwater collection and treatment facilities in poor condition (GCI of D) is mainly explained by economic adjustments (rising construction costs) and to the addition of major assets from a large city, rather than to any physical deterioration of the assets reported in the 2025-2026 AMPI. Conversely, the decline in the proportion of storm sewer lines in poor or very poor condition (GCI of D or E) and of roadways over lines in very poor condition (GCI of E) is mainly due to work undertaken to restore them to satisfactory or better condition (GCI of A, B or C), as well as to new inspection data that helped refine the assessment of their condition.

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 residents' quality of life. With respect to financial assistance awarded for resilient infrastructure, it serves to strengthen the safety of individuals and the protection of property within the built environment.

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 2023-2033: 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;
- PRACIM and PRACIM 2025-2028: 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 as community centres and halls. It also promotes projects that involve pooling resources;
- PRAFI : This program supports municipalities in implementing resilient developments to protect the public from flooding and reduce flood-related damage to buildings.
- ATCL (Accélérer la transition climatique locale): This program is aimed at RCMs, as well as municipalities and cities, that exercise certain RCM-level responsibilities. It can be used to finance the design and implementation of climate change adaptation solutions, greenhouse gas reduction measures, and initiatives that support climate transition. While the construction of municipal buildings and infrastructure is not an eligible expense, infrastructure projects such as building energy conversion or the development of infrastructure tied to sustainable mobility projects qualify as eligible measures.

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 fewer 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;
- Fonds canadien pour les infrastructures liées au logement (FCIL) : This agreement is designed to support municipalities in implementing projects involving the construction, rehabilitation, or expansion of drinking water and wastewater infrastructure, along with projects to renew water and sewer mains, in order to maintain or enhance the availability of housing.

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

In addition, projects funded by the above-listed programs are subject to review or audit 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 decree.

Closed Programs

The PRIMA, 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 stakeholders in the municipal sector.

About 938 Québec municipalities are served by a water system. The 2025 inventory of the linear infrastructure portfolio is based on data from 903 municipalities, representing 99% of the total population served and 96% of the municipalities in Québec that have a linear water infrastructure. The inventory of water facilities is based on data from 903 participating municipalities, since they are representative of the water infrastructure network as a whole. The list of participating municipalities appears in Appendix 1 of CERIU's 2025 PIEMQ report.²

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. For the water facilities (non-linear infrastructure), the CERIU obtains data through a targeted form completed by the participating municipalities. 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 modeling 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.

² This report is available at the following address: <https://ceriu.qc.ca/bibliotheque/rapport-2025-du-portrait-infrastructures-eau-municipalites-du-quebec-piemq>.

The GCI percentages (A, B, C, D, and 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 has included, since 2019, main renewal works carried out between 2014 and 2024 under the FIMEAU component 1, 2014-2018 TECQ, 2019-2024 TECQ, FEPTU component 1, PRIMEAU component 2, PIQM sub-component 1.5, and NFCCQ-FPC component 1 grant programs, as well as updated data from 52 municipalities, including 7 cities with more than 100,000 residents.

The condition of linear infrastructure for all of the municipalities listed in the 2025 CERIU report on the PIEMQ was evaluated between 2014 and 2024. The overview will become clearer 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 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 HLMs 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. Two health care centres are also included (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, ending on November 30, 2026, and the PHAQ program. 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, the SHQ grants financial assistance that enables housing bodies (housing bureaus, cooperatives or housing NPOs) and non-profit purchasing groups to create and offer quality, affordable rental housing. The PHAQ, meanwhile, 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 SHQ entrusts the operation, maintenance and asset maintenance of buildings it owns to various bodies. The building inventory belonging to the SHQ is made up of 3,752 buildings for a total of 45,259 low-rent housing units:

- 2,443 for the HLM public – regular component;
- 1,306 for the HLM public – Inuit component;
- 3 for the HLM private – off-reserve Indigenous people component.

BODIES SUBSIDIZED BY THE SHQ

RESPONSIBILITIES

Bodies subsidized by the SHQ are also responsible for the construction, operation, maintenance, asset maintenance and financing of the buildings they own.

Bodies subsidized by the SHQ are charged with evaluating and documenting the condition of their infrastructure in the building condition 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 3,908 buildings for a total of 27,867 low-rent housing units:

- 1,989 owned by housing bureaus for the HLM public – regular component;
- 872 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 inventory¹ By infrastructure type and category

	Average age ² (years)	Number of buildings			Number of dwellings		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings belonging to the SHQ							
HLM public – regular component	42	2,445	2,443	(2)	43,482	43,480	(2)
HLM public – Inuit component	37	1,306	1,306	0	1,776	1,776	0
HLM private – off-reserve Indigenous people component	36	3	3	0	3	3	0
Total – Buildings	42	3,754	3,752	(2)	45,261	45,259	(2)
Buildings belonging to bodies subsidized by SHQ							
HLM public – regular component	52	1,989	1,989	0	19,115	19,115	0
HLM public – Inuit component	12	857	872	15	1,884	1,900	16
HLM private – regular component	35	397	397	0	4,977	4,977	0
HLM private – off-reserve Indigenous people component	35	650	650	0	1,875	1,875	0
Total – Buildings	45	3,893	3,908	15	27,851	27,867	16

¹ Data as at September 1, 2025 (2026-2027 AMPI) and September 1, 2024 (2025-2026 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 the SHQ decreased by two, for a new total of 3,752. This decrease is due to the removal of two buildings, each with one unit, located in Lévis and Drummondville. They were removed to reflect the fact that the SHQ is not responsible for their asset maintenance.

Compared to the previous period, the building inventory owned by bodies subsidized by the SHQ increased by 15 buildings, for a new total of 3,908. This increase is due to:

- The construction of 16 buildings, for a total of 18 housing units, under the HLM public – Inuit component in the villages of Kangiqsualujjuaq, Tasiujaq and Salluit.
- The withdrawal of a two-unit building in Puvirnituq that is no longer subsidized by the SHQ.

INFRASTRUCTURE SUSTAINABILITY

LA SOCIÉTÉ D'HABITATION DU QUÉBEC

Infrastructure condition and asset maintenance deficit¹ 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	22	23	23	68	21	11	99.9	423.6	523.5
HLM public – Inuit component	54	16	13	83	16	1	31.0	8.9	39.9
HLM private – off-reserve Indigenous people component	58	42	0	100	0	0	–	–	–
Total – Buildings	31	21	20	72	20	8	130.9	432.5	563.4
Buildings belonging to bodies subsidized by SHQ									
HLM public – regular component	29	22	15	66	18	16			
HLM public – Inuit component	67	15	10	92	7	1			
HLM private – regular component	31	34	14	79	13	8		n/a	
HLM private – off-reserve Indigenous people component	57	29	9	95	3	2			
Total – Buildings	43	21	13	77	14	9			

¹ Data as at September 1, 2025.

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 (98.0% of buildings are inspected) 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

Objectives	Reference value	Results					Target
	Reference AMPI	2022-2023 AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	2026-2027 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%						74%
	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						\$436.6 M
	2024-2025 AMPI	n/a	n/a	\$745.6 M	\$531.8 M	\$563.4 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 inventory¹

	Government Condition Index (GCI) (%)					
	A	B	C	ABC	D	E
HLM public – regular component	24	23	20	67	21	12
HLM public – Inuit component	60	15	12	87	12	1
Total – Buildings	36	20	18	74	18	8

¹ Data as at September 1, 2025.

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.

In general, these results are primarily due to the implementation of the PRHLM, which has gradually allowed additional investments since 2023-2024. The increases under this program are greater than the gradual reduction in NPHP budgets in 2024-2025 and 2025-2026. Combined PRHLM and NPHP investments have reached unprecedented levels in asset maintenance and AMD reduction in the HLM inventory since the end of construction of these buildings in the 1990s. In addition, the SHQ is calling on housing bodies to prioritize rehabilitation work on buildings in poor condition and very poor condition. For the purposes of interpreting the results, it should be noted that it takes just over a year to see the effects of investments on the building condition index and the AMD.

Regarding the two specific objectives:

- The goal of improving to 74% the proportion of the HLM public building inventory that is in good condition has been achieved. During this period, results show a 2% improvement, from 72% to 74%. Compared to the reference AMPI, which was 67% in 2022-2023, this is a 7% increase. The improved condition of the building inventory is due to the additional funds injected into renovation work through the PRHLM since the program was introduced on June 7, 2023.
- The goal of reducing the AMD to \$436.6 million was not achieved. In the 2026-2027 AMPI, the AMD for buildings owned by the SHQ increased by \$31.6 million, from \$531.8 million to \$563.4 million. Although the AMD is well below the reference AMD, the rate of reduction in the AMD over the last two years has slowed and even rebounded slightly. The increase in construction costs is the main reason for this slight increase in the AMD. These results stem from the gradual implementation of the PRHLM:
 - First, since housing bodies had been eagerly awaiting the PRHLM, several major projects were already ready to launch when it was implemented, which explains the initial sharp drop in the AMD. Since that initial wave of projects, the pace of project submissions has slowed down.
 - Second, during this period, the PRHLM did not allow for the financing of regular projects, i.e., smaller renovation projects, which offer greater flexibility to housing bodies. Regular projects will increase the volume of renovation work because they can complement special projects. Regular projects were launched on December 9, 2025.

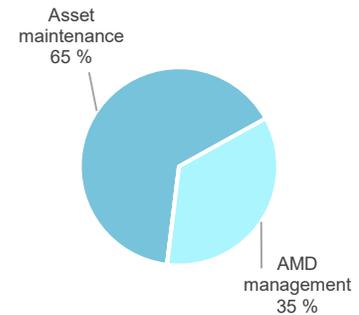
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

LA SOCIÉTÉ D'HABITATION DU QUÉBEC

Infrastructure maintenance investments in the 2026-2036 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	795.3	65
AMD management	420.2	35
Replacement	–	–
Total	1,215.5	100

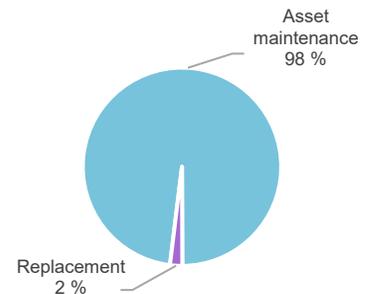


Addressing the asset maintenance deficit¹



¹ Considering the federal and municipal contributions of \$143.2 million, total investments of \$563 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	915.3	98
Replacement	19.8	2
Total	935.1	100



INVESTMENT STRATEGY

The investment strategy for maintenance of the building inventory belonging to the SHQ and the buildings of the bodies it subsidizes 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 prefers 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 the completion of preventive work to extend the service life 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 in 2026-2027 represents nearly 100% of the PRHLM and approximately 50% of the NPHP budget for renovation work (RAM budget).

Finally, the SHQ's planned investments in the 2026-2036 QIP are intended to address 75% of the AMD of \$563.4 million currently listed. To this end, it should be noted that financial contributions of \$143.2 million from the federal government and municipalities will be added to the \$420.2 million contribution of the Gouvernement du Québec.

Special projects

A special project is a renovation project of \$35,000 or more per housing unit affected, 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						
2024-2025						
Actual	110.2	66.1	–	176.3	–	176.3
Planned ²	36.6	108.4	–	145.0	–	145.0
Difference	73.6	(42.3)	–	31.3	–	31.3
2025-2026						
Probable	100.0	61.4	–	161.4	–	161.4
2026-2027						
Planned	81.1	44.8	–	125.9	–	125.9
Bodies subsidized by the SHQ						
2024-2025						
Actual	77.3	–	–	77.3	–	77.3
Planned ²	97.5	–	–	97.5	–	97.5
Difference	(20.2)	–	–	(20.2)	–	(20.2)
2025-2026						
Probable	127.7	–	–	127.7	–	127.7
2026-2027						
Planned	160.6	–	1.0	161.6	–	161.6

¹ Investments made under the AccèsLogis Québec program and PHAQ and some projects related to the construction of private dwellings are not considered for AMPI, because in these cases, the SHQ is not responsible for the asset maintenance of these infrastructures.

² Planned in the 2024-2034 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 2024-2025 by the SHQ for the buildings it owns total \$176.3 million, which is \$31.3 million more than initially planned. This discrepancy is due to the fact that the duration of projects subsidized by the PRHLM has been shorter than expected. Unlike the NPHP, which has an annual budget, the PRHLM allows projects to be carried out over a four-year period. The SHQ's initial annual budget forecasts estimated that projects would take on average three years to complete. Instead, the average duration of projects has been just over a year.

Probable investments in 2025-2026 and planned in 2026-2027 respectively total \$161.4 million and \$125.9 million. These investments will make it possible to complete the following work, in particular:

- Water infiltration repairs in the basements of five semi-detached buildings in Saint-Thomas-Didyme. The work will mainly involve repairing the cracked foundations, replacing the agricultural drain and bringing the separation of sanitary and stormwater drainage up to code. The doors and windows will be replaced, and the kitchens and bathrooms will be modernized;
- Plumbing, mechanical and electrical work on a 103-unit apartment building in Laval. The work will include rehabilitation of the electrical room, generator and mechanical room, as well as bringing the fire alarm system up to code;
- Modernization of housing units to add space for dishwashers, washing machines and dryers in a six-unit building in Val-des-Sources. The lack of these appliances has made it difficult to find tenants for these family housing units;
- Repair and improvement of the roof of a 22-unit building in Farnham. The work will involve repairing the main roof and canopies, as well as installing safety anchors. In the attic, the work will include adding insulation, improving ventilation and correcting roof penetrations.

BODIES SUBSIDIZED BY THE SHQ

Investments made in 2024-2025 by bodies subsidized by the SHQ total \$77.3 million, or \$20.2 million less than initially planned. This difference is due to lower-than-expected investments in the PHAQ program.

Probable investments in 2025-2026 and planned for 2026-2027, totalling \$127.7 million and \$161.6 million, respectively, will be allocated in their entirety to maintain the inventory. These investments will make it possible to complete the following work, in particular:

- Renovation of the exterior of 12 semi-detached buildings in Ormstown and renovation of 24 housing units. The work will involve removing the dormers, insulating the floors and renovating the apartments. They also include repairing the foundation: injecting cracks, waterproofing and replacing French drains;
- Replacement of doors and windows in two buildings comprising a total of 38 units in Blainville;
- Improvement of accessibility and renovation of the 10 units in a residential building for seniors in Baie-Saint-Paul. The work will also include modernizing the community kitchen;
- 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		Variation	AMPI		Variation	2025-2026 AMPI	Natural deterioration	New findings	Reduction	2026-2027 AMPI
	2025- 2026	2026- 2027		2025- 2026	2026- 2027						
Buildings belonging to the SHQ											
HLM public – regular component	22	21	(1)	10	11	1	489.2	40.2	105.4	(111.3)	523.5
HLM public – Inuit component	19	16	(3)	0	1	1	42.6	12.5	–	(15.2)	39.9
HLM private – off-reserve Indigenous people component	0	0	0	0	0	0	–	–	–	–	–
Total – Buildings	21	20	(1)	8	8	0	531.8	52.7	105.4	(126.5)	563.4
Buildings belonging to bodies subsidized by SHQ											
HLM public – regular component	18	18	0	18	16	(2)					
HLM public – Inuit component	7	7	0	1	1	0					
HLM private – regular component	14	13	(1)	6	8	2			n/a		
HLM private – off-reserve Indigenous people component	1	3	2	1	2	1					
Total – Buildings	13	14	1	11	9	(2)					

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 proportion of buildings in poor condition (GCI of D) decreased by 1% while the proportion of buildings in very poor condition (GCI of E) remained stable in the 2026-2027 AMPI relative to those presented in the 2025-2026 AMPI.

This slight improvement in the proportion of buildings in poor and very poor condition shows that the SHQ has succeeded in maintaining a sufficient level of investment in asset maintenance for buildings in satisfactory condition (GCI of C) and in completing the work needed to gradually reduce the AMD of buildings in poor and very poor condition (GCI of D or E).

The proportion of buildings in poor condition (GCI of D) in the HLM public — Inuit component improved the most due to accelerated renovation work in Nunavik.

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 2% from those presented in the 2025-2026 AMPI for the same reasons as explained above.

Changes in the AMD

Overall, the AMD increased by \$31.6 million, from \$531.8 million to \$563.4 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 \$52.7 million, in particular through the completion of work on a wide range of buildings. However, in Nunavik, natural deterioration is particularly pronounced, mainly due to the shorter useful life of components and to technical challenges that can limit the ability to rapidly implement renovation projects;
- The addition of \$105.4 million from new findings identified during the inspection of buildings in the HLM – public component. These new findings reveal new needs for exterior cladding repair, replacement of doors and windows, and upgrades to mechanical, electrical and ventilation systems, as well as kitchen and bathroom repairs;
- In Nunavik, inspections often take place when planning work on a building, and the findings identified are regularly addressed during the same period, which has the effect of underestimating the reduction of the AMD attributable to new findings;
- Repair work on roofs, the replacement of windows and the rehabilitation 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 \$126.5 million.

The reduction of the AMD is mainly explained by the implementation of the PRHLM, which has gradually allowed additional investments since 2023-2024. In fact, since June 2023, this program allows the growing use up to March 2028 of funds coming from the Entente Canada-Québec sur le logement.

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 reduced.

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, and ended on December 31, 2025. The current AMPI inspection rate is 98.0% (7,510 out of 7,660 buildings). In addition to the 150 uninspected buildings, 93 buildings were constructed less than 5 years ago. They are considered to be in very good condition (GCI of A) despite not having been inspected.

Methodology

Building inventories and inspections are completed during preparation of the building condition 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.

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 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 go-to 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;
- Increase 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 methods 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 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 is being implemented to significantly reduce the State's financial commitments by terminating several leases. In addition, it is involved in property and land acquisition and disposition projects to support its objectives of optimizing and ensuring the long-term sustainability of its building inventory.

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 380 buildings and civil engineering structures totalling around 2.0 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			Dimension ⁴ (m ²)		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Office buildings	39	66	68	2	533,155	546,396	13,241
Transportation centres	32	90	89	(1)	201,735	200,709	(1,026)
Courthouses	37	43	43	0	433,102	437,802	4,700
Detention facilities	28	15	14	(1)	245,620	231,813	(13,807)
Sûreté du Québec Police Stations	28	80	82	2	181,971	184,629	2,658
Other specialized buildings	32	62	62	0	207,826	213,546	5,720
Non-rental and surplus buildings	43	5	6	1	6,232	12,555	6,323
Buildings undergoing requalification ⁵	55	2	2	0	134,336	70,595	(63,741)
Civil engineering structures							
Parking lots and tunnels	34	18	14	(4)	219,045	116,833	(102,212)
Total – Infrastructure	33	381	380	(1)	2,163,022	2,014,878	(148,144)

¹ Data as at October 20, 2025.

² The inventory excludes 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 dimensions 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 and the former Institut des Sourdes-Muettes, both of which have been transferred to the SQI. The reported areas are built-up areas.

Variation in inventory

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

- The construction of the Sûreté du Québec station at 505, rue Lewis Ouest, Waterloo;
- The acquisition of the Sûreté du Québec station at 1701, route 335, Saint-Lin-Laurentides;
- The acquisition of a specialized facility at 700, boulevard Louis-Fréchette, Nicolet;
- The acquisition of an office building at 600, rue 3e, Chibougamau;
- The acquisition of an office building at 930, chemin Sainte-Foy, Québec City.

The SQI disposed of the following six buildings and parking facilities:

- The detention facility at 555, boulevard Henri-Bourassa Boulevard, in Montréal, was demolished;

- Three parking facilities — on boulevard Chabot in Provencher, boulevard Saint-Hubert in Chabot, and boulevard Saint-Laurent in Saint-Hubert, in Montréal — were removed from the inventory, as the MTMD owns them and the SQI only operates them;
- The specialized facility at 1039 Tukimuaqtuk Street in Kuujjuarapik was sold;
- The non-rental and surplus buildings at 142 Route 132 in Percé were sold.

The following infrastructures were reclassified:

- The infrastructure located at 33 Saint-Louis Street in Québec City was reclassified from the “parking facilities and tunnels” category to the “non-rental and surplus buildings” category;
- The building at 2383 Saint-Calixte Street in Plessisville was reclassified from the “transport centre buildings” category to the “non-rental and surplus buildings” category.

While the number of buildings remained unchanged, the variations in total floor area are mainly due to adjustments made to the inventory data. More specifically:

- The marked decrease in the “properties undergoing requalification” category reflects the transfer to McGill University of certain buildings on the former Royal Victoria Hospital site, which were included in the 2025–2026 AMPI;
- The variation noted for courthouses is attributable to the expansion of the courthouse at 750 Boulevard Saint-Joseph, in Roberval, following its commissioning in March 2025;
- Lastly, the change observed for “other specialized buildings” arises from additions to and removals from that functional category, even though the overall number of buildings has stayed the same.

Buildings undergoing requalification

Site of the former Royal Victoria Hospital

In 2018, the Gouvernement du Québec entrusted SQI to requalify the entire 16 buildings on the Royal Victoria Hospital site. In 2023, the titles for the entire site were transferred to the SQI, which is now responsible for security and management of the buildings in various states of obsolescence.

The SQI has elected to classify this site under the “properties undergoing requalification” category, as 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. During the 2025-2026 fiscal year, a portion of the site, namely six buildings, was transferred to McGill University to help meet its campus space requirements. This transfer followed major work to decouple those buildings from the central boiler room. Until a requalification option has been determined, the SQI does not intend to undertake any asset-maintenance work beyond what is necessary to ensure the safety of the building.

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 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. A proposal that respects the built heritage was approved in April 2025. This is a large-scale, predominantly residential project. The transaction is expected to be finalized in 2026–2027.

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	6	9	27	42	9	49	21.0	581.2	602.2
Transportation centres	16	7	18	41	32	27	19.1	112.7	131.8
Courthouses	14	14	13	41	55	4	234.7	51.0	285.7
Detention facilities	33	9	0	42	9	49	15.0	375.3	390.3
Sûreté du Québec Police Stations	24	4	7	35	57	8	89.9	48.0	137.9
Other specialized buildings	6	21	41	68	16	16	13.4	78.9	92.3
Total – Rental buildings	16	11	16	43	30	27	393.1	1,247.1	1,640.2
Non-rental and surplus buildings	5	0	29	34	0	66	–	14.9	14.9
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	9	0	27	36	0	64	–	110.4	110.4
Total – Infrastructure	16	11	16	43	29	28	393.1	1,372.4	1,765.5

¹ Data as at November 17, 2025.

² The inventory excludes 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 infrastructure replacement value 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 2026-2027 AMPI.

Objectives

Objectives	Reference value	Results					Target
	Reference AMPI	2022-2023 AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	2026-2027 AMPI	Target AMPI
Reach a proportion of 61% of rental buildings in satisfactory condition (GCI of A, B or C)	59%						61%
	2023-2024 AMPI		59%	56%	51%	43%	2027-2028 AMPI
Carry out at least \$150 million of work to reduce the building AMD^{1,2}	\$0M						\$150.0M
	2021-2022 AMPI	\$58.8M	\$108.2M	\$119.5M	\$154.0M	\$213.1M	2026-2027 AMPI

¹ This objective does not take the natural deterioration into account, or new findings that 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 from 51% to 43% since the 2025-2026 AMPI was filed. This decline is explained mainly by the natural ageing of assets, new diagnostics made possible by the complete deployment of the SQI's new asset management system, and the downward revision of certain replacement values (see appendix). Significant infrastructure maintenance investments planned in the 2026-2036 QIP aim to increase the proportion of infrastructure in satisfactory condition. This improvement will come from major projects focused on buildings with large AMD.

Total actual investments in SQI properties of \$341.3 million in infrastructure maintenance in 2024-2025 made it possible to reduce the AMD by \$59.1 million, bringing the cumulative deficit reduction to \$213.1 million in the 2026-2027 AMPI. It should be noted that the \$150.0 million target was reached one year ahead of the initial deadline set for the 2026-2027 AMPI. 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, completed in 2025-2026, meant an AMD reduction of \$21.1 million. The 2025 sale of a specialized building located at 1039 Tukimuaqtuk Street, in Kuujjuarapik, resulted in an AMD reduction of \$0.5 million.

In addition, a significant medium-term improvement in the condition of the building inventory, including an AMD reduction in building maintenance, could be possible with the completion of significant renovation projects in strategic SQI buildings, such as the Palais de justice de Québec (TB 1187), the Gatineau detention facility (TB 1184) and the Marie-Guyart office building (TB 950). The completion of the rehabilitation and redevelopment project for the Gérard D. Levesque building, located at 12 Saint-Louis Street in Québec City, will ensure the full elimination of \$150.1 million of the AMD upon the project's commissioning, planned by 2027.

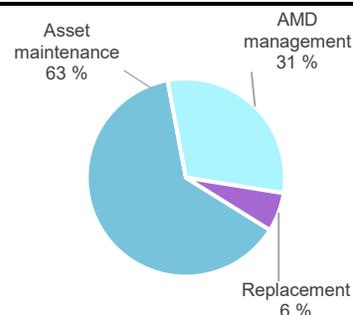
PUBLIC INVESTMENTS IN INFRASTRUCTURE INCLUDED IN THE QIP

LA SOCIÉTÉ QUÉBÉCOISE DES INFRASTRUCTURES

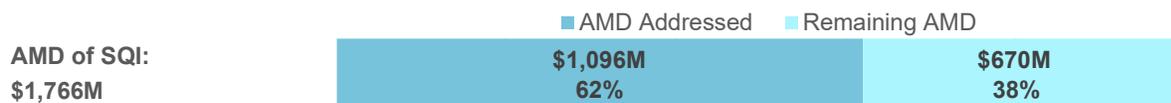
Infrastructure maintenance investments in the 2026-2036 QIP

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

	SQI	%
Infrastructure maintenance		
Asset maintenance	2,269.1	63
AMD management	1,095.5	31
Replacement	228.7	6
Total	3,593.3	100



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

In the 2026-2036 QIP, planned infrastructure maintenance investments over the 10-year period will make it possible to address \$1,095.5 million of the AMD (62%).

To support the prioritization of investments in maintaining the building inventory, the SQI conducts an annual risk analysis of the most deteriorated buildings, which leads to the assignment of an impact rating to these buildings. This analysis enables the SQI to reinforce the mitigation of these risks and enhance its investment strategies, depending on the available sectoral envelopes.

However, the ageing 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 2024-2025 and 2025-2026, but remains below the rate of natural deterioration and new findings. Since this situation is primarily the result of an enhanced building inspection strategy, supported by the full roll-out of the SQI's new asset management system, infrastructure maintenance requirements are expected to stabilize over the next few years.

It should be noted that part of the infrastructure maintenance investments planned under the 2026-2036 QIP is earmarked for space reconfiguration work, notably to implement the space optimization plan, as well as for the replacement of outdated equipment. These projects, which stem from the functional obsolescence of buildings, are not reflected in the FCI to assess the condition of the building inventory and its AMD. Over the next five years, close to \$456.0 million, representing 19% of infrastructure maintenance investments in the QIP, is expected to be allocated to this work.

SITUATION REPORT

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						
2024-2025						
Actual	215.0	63.4	62.9	341.3	140.5	481.8
Planned ¹	129.3	57.0	69.4	255.7	150.1	405.8
Difference	85.7	6.4	(6.5)	85.6	(9.6)	76.0
2025-2026						
Probable	171.8	52.9	81.5	306.2	138.5	444.7
2026-2027						
Planned	226.3	100.5	76.5	403.3	162.6	565.9

¹ Planned in the 2024-2034 QIP.

ADDITIONAL INFORMATION

Investments in infrastructure maintenance in 2024-2025 total \$341.3 million, \$85.6 million more than planned. This overrun is explained, in particular, by the faster-than-expected completion of certain investments planned in infrastructure maintenance envelopes (\$69.1 million) and in specific projects (\$16.5 million). Nearly 75% of the rate of maintenance investments is concentrated in the Government Buildings – SQI and Courthouses categories. On the other hand, actual enhancement investments posted a modest 6% decline relative to the initially 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 2025-2026 of \$444.7 million are comparable to those made in 2024-2025. In fact, these are forecasts based on current financial commitments and the level of progress on projects. Probable investments in infrastructure maintenance for 2025-2026 amount to \$306.2 million. They are consistent with government priorities and orientations.

As for investments planned for 2026-2027, the total \$565.9 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.

- Redevelopment of office buildings to advance the implementation of the government-wide plan to optimize space and rental costs;
- Projects to support the missions of various departments and bodies, including security upgrades in courthouses and detention facilities, the reconfiguration of courthouses to improve services for victims of crime, and the replacement of critical equipment required for the operation of transportation centres.

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 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 2024-2025 (\$341.3 million) and probable investments in 2025-2026 (\$306.2 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 2025-2026, will have a significant impact on reducing the AMD:

- Repair of the exterior envelope of the building at 1141, route de l'Église, in Québec City (TB 726);
- Redevelopment and expansion of the Anjou transportation centre (TB 562);
- Demolition of the former Maison Tanguay detention facility (project 138);
- Replacement of the curtain walls at the Atrium building in Québec City;
- Optimization and renovation of the boiler room at the Québec City detention facility.

Infrastructure maintenance investments planned for 2026-2027, totalling \$356.9 million, will help to optimize space in office buildings, as well as to initiate and complete several projects, including the following:

- Repair and redevelopment of the Gérard-D.-Lévesque building in Québec City (TB 259);
- Replacement of modular buildings in Québec City (TB 1210), Sherbrooke (TB 1199) and Trois-Rivières detention facilities (TB 1209);
- Repair and redevelopment of the building at 3460 de La Pérade, Québec City (TB 1104).

Infrastructure enhancement

The investments made in infrastructure enhancement in 2024-2025 (\$140.5 million) and probable investments in 2025-2026 (\$138.5 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 or completed or are currently underway thanks to these investments:

- Centre de traitement informatique (phase II and III) – Québec City – Redevelopment;
- Consolidation of the government data centre (ITQ) at 3800 Rue Marly, in Québec City;
- Sûreté du Québec police station in Waterloo – Construction (TB 408);

- Roberval courthouse - Reconstruction, repair and expansion (TB 206);
- Redevelopment of the Hector-Fabre (TB 850) and Marie-Fitzbach (TB 1136) buildings on Parliament Hill.

Planned investments of \$162.6 million for 2026-2027 will support the ongoing roll-out of the charging-station installation program needed to electrify the government vehicle fleet and to acquire buildings to secure owned services. They will also be used to initiate and complete the following projects:

- Construction of the Sûreté du Québec police station in Chapais-Chibougamau (TB 1103);
- Rouyn-Noranda courthouse – major expansion and redevelopment (TB 555);
- 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		Variation	AMPI		Variation	2025-2026 AMPI	Natural deterioration	New findings	Reduction	2026-2027 AMPI
	2025- 2026	2026- 2027		2025- 2026	2026- 2027						
Buildings											
Office buildings	25	9	(16)	38	49	11	481.6	98.9	33.6	(11.9)	602.2
Transportation centres	26	32	6	28	27	(1)	95.9	15.9	22.9	(2.9)	131.8
Courthouses	36	55	19	14	4	(10)	334.2	36.4	(80.6)	(4.3)	285.7
Detention facilities	3	9	6	24	49	25	156.8	108.7	146.2	(21.4)	390.3
Sûreté du Québec Police Stations	53	57	4	3	8	5	96.7	21.0	25.6	(5.4)	137.9
Other specialized buildings	25	16	(9)	16	16	0	76.0	2.6	25.4	(11.7)	92.3
Total – Rental buildings	27	30	3	22	27	5	1,241.2	283.5	173.1	(57.6)	1,640.2
Non-rental and surplus buildings	0	0	0	92	66	(26)	10.7	4.7	(0.5)	–	14.9
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	7	0	(7)	62	64	2	65.2	–	46.7	(1.5)	110.4
Total – Infrastructure	26	29	3	23	28	5	1,317.1	288.2	219.3	(59.1)	1,765.5

¹ 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.

ADDITIONAL INFORMATION

Change in condition and in the AMD

The proportion of infrastructure in poor condition (GCI of D or E) increased by 8%. Furthermore, the AMD has increased by \$448.4 million overall, from \$1,317.1 million to \$1,765.5 million, and is due to:

- The natural deterioration of the building inventory of \$288.2 million;
- New findings totalling \$219.3 million, attributable to more comprehensive inspections conducted with THE SQI's new asset management system and to the downward revision of certain replacement values (see appendix);
- Reduction of the AMD listed on certain buildings as a result of the work carried out (\$59.1 million).

The reduction of part of the AMD on infrastructure for which investments were made in 2024-2025 and 2025-2026 will be recognized when they are commissioned. However, it is not currently possible to determine their impact.

Office buildings

- The proportion of office buildings in poor and very poor condition (GCI of D and E) improved by 5%. However, an increase of \$120.6 million in the AMD has been recorded, primarily attributable to the natural deterioration of certain buildings and the downward revision of some replacement values (see appendix).

- Planned projects for the building at 5700 4^e Avenue (Atrium) and the Gérard-D.-Levesque Building in Québec City (TB 259) are expected to eliminate nearly \$160 million of the AMD associated with buildings in poor or very poor condition (GCI of D or E) by 2027.

Transportation centres

- The proportion of transportation centres in poor and very poor condition (GCI of D and E) increased from 54% to 59%. The \$35.9 million increase in the deficit AMD is explained primarily by the natural deterioration of these buildings and by new findings revealed through recent inspections.
 - The cumulative AMD of \$131.8 million is due mainly to the ageing of several abrasive warehouses and transportation centres. Many projects are planned in the SQI investment plan, with the aim of addressing as much of the AMD as possible.

Courthouses

- The proportion of courthouses in poor and very poor condition (GCI of D and E) increased from 50% to 59%.
- Despite this deterioration, the AMD has been revised down by \$48.5 million, chiefly as a result of corrections made to certain findings during the most recent inspection.
 - On its own, the Québec City courthouse refurbishment project will reduce the cumulative AMD by \$57.7 million.

Detention facilities

- The proportion of detention facilities in poor and very poor condition (GCI of D and E) increased from 27% to 58%. The \$233.5 million rise in the AMD is primarily due to the natural deterioration of buildings and to new findings from recent inspections, notwithstanding the demolition of the Montréal women's detention centre, which eliminated \$21.1 million of its AMD.
 - The detention facilities in Gatineau, Montréal, Laval, Sherbrooke and Québec City together account for nearly 96% of the cumulative \$390.3 million AMD across all detention facilities. A major project for the Gatineau detention facility is in the study phase, and should serve to reduce the AMD by \$31.3 million.

Sûreté du Québec Police Stations

- The proportion of Sûreté du Québec police stations in poor and very poor condition (GCI of D and E) increased from 56% to 65%. The \$41.2 million increase in the AMD is explained primarily by the natural deterioration of buildings, the downward revision of certain replacement values (see appendix) and the additional amount resulting from new findings revealed 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 41% to 32%, chiefly as a result of the sale of two specialized buildings. However, the \$16.3 million increase in the AMD is primarily driven by the additional findings recorded during the most recent inspection cycles.

Non-rental and surplus buildings

- The share of surplus buildings in poor or very poor condition (GCI of D or E) declined from 92% to 66%, largely reflecting the restoration work undertaken at 1070–1080 rue de la Chevrotière in Québec City, which returned the property to good condition. The overall \$4.2 million increase in the AMD, however, stems from the natural ageing of assets rated in very poor condition (GCI of E). Given their advanced obsolescence, the surplus buildings are no longer in operation and therefore present no health or safety risks to individuals.

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.

Parking lots and tunnels

- The proportion of parking lots and tunnels in poor and very poor condition (GCI of D and E) decreased from 69% to 64%. This reduction results from the withdrawal of three parking lots owned by the MTMD and the reclassification of one parking facility under the category of non-rental and surplus buildings. The \$45.2 million increase in the AMD compared with the 2025-2026 AMPI is primarily driven by the additional findings recorded during the most recent inspection cycles.

APPENDIX

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 three 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. The SQI will ensure that replacement values are aligned with the same cost parameters applied to identified needs, to ensure the consistency of the facility condition indexes (FCI) that support the evaluation of the condition of the buildings.

Under the 2025-2026 AMPI, a total of 341 buildings were inspected using the new tool, covering approximately 94.8% of the inventory's replacement value. The remaining 39 buildings, representing 5.2% of the inventory's value, were not inspected owing to their recent acquisition in 2025, the execution or completion of work during that same year, or their pending disposition or other particular circumstances. Consequently, the evolution of asset maintenance requirements is expected to stabilize in the coming years.

In 2025, the SQI revised its approach to calculating replacement values. Previously, the unique construction features of each building were not considered, as replacement estimates were derived from a parametric cost per square metre. A specialized team was therefore tasked with developing a unit cost structure tailored to each component, allowing replacement values to be refined in light of recent project data. Consequently, distinctive construction characteristics, such as complex architectural designs, are now more accurately reflected in the valuation. Moreover, cost evaluations have been harmonized with the municipal taxation department through verification of values used in property assessment rolls. This new methodology will henceforth allow the SQI to update annually the replacement values across its entire building inventory, ensuring they consistently mirror the evolving cost landscape of the construction market.

Under the 2026-2027 AMPI, the replacement value of 278 buildings was reassessed using the new methodology, covering roughly 49.5% of the inventory's total value, which produced a reduction in certain replacement values, most notably among office buildings and select Sûreté du Québec facilities. As a result, several FCIs were upwardly adjusted, leading to an approximate 3% rise in the share of infrastructure classified as being in poor condition (GCI of D or E).

The review of replacement values for the remaining 102 buildings, accounting for 50.5% of the portfolio's total value, is scheduled for completion in 2026 and will be integrated into the 2027-2028 AMPI. These buildings are primarily heritage or culturally significant buildings, along with buildings distinguished by particular construction characteristics.

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 qualifies the health status of the infrastructure compared with its replacement value. It is computed as follows:

- $FCI = (\text{Total cost of asset maintenance work to be carried out within zero to five years} / \text{replacement value}) \times 100.$

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 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 diffusion 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.

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 needs for asset maintenance, managing the AMD, infrastructure replacement and inventory enhancement. They are responsible for the work carried out, regular follow-up and accountability reports, 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 its optimal 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 Act,

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

Infrastructure inventory¹ By infrastructure type and category

	Average age (years)	Quantity			Size (m ²)		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Museums	74	9	9	0	87,981	87,981	0
Broadcasting venues	50	5	5	0	143,945	143,945	0
Libraries	70	3	3	0	74,836	74,836	0
Broadcasting	129	2	2	0	14,552	14,552	0
Heritage buildings ²	246	31	31	0	26,738	26,738	0
Total – Buildings		50	50	0	348,052	348,052	0
Specialized equipment							
Museums	14	35	35	0	n/a	n/a	n/a
Broadcasting venues	22	131	147	16	n/a	n/a	n/a
Libraries	23	18	17	(1)	n/a	n/a	n/a
Broadcasting	1	339	137	(202)	n/a	n/a	n/a
Educational institutions	35	105	105	0	n/a	n/a	n/a
Total – Specialized Equipment		628	441	(187)	n/a	n/a	n/a

¹ Data as of December 31, 2025.

² 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

Several Télé-Québec (broadcasting) equipment units were disposed of in 2025 due to the flooding that occurred in 2024 at Télé-Québec's head office in Montréal. They will be replaced according to the needs.

INFRASTRUCTURE SUSTAINABILITY

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

Infrastructure condition and asset maintenance deficit¹

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 (by number)	22	45	0	67	11	22			
Museums (by value ²)	31	46	0	77	8	15	0.5	41.6	42.1
Broadcasting venues (by number)	0	0	0	0	40	60	22.0	191.7	213.7
Broadcasting venues (by value ²)	0	0	0	0	60	40			
Libraries (by number)	34	33	0	67	0	33	–	7.8	7.8
Libraries (by value ²)	72	25	0	97	0	3			
Broadcasting (by number)	0	50	0	50	0	50	–	2.3	2.3
Broadcasting (by value ²)	0	93	0	93	0	7			
Heritage buildings ³ (by number)	10	19	32	61	36	3	11.9	3.2	15.1
Heritage buildings ³ (by value ²)	5	27	39	71	26	3			
Total – Buildings (by number)	12	24	20	56	28	16	34.4	246.6	281.0
Total – Buildings (by value²)	21	26	2	49	29	22			
Specialized equipment									
Museums (by number)	60	3	6	69	14	17	0.1	0.6	0.7
Museums (by value ²)	47	1	3	51	6	43			
Broadcasting venues (by number)	51	5	0	56	6	38	2.6	9.0	11.6
Broadcasting venues (by value ²)	27	21	0	48	15	37			
Libraries (by number)	35	53	12	100	0	0	–	–	–
Libraries (by value ²)	32	50	18	100	0	0			
Broadcasting (by number)	15	5	8	28	28	44	18.0	6.7	24.7
Broadcasting (by value ²)	4	1	8	13	63	24			
Educational institutions (by number)	73	0	3	76	10	14	–	–	–
Educational institutions (by value ²)	80	0	2	82	7	11			
Total – Specialized equipment (by number)	45	6	4	55	14	31	20.7	16.3	37.0
Total – Specialized equipment (by value²)	17	10	6	33	40	27			
Total – Infrastructure (by value²)	20	25	3	48	29	23	55.1	262.9	318.0

¹ Data as of December 31, 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 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 2026-2027 AMPI.

Objectives

Objectives	Reference value	Results	Target
	Reference AMPI	2026-2027 AMPI	Target AMPI
Reach 62% of buildings, by number, belonging to government bodies and state-owned enterprises that are in satisfactory or better condition GCI of A, B or C).	58%	56%	62%
	2025-2026 AMPI		2028-2029 AMPI
Carry out at least \$110 million of work to reduce the building AMD¹	\$0.0 M	\$32.0 M	\$110.0 M
	2025-2026 AMPI		2028-2029 AMPI

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

New targets in the 2026-2027 AMPI

The MCC has set new targets to achieve over the next three years. The first objective is to increase from 58% to 62% the proportion of the number of buildings in satisfactory or better condition (GCI of A, B or C), regardless of the replacement value of the buildings, this will allow to better reflect the investment strategy for buildings of lower value. The second objective is to invest a minimum of \$110 million of work to reduce the AMD of buildings and specialized equipment.

To achieve this, MCC will draw on major asset maintenance investments planned as part of ongoing projects, notably for the MACM, the MCMQ and the Édifice des Théâtres. Other projects aimed at reducing AMD will be awarded in the next few years and targeted according to the objective of restoring buildings to satisfactory or better condition. The asset maintenance envelopes will be used to preserve the satisfactory condition of buildings with a GCI of A, B or C.

In the 2026-2027 AMPI, one building was the subject of new findings that change its score to E. Work is planned in the next few years to restore it to satisfactory condition.

PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

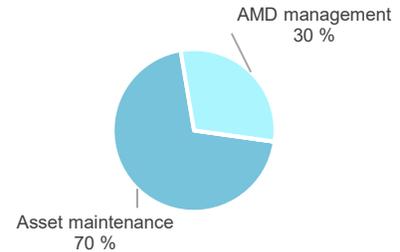
MINISTÈRE DE LA CULTURE ET DES COMMUNICATIONS

Infrastructure maintenance investments in the 2026-2036 QIP

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

	MCC	%
Infrastructure maintenance		
Asset maintenance	750.9	70
AMD management	318.0	30
Total	1,068.9	100

Note: Figures are rounded and the sum of the amounts may not correspond to the total indicated.



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

Planned investments for infrastructure maintenance in the 2026-2036 QIP make it possible to anticipate the reduction of \$318.0 million, or 100% 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 performed continuously to avoid major repairs:
- **AMD management :**
The MCC prioritizes investments in all buildings on which AMD has been identified, regardless of the relative importance of their replacement value.

In addition, the three major projects, the expansion and redevelopment of the MACM (TB 489), the redevelopment of the Saint-Sulpice library for the MCMQ (TB 965), and the rehabilitation of the siding of the Édifice des Théâtres of Place des Arts (TB 1287) should make it possible to fully address the AMD of these two buildings, which will be refurbished.

SITUATION STATUS

Investments listed in the QIP**By type**

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

	Infrastructure maintenance			Subtotal	Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement		Addition and improvement	
Government bodies and Crown corporations reporting to the Minister of Culture and Communications						
2024-2025						
Actual	14.9	25.0	–	39.9	60.5	100.4
Planned ¹¹	20.9	25.0	–	45.9	47.6	93.5
Difference	(6.0)	–	–	(6.0)	12.9	6.9
2025-2026						
Probable	23.4	32.0	–	55.4	105.4	160.8
2026-2027						
Planned	43.0	87.0	–	130.0	37.7	167.7

¹¹ Planned in the 2024-2034 QIP.

ADDITIONAL INFORMATION

Difference between planned investments and actual investments of the previous year

There is a total difference of \$6.9 million between planned investments (\$93.5 million) and actual investments (\$100.4 million) for 2024-2025.

This difference is mostly attributable to acceleration of the investments for the Musée national de l'histoire du Québec project (TB 841).

The \$6.0 million underrun of the infrastructure maintenance budget is explained by a collective effort of the state-owned corporations to postpone non-urgent projects and thus comply with this annual overall target.

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 realized in 2024-2025 and probable investments in 2025-2026, totalling \$39.9 million and \$55.4 million respectively, have mainly enabled the following projects to move forward:

- Rehabilitation of the Saint-Sulpice library, including windows and stained glass (MCMQ) (TB 965);
- 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;
- Repair and redevelopment of the Musée national de l'histoire du Québec (TB 841).
- The beginning of the work for rehabilitation of the siding of the Édifice des Théâtres and the Rue Sainte-Catherine facades of Place des Arts (TB 1287).

Investments of \$130,9 million planned in 2026-2027 for infrastructure maintenance will make it possible to carry out work on various specialized equipment with AMD (GCI of D or E), notably:

- Continuation of the work for rehabilitation of the siding of the Édifice des Théâtres and the Rue Sainte-Catherine facades of Place des Arts (TB 1287).
- Continuation of the rehabilitation of the MCMQ (TB 965);
- Repair of the SPDAM parking lots;
- Modernization of the vertical elevator in the SPDAM Édifice des Théâtres ;
- Replacement of the air treatment system in the SPDAM Édifice des Théâtres ;
- Replacement of the air treatment system in the Grand Théâtre de Québec;
- Continuation of the work on Télé-Québec's transmission equipment.

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.

More specifically, the investment realized in 2024-2025 and probable investments in 2025-2026 total \$60.5 million and \$105,4 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);
- Musée national de l'histoire du Québec – Québec – Rehabilitation and redevelopment (TB 841).

The investments of \$37,7 million planned in 2026-2027 for infrastructure enhancement will particularly allow the continuation of the project for expansion and redevelopment of the MACM (TB 489), completion of the Centre des collections et de conservation de Montréal (TB 463) and continuation of documentary acquisition by the BAnQ.

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	2025-2026 AMPI	Natural degradation	New findings	Absorption	2026-2027 AMPI
	2025-2026	2026-2027		2025-2026	2026-2027						
Buildings											
Museums	8	8	0	15	15	0	48.5	0.9	(5.5)	(1.8)	42.1
Broadcasting venues	60	60	0	40	40	0	191.4	3.6	35.3	(16.6)	213.7
Libraries	0	0	0	3	3	0	5.5	0.1	2.2	–	7.8
Broadcasting	0	0	0	7	7	0	1.6	–	0.7	–	2.3
Heritage buildings	26	26	0	3	3	0	10.8	0.3	4.0	–	15.1
Total – Buildings	29	29	0	22	22	0	257.8	4.9	36.7	(18.4)	281.0
Specialized equipment											
Museums	40	6	(34)	13	43	30	0.7	–	–	–	0.7
Broadcasting venues	33	15	(18)	34	37	3	14.5	0.2	–	(3.1)	11.6
Libraries	0	0	0	0	0	0	–	–	–	–	–
Broadcasting	62	63	1	27	24	(3)	30.7	0.2	–	(6.2)	24.7
Educational institutions	7	7	0	11	11	0	–	–	–	–	–
Total – Specialized Equipment	47	40	(7)	27	27	0	45.9	0.4	0.0	(9.3)	37.0
Total – Infrastructure	30	29	(1)	23	23	0	303.7	5.3	36.7	(27.7)	318.0

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

The condition of the buildings has remained stable. Work was carried out on Place des Arts (venues) for all buildings, but did not result in an improvement of the condition rating. The effect of this work will be accounted for in a subsequent building condition report when the work is completed.

Moreover, the condition of the equipment improved by 7%, mainly because Télé-Québec (broadcasting) disposed of several equipment items in poor condition during 2025 after a major loss that occurred in 2024, which had the effect of reducing the AMD of the equipment and reducing the proportion of equipment in poor condition. The insurance coverage should be sufficient to cover replacement. Place des Arts (broadcasting venues) also proceeded to replace and repair certain equipment in the normal course of its activities.

Changes in the AMD

The \$14.3 million net increase in AMD results from:

- Natural degradation, valued at \$5.3 million, mainly resulting from indexing of the findings already identified;

- New findings of \$36.7 million, notably by integration into the AMPI of the need for rehabilitation of the exterior cladding identified in the context of the rehabilitation project of the Édifice des Théâtres of Place des Arts (TB 1287), as well as an upward revision to harmonize the AMD calculation method used for the majority of government buildings (see methodology section in appendix);
- Work addressing the AMD of \$27.7 million on buildings, specifically for the AMD reported in the AMPI, notably on the Place des Arts building, and disposal and/or replacement of several specialized equipment units, notably in the Télé-Québec (broadcasting) buildings and Place des Arts (broadcasting venues);
- Other projects are still in progress and had no immediate impact on the AMD, such as the MACM transformation project, the progress of the MCMQ's work, the rehabilitation of the ÉDT cladding, and the various other projects on the SPDAM buildings. The impact on the AMD will be accounted for when the work is completed.

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 aligned 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.

Methodology

The evaluation method used to determine the GCI of the buildings, with the exception of SODEC heritage buildings, is based on the FCI.

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
Obsolescence threshold	Condition threshold
15% to 30% inclusively	D – Poor
More than 30%	E – Very poor

When a building has an FCI greater than 15%, it is considered to be in poor condition (GCI of D or E), and the estimate of its AMD is the product of the 15% excess and its replacement value. In the 2025-2026 AMPI, the entire cost of work on the components that have exceeded their useful life was recorded as AMD, as if its performance allowed improvement of the FCI over 15%.

In contrast, the method used for SODEC buildings is weighted based on five criteria, as specified in the MCC portfolio management framework, by taking into account the specifics associated with these buildings. This method allows to consider the specifics of heritage infrastructure. The AMD of these buildings corresponds to the product of the 15% excess and its replacement value, only if the aggregate criteria gave a GCI of D or E.

For equipment units, the GCI is established according to the proportion of their age relative to their useful life or, in the case of specialized equipment subject to the monitoring of their asset maintenance needs, by the condition indicator method (inspection by component). The AMD of equipment units mainly corresponds to their replacement cost. However, for specialized equipment, when an intervention is possible, the AMD corresponds to the cost of restoration to good condition.

The AMD evaluation 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 degradation 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.

APPENDIX 2

Composition of the groups of bodies

Government bodies and state-owned corporations reporting 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
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

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 learning and teaching conditions that meet the highest standards.

ORIENTATION

To fulfil 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 for asset maintenance, addressing the AMD, and the addition, reconstruction and improvement of their infrastructure;
- Ensuring that the funds allocated are used for the purposes stipulated;
- Prioritizing investments based on government issues.

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 4,099 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 dedicated to administrative and other uses, as well as surplus buildings.

Infrastructure inventory¹ By infrastructure type and category

	Average age (years)	Quantity			Size (m ²)		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Linguistic school organizations							
Educational establishments							
Kindergartens and primary schools	57	2,337	2,342	5	7,849,653	7,919,315	69,662
Secondary schools	53	465	464	(1)	7,007,048	6,975,985	(31,063)
Vocational training and general adult education centres	56	300	292	(8)	1,791,150	1,766,887	(24,263)
Administrative and other uses ²	53	289	290	1	452,260	449,580	(2,680)
School organizations with special status	30	603	609	6	340,139	353,468	13,329
Surplus buildings³	74	98	102	4	220,916	229,542	8,626
Total – Buildings	53	4,092	4,099	7	17,661,166	17,694,777	33,611

¹ Data as of February 2026.

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 4,099, or seven more 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 eight new primary schools;
 - Demolition of one establishment;
 - The removal of two preschool and primary schools as a net result of category changes of buildings or updating of inventory;
- Secondary schools:
 - The overall reduction of one secondary school as a net result of category changes of buildings or updating of inventory;
- Vocational training and general adult education centres:
 - Acquisition of a building;
 - The removal of nine vocational training and adult education centres as a net result of category changes or updating of inventory;
- Administrative and other uses:
 - Demolition of a building
 - Transfer of a building;
 - The addition of three buildings with administrative and other vocations as a net result of category changes or updating of inventory;
- School organizations with special status:
 - The construction of five new buildings, including a vocational training centre;
 - Acquisition of a residence;
- Surplus buildings
 - Sale of two buildings;
 - Demolition of three buildings;
 - Acquisition of a building;
 - The addition of eight buildings as a net result of category changes of buildings or updating of inventory;

INFRASTRUCTURE SUSTAINABILITY

SCHOOL ORGANIZATIONS

Infrastructure condition and asset maintenance deficit¹

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
Buildings³									
Linguistic school organizations									
Educational establishments									
Kindergartens and primary schools	18	16	19	53	32	15	1,312.6	2,731.7	4,044.3
Buildings	19	18	18	55	31	14			
Civil engineering structures	23	10	8	41	19	40			
Secondary schools	9	14	16	39	42	19	1,405.3	2,563.3	3,968.6
Buildings	10	15	18	43	40	17			
Civil engineering structures	18	10	5	33	21	46			
Vocational training and general adult education centres	15	13	17	45	35	20	300.5	635.3	935.8
Buildings	15	15	16	46	35	19			
Civil engineering structures	17	14	8	39	18	43			
Administrative and other uses ⁵	19	14	17	50	29	21	56.2	239.5	295.7
Buildings	19	16	17	52	27	21			
Civil engineering structures	13	11	5	29	19	52			
School organizations with special status	63	7	14	84	10	6	22.7	63.9	86.6
Buildings	43	11	26	80	18	2			
Civil engineering structures	76	14	0	90	9	1			
Surplus buildings⁶	10	0	6	16	14	70	18.0	428.0	446.0
Total – Buildings	15	15	17	47	35	18	3,115.3	6,661.7	9,777.0
Buildings	15	16	18	49	34	17			
Civil engineering structures	21	10	7	38	19	43			

¹ Data as at February 2026.

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.

³ The buildings include buildings and civil engineering structures.

⁴ The civil engineering structures include parking lots, pavements 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 target presented in this section come from the MEQ's 2023-2027 Strategic Plan.

The following table presents the results obtained following data collection for the 2026-2027 AMPI.

Objective

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

The 45% target specified in the 2023-2027 Strategic Plan of the MEQ is exceeded, established at 47%.

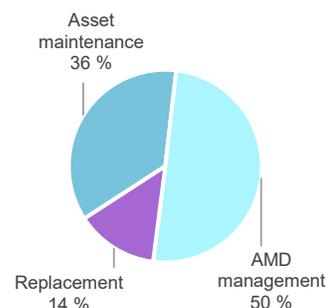
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

SCHOOL ORGANIZATIONS

Infrastructure maintenance investments in the 2026-2036 QIP

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

	School organizations	%
Infrastructure maintenance		
Asset maintenance	6,591.9	36
AMD management	9,181.6	50
Replacement	2,523.0	14
Total	18,296.5	100



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

Investments of \$9.2 billion in the 2026-2036 QIP for the Education sector will address a significant portion of the AMD currently assessed in the AMPI, representing 94%. 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 \$2.0 billion in infrastructure maintenance investments are planned for 2026-2027 in the Education sector, an increase of 150% 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 observed.
- The Government is committed to enhance this strategy by allocating \$2.0 billion starting with the 2023-2033 QIP, to which an additional envelope of \$950 million was added (\$475 million in the 2024-2034 QIP and \$475 million in the 2025-2035 QIP) all dedicated to priority work on components that may be related to people's health and safety and the building integrity.

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

- Continue to support school organizations in the planning and performance of short, medium and long-term asset maintenance work, including the priorities related to people's health and safety and the building integrity, which will allow improvement of the condition of the schools;
- Provide for maintenance budgets in the school-organization operation envelopes, which must be used for this purpose;

- Through the GIEES school infrastructure management tool, improve the tracking of investment needs in schools, including the effect of work carried out on changes in their condition and the AMD, which will allow optimal targeting of interventions.

Furthermore, the MEQ will continue to fulfil its plan to reconstruct the schools in the worst condition (GCI of D or E), through the following actions:

- Target the schools in the poorest condition and, where possible, combining their reconstruction with the creation of new student spaces to meet the most urgent space deficits;
- Consider 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;
- Continue to plan and carry out projects authorized in recent years.

Finally, the MEQ will continue to fulfil 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.

Optimize projects in Education

The MEQ wants to make each dollar an optimal investment in child's education. This is why, during the year 2025-2026, it initiated a review of its specifications for space addition or building replacement projects. The review presents pathways for optimization and rationalization of the function primary and secondary school programs in force and the technical requirements in architecture and engineering,

The pathways for optimization and rationalization are examined by ensuring the impacts on educational success and persistence in school are limited in compliance with the guiding principles of the real estate planning guides for school establishments.

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						
2024-2025						
Actual	606.7	1,011.5	418.0	2,036.2	1,312.8	3,349.0
Planned ¹	354.4	715.4	766.1	1,835.9	1,866.9	3,702.8
Difference	252.3	296.1	(348.1)	200.3	(554.1)	(353.8)
2025-2026						
Probable	620.7	747.7	540.8	1,909.2	1,123.8	3,033.0
2026-2027						
Planned	613.8	845.9	596.7	2,056.4	958.3	3,014.7

¹ Planned in the 2024-2034 QIP.

ADDITIONAL INFORMATION

Differences between planned and actual investments

The \$353.8 million gap between the planned investments of \$3,702.8 million and the actual investments of \$3,349.0 million in 2024–2025 is largely explained by the budgetary context and the adjustment of the advancement pace of certain projects. The MEQ favored the continuation of projects already in progress and reviewed those in planning. Since then, the MEQ has collaborated with the school organizations to offer them more predictability in planning their work and flexibility in its execution to realize all the investment planned annually.

Infrastructure maintenance

Over the past eight 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 \$18.3 billion in the 2026-2036 QIP, representing an increase of \$10,6 billion. These investments contribute to ensuring the welfare and safety of students and staff.

Investments realized in 2024-2025 and probable investments in 2025-2026, totaling \$2,036.2 million and \$1 909,2 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 mold 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;
- 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:

- École primaire l'Horizon – Saguenay – Renovation of interior finishes
- École primaire Saint-Laurent – Gatineau – Rehabilitation of the schoolyard
- École primaire du centre de services scolaire des Mille-Îles – Saint-Eustache – Reconstruction and expansion (28 classrooms) (TB 905);
- École primaire du centre de services scolaire des Samares – Sainte-Marcelline-de-Kildare – Reconstruction and expansion

Infrastructure enhancement

By 2028-2029, the MEQ forecasts a need for approximately 1 100 classrooms in primary schools. Although this need is manifested at several places in the territory, it is mainly recognized in the Capitale-Nationale and Montérégie regions. By 2033-2034, the MEQ also forecasts a need for approximately 40 000 student spaces in secondary schools, mainly in the same regions as the primary schools.

The Government thus plans over \$5.2 billion investments in the 2026-2036 QIP, which will make it possible to:

- Implement rapid-deployment real estate solutions, such as modular premises, to respond promptly to priority space deficits;
- Continue the planning and completion of close to 200 additional space projects authorized in recent years;

More specifically, investments of \$958.3 million will enable the completion or continuation of certain projects in 2026-2027, such as:

- École primaire Pie-X du centre de services scolaire des Bois-Francs – Victoriaville – Expansion;
- École primaire du centre de services scolaire du Val-des-Cerfs – Farnham – Construction (16 classrooms) (TB 993);
- École du Bon-Pasteur du centre de services scolaire de Portneuf – Cap-Santé – Redevelopment

All of these levers will contribute to mitigating the needs identified and meeting the growing needs in education.

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	2025-2026 AMPI	Natural deterioration	New findings	Reduction	2026-2027 AMPI
	2025-2026	2026-2027		2025-2026	2026-2027						
Buildings											
Linguistic school organizations											
Educational establishments											
Kindergartens and primary schools	31	32	1	15	15	0	4,013.9	182.0	501.0	(652.6)	4,044.3
Secondary schools	43	42	(1)	18	19	1	3,877.9	178.5	559.0	(646.8)	3,968.6
Vocational training and general adult education centres	31	35	4	19	20	1	917.3	42.1	164.9	(188.5)	935.8
Administrative and other uses	29	29	0	19	21	2	279.1	13.3	33.6	(30.3)	295.7
School organizations with special status	15	10	(5)	18	6	(12)	130.3	4.0	14.0	(61.6)	86.7
Surplus buildings	15	14	(1)	78	70	(8)	408.0	20.1	28.3	(10.5)	445.9
Total – Buildings	35	35	0	18	18	0	9,626.5	440.0	1,300.8	(1,590.3)	9,777.0

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

Overall, the stability of the condition of school infrastructure and the low increase in the AMD observed relative to last year are mainly due to the completion of work to maintain the condition of the real estate inventory, reduce the AMD and eliminate specific problems, combined with a more precise knowledge, over the past few years, of the interventions to be planned through the standard inspection process.

Changes in the AMD

The \$150.5 million overall increase of the AMD, from \$9,626.5 million to \$9,777.0 million, is explained by the following elements:

- \$440.0 million related to the natural degradation 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;
- \$1,300.8 million explained by new asset maintenance work requirements identified during recent inspections;
- \$1,590.3 million reduction mainly resulting from replacement of components that are obsolete or that have reached the end of their useful life and from school renovation.

Moreover, when the AMD is related to the replacement value, a slight improvement is found in the 2026-2027 AMPI. The AMD represented a proportion of 6.8% of the infrastructure replacement value of the school organizations in the 2025-2026 AMPI, this proportion is 6.7% in the 2026-2027 AMPI.

APPENDIX 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 continued to appropriate 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, note that 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.

Methodology

After conducting their inspections, the school organizations use the GIEES school infrastructure management tool 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 tool 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. 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.

FCI concordance table to determine the GCI of school organization 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

The replacement value calculation method is based on the replacement cost of each component of the buildings of the school portfolio. An adjustment factor is also applied to the replacement cost of components to account for the specificities of buildings that have a financial impact, such as 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.

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	262	1,625,646	70	30	11	17	58	83	117	2278.5
de Laval	115	682,508	52	15	8	3	26	37	51	761.4
Marguerite-Bourgeoys	132	828,226	63	8	3	28	39	67	25	611.7
des Mille-Îles	97	499,735	41	18	5	4	27	36	34	503.6
des Patriotes	78	437,107	47	8	2	7	17	34	27	435.6
des Monts-et-Marées	36	143,216	63	1	2	1	4	10	21	354.4
English-Montréal	65	480,494	70	3	5	8	16	28	13	328.5
de la Côte-du-Sud	55	216,260	61	7	1	3	11	15	28	279.3
de l'Estuaire	32	144,586	56	5	1	0	6	5	20	272.3
de la Capitale	85	517,422	53	16	12	22	50	26	9	252.2
des Affluents	81	512,706	44	15	16	9	40	27	14	240.9
des Rives-du-Saguenay	48	258,398	59	14	11	4	29	11	8	176.0
des Grandes-Seigneuries	64	335,120	48	14	10	7	31	19	14	173.2
des Hautes-Rivières	55	258,796	56	4	3	4	11	36	8	167.9
des Samares	101	389,184	50	23	18	10	51	24	24	151.8
des Phares	41	183,689	61	2	1	3	6	24	11	150.4
du Fer	33	141,261	49	5	2	3	10	6	12	147.4
des Découvreurs	39	238,182	55	4	5	7	16	16	7	140.5
des Laurentides	35	127,169	57	2	1	3	6	12	16	140.5
du Fleuve-et-des-Lacs	55	138,631	61	5	5	5	15	23	14	140.5
de Saint-Hyacinthe	56	245,688	56	9	7	8	24	25	7	110.6
de l'Énergie	57	230,680	60	2	10	13	25	26	5	106.5
Lester-B.-Pearson	53	372,661	52	2	6	13	21	28	4	97.2
Sir-Wilfrid-Laurier	49	200,419	56	7	10	10	27	15	6	95.8
de la Vallée-des-Tisserands	45	151,632	59	4	2	8	14	22	9	93.5
du Lac-Abitibi	20	72,672	58	2	1	3	6	6	8	92.3
de la Rivière-du-Nord	68	349,107	47	16	10	19	45	19	4	85.3
des Hauts-Cantons	37	146,996	69	2	1	5	8	22	7	84.4
Eastern Townships	29	118,675	68	3	2	4	9	13	7	77.4
du Chemin-du-Roy	73	336,692	64	8	17	17	42	28	3	76.5
de la Pointe-de-l'Île	72	583,538	48	11	16	20	47	21	4	73.3
Kativik	281	145,020	30	68	18	23	109	47	54	69.6
de la Riveraine	32	117,799	57	4	1	3	8	19	5	68.3
des Portages-de-l'Outaouais	48	263,872	43	6	13	14	33	13	2	59.1
des Trois-Lacs	51	254,970	45	13	8	12	33	13	5	52.5
New Frontiers	17	89,665	64	2	3	5	10	6	0	44.7

¹ Because the GCI of 378 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 Kamouraska-Rivière-du-Loup	48	181,097	57	11	8	11	30	16	2	44.2
Harricana	31	104,851	60	5	4	2	11	14	5	42.6
des Chic-Chocs	28	114,682	60	3	5	6	14	9	5	42.0
de Charlevoix	15	78,474	59	1	1	3	5	9	1	42.0
des Chênes	55	228,885	56	16	12	10	38	12	3	40.6
Western Québec	31	124,405	54	3	3	5	11	19	1	40.6
De La Jonquière	27	177,327	62	0	6	8	14	8	5	39.1
de Rouyn-Noranda	25	101,412	56	1	3	4	8	12	5	38.9
du Lac-Saint-Jean	35	166,450	55	7	4	10	21	11	2	38.5
des Hauts-Bois-de-l'Outaouais	28	76,408	72	0	2	7	9	16	3	37.8
Riverside	28	146,012	55	4	6	4	14	13	1	34.8
des Bois-Francs	55	234,696	61	2	6	21	29	23	1	33.6
des Navigateurs	77	339,476	54	24	17	23	64	9	2	30.2
de la Beauce-Etchemin	84	344,543	54	28	25	11	64	16	4	26.1
des Sommets	44	168,904	65	8	6	12	26	13	3	25.8
de l'Or-et-des-Bois	24	110,680	60	5	6	5	16	7	1	24.5
au Coeur-des-Vallées	26	107,461	58	2	3	5	10	10	6	23.3
Marie-Victorin	85	542,004	53	13	24	26	63	19	0	18.9
de la Région-de-Sherbrooke	58	306,521	58	11	21	15	47	11	0	18.4
du Littoral	77	35,706	41	19	12	9	40	9	12	17.0
du Val-des-Cerfs	51	233,290	53	8	10	23	41	10	0	14.7
René-Lévesque	31	152,846	59	2	6	15	23	6	2	14.4
de la Moyenne-Côte-Nord	10	21,761	60	0	1	3	4	5	1	14.1
des Appalaches	24	138,468	63	0	6	8	14	10	0	13.1
du Lac-Témiscamingue	19	57,774	64	4	4	5	13	4	2	12.3
Eastern Shores	19	32,786	56	5	2	2	9	7	0	11.3
Central Québec	33	82,296	64	5	7	4	16	5	0	11.0
du Pays-des-Bleuets	43	173,366	58	12	12	6	30	7	1	10.9
de Portneuf	24	117,935	61	5	7	6	18	6	0	9.4
de Sorel-Tracy	22	117,524	57	1	5	7	13	8	0	7.3
des Draveurs	48	232,626	49	15	18	11	44	4	0	4.5
des Premières-Seigneuries	81	430,271	52	36	23	13	72	2	0	0.9
de la Baie-James	28	80,324	55	5	6	4	15	1	0	0.7
des Hautes-Laurentides	29	88,848	66	13	13	2	28	0	0	–
Cree	253	172,907	26	47	0	0	47	0	0	–
des Îles	6	33,339	65	0	2	4	6	0	0	–
Total	4099	17,694,777		679	543	635	1857	1193	671	9,777.0

¹ Because the GCI of 378 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 infrastructure in the higher education sector is a key lever for sustaining accessible, high-quality college and university education across Québec. In this context, it is essential that students have access to relevant and engaging learning environments that are aligned with 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 sustaining and 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, manage 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.

ONGOING UPDATE OF THE ASSESSMENT OF COLLEGE AND UNIVERSITY INFRASTRUCTURE CONDITIONS

The improvement and long-term sustainability of the building inventory of the higher education network are a constant priority for the MES, in light of the significant amounts allocated to it in the QIP.

Guided by the 2026-2027 AMPI, a suite of ambitious structural initiatives is reshaping and elevating our understanding of infrastructure conditions throughout the higher-education network. A comprehensive real estate audit is currently being conducted in partnership with CEGEPs and universities. This process will standardize the data, apply it consistently, and deliver a clear, comparable analytical foundation across the network.

Furthermore, following the report tabled in November 2025 by the Auditor General of Québec, a review of how building replacement values are calculated has been launched. This exercise is intended to align the approach with the one used for other government buildings and to support rigorous, equitable planning of asset maintenance investments under the QIP. The work is being carried out in close collaboration with the Secrétariat du Conseil du trésor.

The data stemming from the real estate audits, together with the updated replacement values and the asset maintenance needs identified by establishments, will be consolidated and subjected to in-depth analysis by the MES. This stage is critical to developing a representative, robust profile of the condition of the building inventory.

Continuing this work will complete the implementation of the action plan launched under the 2025-2026 AMPI, including the definition of new improvement targets and the design of funding and intervention strategies tailored to the operational and financial realities of both establishments and government.

In this context, the MES considers it prudent to continue to postpone updating the assessment of infrastructure condition and of the AMD for the 2026-2027 AMPI.

Here are the next steps:

- finalize the real estate audits and validate the consolidated data with establishments;
- complete the alignment of the methodology for calculating replacement value;
- incorporate the necessary adjustments into the financial parameters;
- establish a revised profile for the AMD;
- define realistic, measurable improvement targets;
- develop intervention and funding strategies aligned with the operational and financial capacity of the network and government.

For the 2026-2027 AMPI, the profile reflects data as at January 2024. A comprehensive update will be completed once the current work has concluded, based on enhanced, harmonized information, and the results will be released in the next AMPI.

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 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 and planned cost 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 meet 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.

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.

Annually, the MES set investment levels for each establishment in order to meet the annual budget target set out in the 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 announces 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 at January 8, 2024, for buildings and October 31, 2023, for equipment. The same applies to the state of the inventory and the AMD.

The college network infrastructure portfolio encompasses 995 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 in whole or in part 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 approximately 4.9 million square metres, of which approximately 3.7 million square metres in 792 buildings are recognized in whole or in part 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 inventory¹ By infrastructure type and category

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

¹ Data as at January 8, 2024, for buildings and October 31, 2023, for equipment.

INFRASTRUCTURE SUSTAINABILITY

CEGEPS

Infrastructure condition and asset maintenance deficit¹

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 at 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 replacement value of the infrastructure 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 infrastructure cannot be updated in the 2026-2027 AMPI, the completed work has been recorded and analyzed.

Objectives¹

Objectives	Reference value	Results				Target
	Reference AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	2026-2027 AMPI	Target AMPI
Carry out at least \$256.6 million worth of work to reduce the building AMD²	\$0M					\$256.6M
	2022-2023 AMPI	\$59.0M	\$160.4M	\$229.2M	\$279.2M	2026-2027 AMPI
Carry out at least \$20.5M of work intended to reduce the equipment AMD²	\$0M					\$20.5M
	2022-2023 AMPI	\$10.7M	\$12.4M	\$13.6M	\$20.6M	2026-2027 AMPI

¹ The target share of buildings and equipment in good condition (GCI of A, B or C) has been discontinued as of the 2025–2026 AMPI. Once the MES has a complete and final overview of the condition of the inventory, new targets will be defined on the basis of a detailed data analysis, factoring in the asset maintenance needs recorded in the AMPI and the planned 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 \$50.0 million and \$7.0 million respectively to reduce the AMD in 2025-2026, thereby bringing the total to \$279.2 million for buildings and \$20.6 million for equipment.

These investments make it possible to meet the target of \$256.6 million for buildings and \$20.5 million for equipment, with a view to eliminating the asset maintenance deficit (AMD) by March 31, 2026.

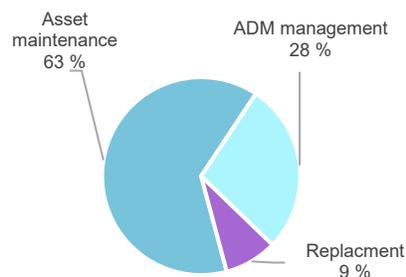
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

CEGEPs

Infrastructure maintenance investments in the 2026-2036 QIP

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

	CEGEPs	%
Infrastructure maintenance		
Asset maintenance	1,594.5	63
AMD management	700.5	28
Replacement	216.6	9
Total	2,511.6	100



Addressing the asset maintenance deficit



The MES will be in a position to evaluate how the CEGEPs' asset maintenance deficit (AMD) is being managed once the updated assessment of infrastructure condition has been finalized.

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 building inventory;

However, to fully meet its mission of supporting education, the MES has prioritized continuing 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 reduced student activity spaces and libraries so as to create classrooms and laboratories. Solutions such as renting additional space and adding evening slots have also been put in place to accommodate more students.

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						
2024-2025						
Actual	87.1	61.9	36.6	185.6	107.0	292.6
Planned ¹	103.7	76.9	35.4	216.0	159.1	375.1
Difference	(16.6)	(15.0)	1.2	(30.4)	(52.1)	(82.5)
2025-2026						
Probable	169.5	57.0	13.9	240.4	176.1	416.5
2026-2027						
Planned	226.9	79.6	13.7	320.2	150.8	471.0

¹ Planned in the 2024-2034 QIP.

ADDITIONAL INFORMATION

Investments made in 2024-2025 are \$82.5 million lower than initially planned. This difference is largely due to delays in the completion of certain projects.

These investments allowed for the completion or continuation of maintenance and improvement work on the asset portfolio.

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, the \$240.4 million in probable investments for 2025–2026 have notably made it possible to carry out the following projects:

- Interior redevelopment of the student residence at Collège Ahuntsic;
- Rehabilitation of the gymnasium at Cégep André-Laurendeau;
- Rehabilitation of the swimming pool at Cégep Édouard-Montpetit;
- Rehabilitation of the swimming pool at Cégep de Saint-Félicien;

- Backfitting the structure of the L Wing at Cégep de Sainte-Foy;
- Rehabilitation of heating and ventilation systems at Collège Héritage;
- Facade work (Phase 1) at Cégep régional de Lanaudière (Joliette);
- Renovation of blocks 102, 103 and 106 at Cégep de La Pocatière;
- Upgrade of the main electrical service entrance at Cégep de Maisonneuve;
- Rehabilitation and recommissioning of a pavilion at Cégep Marie-Victorin;
- Conversion of offices into classrooms at Cégep Montmorency;
- Redevelopment of physiotherapy technical facilities at Cégep de Sept-Îles;
- Urgent replacement of site infrastructure at Cégep de Sherbrooke;
- Rehabilitation of the swimming pool at Cégep de Trois-Rivières;

For 2026-2027, planned infrastructure maintenance investments totalling \$320.2 million will make it possible, among other things, to start or complete several projects, including:

- Rehabilitation, inspection and reinforcement of facades at Cégep de Saint-Laurent;
- Window replacement (Phase 2) at Cégep de Bois-de-Boulogne;
- Redevelopment of the Espace 9C at Cégep André-Laurendeau;
- Flood protection work at Champlain Regional College – Lennoxville campus;
- Redevelopment of science laboratories at Cégep Édouard-Montpetit;
- Replacement of the electrical substation at Cégep Limoilou;
- Safety upgrades to balconies in student residences at Cégep de Lévis;
- Roof and main staircase repairs in the Ducharme wing at Cégep Lionel-Groulx;
- Rehabilitation of the main electrical service entrance at Cégep de l'Outaouais;
- Replacement of an elevator at Cégep de l'Outaouais;
- Urgent brick cladding repairs at Cégep de l'Outaouais;
- Replacement of ventilation systems at Cégep de Sherbrooke;
- Roof repairs for components A, B and C at Cégep de Sorel-Tracy;
- Urgent roof work between B and C Wings at Cégep de Valleyfield;
- Ventilation work in Pavilion N at Vanier College.

Infrastructure enhancement

The primary purposes of infrastructure enhancement are to increase the number of student spaces and improve the quality of services offered. Here are some examples of projects completed or underway using the \$176.1 million in investments for 2025–2026:

- Construction of a new pavilion at CEGEP Lionel-Groulx in Sainte-Thérèse (TB 1063);
- Expansion of Cégep de Maisonneuve in Montreal (TB 554);
- Construction of a new pavilion at Cégep de Drummondville (TB 954);
- Expansion and redevelopment of the Cégep de Rosemont in Montreal;
- Expansion of Cégep de Valleyfield;

- Purchase of modular units for the Centre d'études collégiales in Vaudreuil-Dorion;

For 2026-2027, planned investments totalling \$150.8 million for infrastructure enhancement will support the planning and implementation of the following projects:

- Expansion of the Gabrielle-Roy Campus at the Cégep de l'Outaouais in Gatineau (TB 1197);
- Capacity expansion of sports facilities at Cégep Gérald-Godin in Montreal;
- Expansion and redevelopment of the Centre québécois de formation aéronautique at Cégep de Chicoutimi;
- Construction of the technology institute at Cégep de Granby (TB 1219);
- Set up of a dental hygiene clinic at Cégep de Saint-Hyacinthe;
- Planning of four expansion projects for the CEGEPs.

It should be noted that the pace of completion of infrastructure projects, both in terms of infrastructure maintenance and enhancement, is influenced by two investment rules:

- Annual investment levels must respect the government's financial capacity;
- Application of the accounting standard relating to transfer payments, which requires, starting in fiscal 2024-2025, faster recognition of transfer payments, based on the pace of project completion rather than the debt repayment period.

INFRASTRUCTURE SUSTAINABILITY

UNIVERSITIES

Infrastructure condition and asset maintenance deficit¹

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									
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 infrastructure cannot be updated in the 2026-2027 AMPI, the completed work has been recorded and analyzed.

OBJECTIVES

Objectives¹

Objectives	Reference value	Results				Target
	Reference AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	2026-2027 AMPI	Target AMPI
Carry out at least \$491.2 million worth of work to reduce the building AMD¹	\$0M					\$491.2M
	2022-2023 AMPI	\$84.0M	\$255.8M	\$377.9M	\$503.6M	2026-2027 AMPI
Carry out at least \$64.1M worth of work to reduce the equipment AMD¹	\$0M					\$64.1M
	2022-2023 AMPI	\$12.7M	\$22.5M	\$29.4M	\$64.2M	2026-2027 AMPI

¹ The target share of buildings and equipment in good condition (GCI of A, B or C) has been discontinued as of the 2025–2026 AMPI. Once the MES has a complete and final overview of the condition of the inventory, new targets will be defined on the basis of a detailed data analysis, factoring in the asset maintenance needs recorded in the AMPI and the planned 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 \$125.7 million and \$34.8 million respectively to reduce the AMD in 2025-2026, thereby bringing the total to \$503.6 million for buildings and \$64.2 million for equipment.

These investments make it possible to meet the target of \$491.2 million for buildings and the \$64.1 million target for equipment, with a view to eliminating the AMD by March 31, 2026.

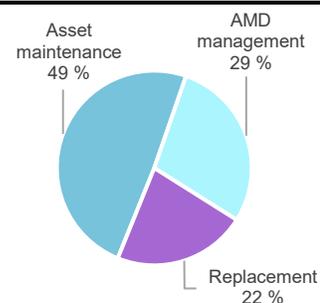
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

UNIVERSITIES

Infrastructure maintenance investments in the 2026-2036 QIP

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

	Universities	%
Infrastructure maintenance		
Asset maintenance	2,214.1	49
AMD management	1,289.9	29
Replacement	997.9	22
Total	4,501.9	100



Addressing the asset maintenance deficit



The MES will be in a position to evaluate how the universities' asset maintenance deficit (AMD) is being managed once the updated assessment of infrastructure condition has been finalized.

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 will be in place to balance investments between projects to maintain and enhance the offering.

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 in order 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 influence. By creating modern infrastructure, 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						
2024-2025						
Actual	315.2	141.2	112.6	569.0	160.7	729.7
Planned ¹	174.2	144.3	122.1	440.6	187.0	627.6
Difference	141.0	(3.1)	(9.5)	128.4	(26.3)	102.1
2025-2026						
Probable	272.8	160.5	82.2	515.5	251.1	766.6
2026-2027						
Planned ¹	141.3	149.9	120.5	411.7	280.7	692.4

¹ Planned in the 2024-2034 QIP.

ADDITIONAL INFORMATION

Investments made in 2024-2025 and 2025-2026 probable investments, totalling \$729.7 million and 766.6 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).

In 2025-2026, infrastructure maintenance investments totalling \$515.5 million made it possible to carry out the following projects:

- Université de Montréal, Roger-Gaudry and Marie-Victorin pavilions – Montreal – Rehabilitation (TB 201);
- Université de Montréal, Roger-Gaudry pavilion – Montreal – Window and masonry Rehabilitation (TB 566);
- Université Laval, Jean-Charles-Bonenfant pavilion – Quebec City – Rehabilitation and replacement work (TB 1346);
- McGill University, Strathcona pavilion – Montreal – Rehabilitation (TB 935);
- Université du Québec à Chicoutimi, Main pavilion – Chicoutimi – Repair (TB 1028);

In the 2026-2027 QIP, planned infrastructure maintenance investments total \$411.7 million. They will make it possible, among other things, to start or complete several projects, including:

- Université Laval, Alexandre-Vachon pavilion – Quebec City – Rehabilitation and redevelopment (TB 1353);
- Université Laval, Alexandre-Vachon pavilion – Quebec City – Rehabilitation of chemistry laboratories (TB 1350);

- McGill University – Redevelopment to increase medicine cohorts;
- Université de Sherbrooke – Installation of sprinklers and renovation of levels 1 to 4 of pavilion C1.

Infrastructure enhancement

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

In 2025-2026, infrastructure maintenance investments totalling \$251.1 million made it possible to carry out the following projects:

- Université du Québec head office, Synthèse Pôle Image Québec – Montreal – Redevelopment;
- Université du Québec à Rimouski, student residences – Acquisition and redevelopment for the health, engineering, mathematics and computer science departments.

In the 2026-2027 QIP, planned infrastructure enhancement investments total \$280.7 million. They will notably make it possible to start or complete several projects, including:

- Polytechnique Montréal – Acquisition, expansion and redevelopment (TB 256);
- Université du Québec en Abitibi-Témiscamingue, Rouyn-Noranda campus – Expansion (TB 1090);

It should be noted that the pace of completion of infrastructure projects, both in terms of infrastructure maintenance and enhancement, is influenced by two investment rules:

- Annual investment levels must respect the government's financial capacity;
- 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.

The second inspection cycle in the college network was completed in December 2022. The third cycle of real estate audits, launched in September 2024, is still being carried out in partnership with the CEGEPs.

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.

The GCI and the AMD are assessed based on an FCI³. 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.

IVP concordance table for determining the FCI of buildings in the college network

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
Obsolescence threshold	Condition threshold
15% to 30% inclusively	D – Poor
More than 30%	E – Very poor

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 real estate audits, launched in January 2024, is still being carried out in partnership with the universities.

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*

³ FCI: 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 said infrastructure.

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.

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 replacement value.

IVP concordance table for determining the FCI of buildings in the university network

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
Obsolescence threshold	Condition threshold
15% to 30% inclusively	D – Poor
More than 30%	E – Very poor

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 investment forecast. The following equipment must be declared:

- 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 FCI:

- 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 or 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
Cégep 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
Cégep regional Champlain	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
Cégep 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
Cégep de Valleyfield	8	42,558	68	2	3	0	5	3	0	3.7

APPENDIX 2

(continued)

CEGEPs¹

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 St-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
Cégep 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 ²	880	2,548,183		140	121	149	410	342	128	700.5

¹ Data as at January 8, 2024.

² The total quantities and dimensions are slightly below those reported in the inventory, as a condition index is not available for some buildings that have not yet been inspected.

APPENDIX 2

(continued)

Universities¹**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
Inst.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 du Québec 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	-
Télé-université	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 ²	771	3,624,859		197	106	98	401	164	206	1,427.8

¹ Data as at January 8, 2024.² The total quantities and dimensions are slightly below those reported in the inventory, as a condition index is not available for some buildings that have not yet been 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 MELCCFP'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

Dam management 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 takes into account 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 938 dams under the *Dam Safety Act*, including 392 high-capacity dams and 546 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 meter 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, 333 non-mechanized dams and 11 non-essential dams. Low-capacity dams and small dams are subdivided into three categories: seven mechanized dams, 260 non-mechanized low-capacity and 279 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 in relation 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*. 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) containing offices and 24 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 47 years;

- 20 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 inventory¹ By infrastructure type and category

	Average age (years)	Quantity			Size		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Service centres	23	33	32	(1)	3,521 m ²	3,508 m ²	(13)
Civil engineering structures							
High-capacity dams							
Mechanized	49	48	48	0	Variable	Variable	n/a
Non-mechanized	30	332	333	1	Variable	Variable	n/a
Non-essential ²	58	11	11	0	Variable	Variable	n/a
Subtotal - High-capacity dams	33	391	392	1	Variable	Variable	n/a
Low-capacity dams and small dams							
Low-capacity and small mechanized dams	49	7	7	0	Variable	Variable	n/a
Non-mechanized low-capacity	51	259	260	1	Variable	Variable	n/a
Small non-mechanized dam	59	277	279	2	Variable	Variable	n/a
Non-essential ²	n/a	0	0	0	Variable	Variable	n/a
Subtotal – Low-capacity dams and small dams	54	543	546	3	Variable	Variable	n/a
Dams not subject to the Act	58	20	20	0	Variable	Variable	n/a
Effluent discharge pipes	47	1	1	0	15 km	15 km	0
Total - Infrastructure	43	988	991	3	Variable	Variable	n/a

¹ Data as of September 2025.

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 number of buildings decreased by one unit after its assignment to a third party;

- High-capacity dams:

The net increase of one high-capacity dam is explained by:

The following five additions:

- Four non-mechanized dams, received from Hydro-Québec according to the agreement made in 2025 between Hydro-Québec and the MELCCFP concerning the transfer to the MELCCFP of dams not essential to the Hydro-Québec mission.
- One dam that was added following reconstruction of the White dam, which led to construction of a second civil engineering structure (closure dike).

And by the following four removals:

- Two non-mechanized dams that changed from the high-capacity category to the lower-capacity and small dams category;
 - One non-mechanized dam was removed from the inventory because it was confirmed to be a culvert;
 - One non-mechanized dam was demolished.
- Low-capacity dams and small dams:

The increase of three low-capacity dams and small dams is explained by the following additions:

- One dam that was located on private lands that was part of the Parc national du Mont-Orford expansion project was added to the inventory after expropriation of the private property;
- Two non-mechanized dams that changed from the high-capacity category to the low-capacity and small dams category;

INFRASTRUCTURE SUSTAINABILITY

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

Infrastructure condition and asset maintenance deficit¹

By infrastructure type and category

	Government Condition Index (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	540.5	–	540.5
Non-mechanized	60	10	9	79	21	0	70.5	0.3	70.8
Total - High-capacity dams	14	15	8	37	63	0	611.0	0.3	611.3
Low-capacity dams and small dams									
Low-capacity and small mechanized dams	5	2	1	8	92	0	1.6	–	1.6
Non-mechanized low-capacity	10	20	22	52	43	5	5.1	2.2	7.3
Small non-mechanized dams	4	11	24	39	61	0	5.6	–	5.6
Total – Low-capacity dams and small dams	7	13	18	38	59	3	12.3	2.2	14.5
Dams not subject to the Act	2	42	24	68	32	0	–	–	–
Effluent discharge pipes	0	0	0	0	100	0	7.9	–	7.9
Total – Infrastructure	12	15	10	37	63	0⁴	631.2	2.5	633.7

¹ Data as of September 2025.

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.

³ The condition indicator E for civil engineering structures corresponds to structures that will be demolished, not structures in very poor condition.

⁴ Given that the replacement value of service centres and non-mechanized low-capacity is low relative to other infrastructure, the conditions have little impact on the overall condition of infrastructure.

OBJECTIVES

New objectives have been set for the next three years with the 2026-2027 AMPI data as the basic reference due to the recent revisions of the replacement values of several dams. Thus, after the next three years, the MELCCFP is seeking to achieve the following results:

Objectives

Objectives	Reference value	Target
	Reference AMPI	Target AMPI
Achieve a 36% proportion of mechanized high-capacity dams in good condition by March 31, 2029	26%	36%
	2026-2027 AMPI	2029-2030 AMPI
Reduce by at least \$40.0 million of the AMD identified on mechanized high-capacity dams by March 31, 2029. ¹	\$0.0 M	\$40.0 M
	2026-2027 AMPI	2029-2030 AMPI
Achieve an 83% proportion of mechanized high-capacity dams in good condition by March 31, 2029.	79%	83%
	2026-2027 AMPI	2029-2030 AMPI
Reduce by at least \$20.0 million of the AMD identified on non-mechanized high-capacity dams by March 31, 2029. ¹	\$0.0 M	\$20.0 M
	2026-2027 AMPI	2029-2030 AMPI

¹ This objective does not account for natural degradation and new findings that will be added to the cumulative AMD.

Situation status

Mechanized high-capacity dams

The MELCCFP estimates that the completion of the investment projects planned in the next three years of the 2026-2036 QIP will allow the proportion of mechanized high-capacity dams in good condition to be increased to 36% and the reduction of \$40.0 million of the AMD reported in the 2026-2027 AMPI.

The main dams aimed at addressing the AMD are the Choinière (Montérégie), de la Décharge (Estrie), Duchesnay (Capitale-Nationale), Mathieu-D'Amours (TB 410) (Bas-Saint-Laurent), Montagne-Noire (Laurentides), des Neiges (Capitale-Nationale), Portage-des-Roches (Saguenay—Lac-Saint-Jean) and Saint-Didace (Lanaudière) dams.

Non-mechanized high-capacity dams

The MELCCFP estimates that the completion of the investment projects planned in the next three years of the 2026-2036 QIP will allow the proportion of non-mechanized high-capacity dams in good condition to be increased to 83% and the absorption of \$20.0 million of the AMD accumulated in the 2026-2027 AMPI.

The main dams aimed at addressing the AMD are the Blanche (Saguenay—Lac-Saint-Jean), Bouchette (Lanaudière), Coulée-Gagnon (Saguenay—Lac-Saint-Jean), de l'Écluse (Saguenay—Lac-Saint-Jean), des Fourches (Lanaudière) and Lac-Rimouski (Bas-Saint-Laurent) dams and the Creek-Outlet-1, 2 and 3 dikes (Saguenay—Lac-Saint-Jean).

PUBLIC INVESTMENTS IN INFRASTRUCTURE INCLUDED IN THE QIP

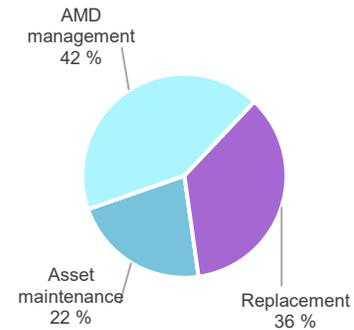
MINISTÈRE DE L'ENVIRONNEMENT, DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES, DE LA FAUNE ET DES PARCS

Infrastructure maintenance investments in the 2026-2036 QIP

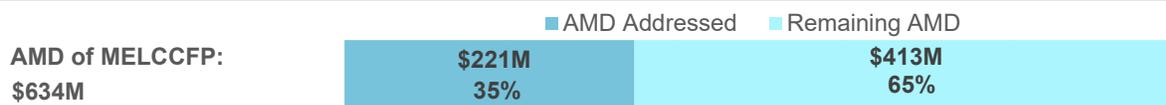
(contribution of the Gouvernement du Québec, in millions of dollars and in percentage)

	Public dams	%
Infrastructure maintenance		
Asset maintenance	114.1	22
AMD management	220.7	42
Replacement ¹	186.1	36
Total	520.9	100

¹Replacement 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, prioritizing of actions based on risk management, and close monitoring of project progress, favoring 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 failure. These dams are prioritized over dams with low or very low consequences in the event of 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 objective is to quickly identify any issues that may affect project delivery in order to implement corrective actions.. 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 following investments will be realized on the dams under MELCCFP jurisdiction by March 31, 2027 with the aim of improving their condition.

Mechanized high-capacity dams

- Portage-des-Roches dam (Saguenay—Lac-Saint-Jean) – Replacement work on the remote communication system
 - Tackle a \$0.4 million portion of the identified AMD
 - Planned improvement of its GCI from D to C at the end of the work in 2027-2028.
- Duchesnay (Capitale-Nationale) – Completion of the work on modernization of discharge systems
 - Tackle the entire identified AMD of \$0.8 M
 - Planned improvement of its GCI from D to B
- Choinière (Montérégie) – Finalization of the modernization work on discharge systems;
 - Tackle a \$2.3 million portion of the identified AMD
 - Planned improvement of its GCI from D to B
- Des Neiges (Capitale-Nationale) – Beginning of the spillway replacement work
 - Tackle a \$2.2 million portion of the identified AMD
 - Planned improvement of its GCI from D to A at the end of the work in 2027-2028.

Non-mechanized high-capacity dams

- Beginning of reconstruction of the Lac-Rimouski dam (Bas-Saint-Laurent) planned in 2025-2026, which had to be postponed to 2026-2027
 - Tackle a \$6.5 million portion of the identified AMD
 - Planned improvement of its GCI from D to A at the end of the work in 2027-2028.
- Upgrade of the Coulée-Gagnon dike (Saguenay—Lac-Saint-Jean) planned in 2025-2026, which had to be postponed to 2026-2027
 - Tackle the entire identified AMD of \$0.6 million
 - Planned improvement of its GCI from D to A.
- Beginning of reconstruction work on the de la Retenue dam (Capitale-Nationale)
 - Tackle a \$5.8 million portion of the identified DMA
 - Planned improvement of its GCI from D to A at the end of the work in 2028-2029.

- Reconstruction of the Profond (Mauricie) dam
 - Tackle the entire identified AMD of \$1.3 million
 - Planned improvement of its GCI from D to A.

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						
2024-2025						
Actual	5.7	19.6	3.0	28.3	–	28.3
Planned ²	12.7	8.6	10.8	32.1	–	32.1
Difference	(7.0)	11.0	(7.8)	(3.8)	–	(3.8)
2025-2026						
Probable	2.4	11.0	5.4	18.8	–	18.8
2026-2027						
Planned	7.6	12.3	13.2	33.1	–	33.1

¹ Replacement includes demolition

² Planned in the 2024-2034 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 structures. 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:

- Rehabilitation or replacement of heavy mechanical components, such as gates, winches, bridge cranes, generator sets or embedded parts;
- Rehabilitation of concrete components or correction of concrete pathologies;
- Rehabilitation of rockfill spillways through regrading, additional rock placement, or reconstruction;
- Dike rehabilitation by reprofiling, heightening, sealing, stabilization or reconstruction;
- Rehabilitation or replacement of electrical and control components, such as electrical panels, heating systems, automated systems or communication systems;
- Rehabilitation of service buildings, garages or equipment shelters.

Difference between planned investments and actual investments of the previous year

Infrastructure maintenance investments in 2024-2025 totaled \$28.3 million, \$3.8 million less than the \$32.1 million initially planned in the 2024-2034 QIP. This slight 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 2025-2026 total \$18.8 million and will have made it possible to carry out the following work, in particular:

- Reconstruction of the Lusignan dike (Lanaudière) and finalization of the reconstruction work on the La Loutre (Côte-Nord) and Seigneurial (Montréal) dams (\$2.3 million);
- Upgrade of the Beaudet dam (Centre-du-Québec) (\$0.9 million);
- Finalization of replacement of the electrical system at the Grand-Moulin dam (Laval) (\$0.5 million);
- Completion of part of the work on the discharge systems of the Saint-Didace (Lanaudière), Choinière (Montréal), Jules-Allard (Chaudière-Appalaches) and Ludger (Laurentides) dams (\$5.4 million);
- The feasibility studies of the Saint-Alexis dam (Mauricie) and the detailed engineering of the de la Retenue dam (Capitale-Nationale) (TB 1304) in view their reconstruction (\$2.2 million);
- The restoration work on the footbridge of the Kiamika dam (Laurentides) (\$1.6 million);
- Demolition of the Wabano dam (Capitale-Nationale) (\$0.8 million);
- Completion of the authorization documents for reconstruction of the Mathieu D'Amours dam (Bas-Saint-Laurent) (TB 410) (\$1.8 million).

The planned investments in infrastructure maintenance in 2026-2027, totaling \$33,1 million, will allow the completion of the following projects:

- Continuation of the remedial work on the control system of the Portage-des-Roches dam (Saguenay–Lac-Saint-Jean) (\$0.4 M);
- Finalization of the mechanical and electrical work on the Duchesnay (Capitale-Nationale) and Choinière (Montréal) dams (\$3,3 million);
- Reconstruction of the Profond dam (Mauricie) and partial reconstruction of the Lac-Rimouski (Bas-Saint-Laurent) and des Neiges (Capitale-Nationale) dams (\$10.0 million);
- Upgrade of the Coulée-Gagnon dike (Saguenay–Lac-Saint-Jean) (\$0.6 million);
- Startup of the program of Rivière du Lièvre projects (\$5.4 million);
- Preliminary engineering for the upgrade of the Kipawa (Abitibi-Témiscamingue) (TB 1230) and Saint-Alexis (Mauricie) dams (\$1.0 million).
- Finalization of the plans and specifications and preparation of the business case for reconstruction of the Mathieu-D'Amours dam (Bas-Saint-Laurent) (TB 410) (\$1.4 million);
- Finalization of the plans and specifications, acquisition of properties and demolition of houses in preparation for reconstruction of the de la Retenue dam (Capitale-Nationale) (TB 1304) (\$5.8 million).

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		Variation	AMPI		Variation	2025-2026 AMPI	Natural deterioration	New findings	Reduction	2026-2027 AMPI
	2025-2026	2026-2027		2025-2026	2026-2027						
Buildings											
Service centres	20	20	0	15	15	0	–	–	–	–	–
Civil engineering structures											
High-capacity dams											
Mechanized	74	74	0	0	0	0	94.2	5.8	449.4	(8.9)	540.5
Non-mechanized	20	21	1	1	0	(1)	18.6	0.2	53.9	(1.9)	70.8
Total - High-capacity dams	68	63	(5)	0	0	0	112.8	6.0	503.3	(10.8)	611.3
Low-capacity dams and small dams											
Low-capacity and small mechanized dams	97	92	(5)	0	0	0	1.6	–	1.6	(1.6)	1.6
Non-mechanized low-capacity	33	43	10	32	5	(27)	0.9	–	6.4	–	7.3
Small non-mechanized damy	63	61	(2)	0	0	0	0.8	–	4.8	–	5.6
Total – Low-capacity dams and small dams	58	59	1	15	3	(12)	3.3	–	12.8	(1.6)	14.5
Dams not subject to the Act	40	32	(8)	0	0	0	–	–	–	–	–
Effluent discharge pipes	100	100	0	0	0	0	n/a	–	8.2	(0.3)	7.9
Total – Infrastructure	67	63	(4)	2	0	(2)	116.1	6.0	524.3	(12.7)	633.7

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.

² The condition indicator E for civil engineering structures corresponds to structures that will be demolished, not structures in very poor condition.

ADDITIONAL INFORMATION

Changes in condition

The 6% reduction of the proportion of dams in poor condition (GCI of D and E) is mainly explained by the upward revision of the replacement value of several non-mechanized dams and, to a lesser extent, by AMD work carried out in 2025-2026.

Indeed, in the last year, a review was done of the replacement values of the dams under the responsibility of the MELCCFP (see Methodology section on page 111). This review became necessary to reflect the current reality of the market, mainly due to the substantial increase in the cost of reconstruction and rehabilitation projects carried out over the past few years.

High-capacity dams

The proportion of high-capacity dams with a GCI of D decreased by 5% overall. This is mainly explained by the upward revision of the replacement values of several non-mechanized dams in good condition and by the fact that four high-capacity dams, including one mechanized dam, saw their condition improve following work performed (they changed from a GCI of D to a GCI of A B or C). On the other hand, a non-mechanized dam with a GCI of C changed to D following a new inspection.

Low-capacity dams and small dams

The proportion of mechanized low-capacity dams in poor condition (GCI of D or E) decreased by 11% overall due to the upward revision of the replacement values of certain dams in this category already evaluated in poor condition.

Dams not subject to the Act

The proportion of non-subject dams in poor condition (GCI of D or E) decreased by 8% overall due to the upward revision of the replacement values of certain dams in this category already evaluated in poor condition.

Changes in the AMD

The AMD assessment for the public dam portfolio mainly concerns high-capacity dams. These dams represent nearly 80% 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.

In the past few years, the investment needs increased progressively for various reasons, including:

- The transfer of responsibility to the MELCCFP for several dams in poor condition that belonged to various government departments or bodies;
- Stricter normative changes, particularly the seismic standards and flood safety levels to consider, which involve upgrade work on the dams that otherwise would be considered in poor condition;
- Implementation of an enhanced inspection program for low-capacity dams allowing a better knowledge of the needs, particularly on discharge equipment of mechanized dams;
- Improvement of analysis methods and addition of instrumentation that revealed defects requiring corrective work to ensure their functionality;
- The increase in market costs to carry out the work.

In addition to the reasons enumerated above, the significant AMD increase of \$517.6 million this year is mainly due to the following reasons:

- New findings of \$524.3 million, which are explained by:
 - The upward revision of the identified needs, mainly on certain mechanized high-capacity dams that require a major upgrade, rehabilitation or reconstruction, following from the increase in replacement values and the revision of the DMA assessment method (see Appendix 1), targeted inspections or safety evaluation studies;
 - The identified needs (10% of the replacement value) to maintain the safety of the dams to be demolished;
 - The net variation of the estimated cost of the work on certain projects;
- A degradation of \$6.0 million caused by indexation or markup of the costs of work following a delay in the performance of the work;
- Completion of AMD work (\$12.7 million).

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 developing 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.

Approach with the aim of reducing the number of infrastructures under MELCCFP responsibility

The dam portfolio under the responsibility of the MELCCFP is ageing and several dams will require major rehabilitation or reconstruction to improve their condition. Since the internal resources are limited, it becomes difficult to intervene on all dams, leading to a progressive deterioration of certain lower priority dams. However some of these dams are not essential to the state's mission.

Consequently, for dams considered non-essential, it is appropriate to consider alternatives, including the possibility of a return to the natural state by levelling them or gradually allowing nature to reclaim them with little or no intervention. Other avenues are also envisioned: to validate the possibility of downgrading them to reduce the legal obligations by conducting surveys in the field or assigning them to third parties. All these options are evaluated, accounting for several factors, notably the risks associated with the presence of these dams, the costs of dismantling and maintenance, the accessibility of the sites, and the potential environmental impacts.

It is in this context that an approach was undertaken during the year to identify the non-essential dams that could be returned to the natural state, demolished, downgraded or assigned. The objective of this approach is to reduce the number of infrastructures under the responsibility of the MELCCFP and thus optimize management of the portfolio while preserving natural resources, concentrating efforts on the dams presenting the greatest safety issues and strategic importance and ensuring a better allocation of state resources.

APPENDIX 1

(continued)

Methodology

The evaluation of the AMD and the RV are established on the same bases, i.e. the inventory and the unit costs of all the components of each infrastructure that are estimated according to the cost experience of the reconstruction and correction, modernization and upgrade projects carried out.

In 2025-2026, a review was conducted on how to evaluate the replacement values of the dams under the responsibility of the MELCCFP. This review became necessary because the replacement values did not reflect the actual reality, mainly due to the substantial project cost increase required to ensure infrastructure sustainability.

To this effect, the evaluation of the replacement values of the non-mechanized components of all the dams was revised upward based on the reconstructed dam projects over the last five years. Thus, for comparable structures or components, the unit work or replacement costs correspond to the current market conditions. The mechanized components could have been reviewed in 2021 and are indexed each year.

In 2025-2026, the AMD valuation method was also reviewed. In 2015, it had been established that the AMD was generally equivalent to 10% of the replacement value for a dam to be demolished (GCI of E) and 15% of the cost of the project for a dam to be reconstructed (GCI of D) or 100% of the cost of the rehabilitation when known. The values of 10% and 15% thus represent an estimate of the amount required to keep these dams functional and safe for the time it takes to carry out the work. However, this way of determining the AMD for certain important dams with a condition index of D and an unknown reconstruction project cost meant that their AMD was underestimated.

Thus, since 2025-2026, the AMD represents 100% of the cost of the reconstruction or major rehabilitation projects when one of these options is the only foreseeable option, up to the replacement value.

The GCI percentages (A, B, C, D and 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.

APPENDIX 1

(continued)

Table on the dam condition index

Indicator	Condition	Description
A	Very good	<p>The dam is up to standards, was upgraded or was reconstructed to comply with the <i>Dam Safety Act</i>. The dam does not present any anomaly or involves minimal local deterioration considered normal or inconsequential. In the case of dams with management, the number of reliable and functional discharge systems is sufficient to discharge the flood safety level. The dam ensures the safety of people and property.</p>
B	Good	<p>The dam is up to standards, was upgraded or was reconstructed to comply with the <i>Dam Safety Act</i>, but could require certain asset maintenance work. The dam only presents minor deterioration or anomalies that do not affect the efficient operation of its elements. In the case of dams with management, the number of reliable and functional discharge systems is sufficient to discharge the flood safety level. The dam ensures the safety of people and property.</p>
C	Satisfactory	<p>The dam is up to standards, was upgraded or was reconstructed to comply with the <i>Dam Safety Act</i>, but requires asset maintenance work. The dam presents deterioration that requires repairs, but without representing a short-term danger for the structure; such a condition requires short and medium-term maintenance and rehabilitation, failing which the dam will become increasingly vulnerable. The dam may also present anomalies that do not affect its short-term safety, but that require special monitoring. In the case of dams with management, the number of reliable and functional discharge systems is sufficient to discharge the flood safety level. The dam ensures the safety of people and property.</p>
Condition threshold		
D	Poor	<p>The dam is not up to standards or the dam requires major and sometimes urgent asset maintenance work. The dam presents one or more serious deteriorations that may affect its stability, render some of its parts inoperable or present serious anomalies that are likely to compromise its safety. In the case of dams with management, the number of reliable and functional discharge systems is insufficient to discharge the flood safety level. The deployment of significant risk mitigation measures specific to the dam contributes to improve the safety of people and property</p>
E	Very poor	<p>The dam is bound to be demolished or abandoned, depending on its category and the risk it represents. Minimal interventions are performed as needed to ensure its safety for the time it takes to demolish it.</p>

SANTÉ ET SERVICES SOCIAUX

INFRASTRUCTURE MANAGEMENT

MINISTÈRE DE LA SANTÉ ET DES SERVICES SOCIAUX

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.

Santé Québec is mandated to coordinate the operations of the Québec HSSN. Its mission is to offer accessible; quality care and services adapted to the Québec population's needs.

ORIENTATIONS

The orientations specific to MSSS under the AMPI mainly aim to ensure the maintenance, modernization and optimum management of the infrastructures of establishments serving a northern and Indigenous population. They are part of the government priorities and in compliance with the QIP's investment limits.

Santé Québec, due to its expertise, supports the MSSS to define the strategic and government orientations in relation to infrastructures. It ensures the efficiency of the coordination and communication structures that are implemented to achieve the targets with the network.

RESPONSIBILITIES

The MSSS notably assesses and evaluates the results in health and social services based on its orientations and indicators and authorizes the publication and accountability of Santé Québec and its establishments serving a northern and Indigenous population.

In infrastructure management, the MSSS is responsible for overall planning of investments related to asset maintenance, absorption of the AMD, and the addition, replacement and improvement of the network's infrastructure. Given the evolution of governance and the role of Santé Québec, coordination and monitoring mechanisms have been deployed between Santé Québec and the MSSS to ensure a coherent vision of investment priorities, rigorous monitoring of the envelopes allocated and optimum use of investments, in compliance with the government orientations and the QIP. The deployment of coordination and monitoring measures also favours harmonized accountability concerning the valuation of the AMD and the strategic investments on the network scale.

Santé Québec is responsible for the HSSN's infrastructure. It inspects and identifies the building asset maintenance needs in accordance with the departmental programs and orientations. In addition, Santé Québec prioritizes and plans investments to be made through the three-year fixed asset and device intervention plans.

Santé Québec coordinates and supports the service offer of private establishments and of certain other private service providers.

Moreover, the establishments serving a northern and Indigenous population (ESNIP), namely the Nunavik Regional Board of Health and Social Services (NRBHSS), the CLSC Naskapi and the Cree Board of Health and Social Services (CBHSS) of James Bay remain under the responsibility of the Minister of Health.

The NRBHSS is a body mandated to coordinate the activities of the Nunavik region, notably those of the following establishments:

- Inuulitsivik Medical Center
- Ungava Tulattavik Health Center

MINISTÈRE DE LA SANTÉ ET DES SERVICES SOCIAUX

(Services to the northern and Indigenous population)

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

Establishment serving a northern and Indigenous populations (ESNIP)

Building inventory

The ESNIP building inventory is composed of 470 buildings with a total area of 163,626 square metres. The buildings are divided into seven main categories corresponding to their respective missions:

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

Medical device inventory

The main medical devices intended for ESNIP include 394 specialized devices, that is, devices valued at \$100,000 or more or strategic devices, regardless of their value. They support health care in specialties, notably medical imaging, medical biology, monitoring, respiratory therapy, surgery, critical care and endoscopy.

Based on the 2026-2027 AMPI, the addition of non-specialized devices, that is, medical devices that support common care (for example; medical beds, unconnected vital signs monitors, thermometers) allow a complete representation of the device inventory to be obtained. Their value, representing approximately 44.5% of the total value of devices, was estimated with an evidence-based extrapolation method (see the methodology in Appendix 1). It is mainly used to assess all the asset maintenance needs, including the AMD.

In addition, a 13.5% upward revision of the value of all devices was recognized this year to better reflect the current market conditions in acquisition.

Infrastructure inventory¹ By infrastructure type and category

	Average age (years)	Quantity			Size (m ²)		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Buildings							
Hospitals	37	7	7	0	9,679	9,679	0
CHSLD, including seniors' homes and alternative residences	n/a	1	0	(1)	504	0	(504)
Rehabilitation centres	23	1	1	0	324	324	0
Youth centres	28	15	14	(1)	8,746	8,483	(263)
Local community service centres	25	33	33	0	33,035	33,035	0
Other ²	24	405	414	9	108,161	111,490	3,329
Surplus buildings	39	1	1	0	615	615	0
Total – Buildings		463	470	7	161,064	163,626	2,562
Medical devices							
Specialized medical devices							
Imaging	10	79	82	3	n/a	n/a	n/a
Medical biology	4	49	47	(2)	n/a	n/a	n/a
Monitoring (number of facilities)	7	9	8	(1)	n/a	n/a	n/a
Respiratory therapy	6	41	42	1	n/a	n/a	n/a
Surgery	5	5	5	0	n/a	n/a	n/a
Care	2	25	101	76	n/a	n/a	n/a
Endoscopy	2	8	16	8	n/a	n/a	n/a
Other ³	10	71	93	22	n/a	n/a	n/a
Non-specialized medical devices⁴	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total – Medical devices		287	394	107	n/a	n/a	n/a

¹ Data as at December 2025, for building inventory and September 2025 for medical devices.

² Other buildings notably including staff and doctors quarters, administrative spaces and warehouses.

³ Other specialized devices notably include the fields of pharmacy, sterilization, diagnosis, ophthalmic examination and sonography.

⁴ The data relating to non-specialized devices are not counted individually but established according to an evidence-based extrapolation method (see the methodology in Appendix 1).

Variation in inventory

Compared with the 2025-2026 AMPI, the total number of buildings has been increased by seven buildings. They are concentrated essentially in the “Other” category. These additions are attributable to the acquisition and construction of buildings to house employees.

Compared to the 2025-2026 AMPI, the total number of specialized devices shows an increase of 107 units. This growth is mainly explained by the addition of hospital care devices and an enhancement of the inventory of devices classified in the “Other” category, which reflects a more precise inventor count and an update of the inventory according to clinical priorities.

INFRASTRUCTURE SUSTAINABILITY

MINISTÈRE DE LA SANTÉ ET DES SERVICES SOCIAUX

(Services to the northern and Indigenous population)

Infrastructure condition and asset maintenance deficit¹

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									
Buildings									
Hospitals	70	11	0	81	0	19	–	6.7	6.7
Rehabilitation centres	100	0	0	100	0	0	–	–	–
Youth centres	47	25	18	90	8	2	0.4	1.8	2.2
Local community service centres	62	6	22	90	7	3	0.6	2.1	2.7
Other ³	58	16	7	81	12	7	7.8	19.9	27.7
Total – Buildings	60	14	10	84	9	7	8.8	30.5	39.3
Medical devices									
Specialized medical devices									
Imaging	21	25	32	78	18	4	1.5	0.3	1.8
Medical biology	25	56	0	81	18	1	0.3	–	0.3
Monitoring (number of facilities)	34	0	4	38	62	0	1.5	–	1.5
Respiratory therapy	18	55	19	92	3	5	0.1	0.1	0.2
Surgery	83	0	0	83	17	0	0.1	–	0.1
Care	75	13	0	88	10	2	0.2	0.1	0.3
Endoscopy	81	8	0	89	0	11	–	0.1	0.1
Other	44	23	16	83	17	0	0.7	–	0.7
Non-specialized medical devices	36	25	17	78	19	3	3.5	0.5	4.0
Total – Medical devices	36	25	17	78	19	3	7.9	1.1	9.0
Total – Infrastructure	59	14	10	83	9	8	16.7	31.6	48.3

¹ Data as at December 2025 for building inventory and September 2025 for 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 the infrastructure.

³ Other buildings include staff and doctors quarters, administrative spaces and warehouses.

OBJECTIVES

Situation status

Because this is the first year of dissociation of data between Santé Québec and the ESNIPs, and considering that the building data collection and consolidation methods are not yet harmonized (the results of the current Santé Québec objectives integrate the ESNIP data), no condition improvement and AMD absorption data target was established for the building inventory in the 2026-2027 AMPI.

Moreover, the objectives relating to medical devices cannot be determined at this stage, because the new evidence-based extrapolation method (see the methodology in Appendix 1) for devices has just been implemented and the investment strategy is not consolidated yet.

Thus, measurable objectives and coherent intervention strategies may be presented in the 2027-2028 AMPI.

PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

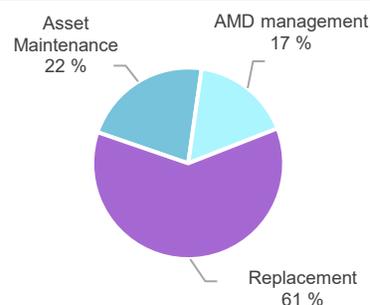
MINISTÈRE DE LA SANTÉ ET DES SERVICES SOCIAUX

(Services to the northern and Indigenous population)

Infrastructure maintenance investments in the 2026-2036 QIP

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

	MSSS	%
Infrastructure maintenance		
Asset maintenance	63.1	22
AMD management	48.3	17
Replacement	178.8	61
Total	290.2	100



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

Infrastructure maintenance

The ESNIP 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 \$290.2 million must be made at the appropriate time throughout the infrastructure's service life.

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

- Replace the components assessed as the most obsolete during the last building audits. On this basis, let us particularly mention the electrical distribution systems, the domestic water and medical gas distribution networks, and the heating, ventilation and air conditioning units;
- Solve the regulatory non-compliance problems that concern, for example, the absence of sprinkler systems, the fire protection and compartmentation requirements, and air quality;
- Repair the facades that do not meet the regulatory requirements of Québec Law 122;
- Meet the Accreditation Canada requirements;
- Achieve the performance targets of the 2030 Plan for a Green Economy.

Asset maintenance projects will continue to:

- Upgrade several lines to control lead and copper levels in drinking water;
- 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;
- Accelerate replacement and installation project implementation of new medical devices in collegiality with the functional renovation work.

Functional renovation

In the 2026-2036 QIP, \$178.8 million of the \$290.2 million invested in infrastructure maintenance is allocated to replacement, particularly for medical devices and the end of their service life. Out of the \$178.8 million allocated to replacement, approximately \$55.0 million is planned for functional renovation work with the aim of redeveloping spaces to improve work environment quality, sector functionality and service capacity. These investments in functional innovation, although necessary, have no effect on the GCI of the buildings.

In order to create living and care environments that are adapted to needs, the MSSS will resort to the following solutions:

- Allow replacement of medical devices at the end of their service life;
- Redevelop spaces to avoid expansion work, mainly during installation of new medical devices;
- Improve work environment quality, sector functionality and service capacity;
- Continue modernization of clinics.

Functional renovation projects are implemented complementary to complement planned asset maintenance work.

Takeover of the AMD

The investments of \$48.3 million planned in the 2026-2036 QIP for the health and social services sector will make it possible to address 100% of the AMD identified for buildings and medical devices.

To ensure takeover of the AMD of the ESNIP, the MSSS will resort to the following means:

- Participate in the preparation of their AMD takeover targets;
- Support and coach ESNIP to ensure control and monitoring of sound asset maintenance management indicators;
- Promote group purchases of medical devices, advance approvals for replacement projects by two years, and facilitate the commitment of new resources to expedite acquisition processes.

SITUATION STATUS

Investments listed in the QIP**By type**

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

MSSS (Services to the northern and Indigenous population)

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Ministère de la Santé et des Services sociaux						
2024-2025						
Actual	6.3	3.9	1.7	11.9	138.5	150.4
Planned ¹	n/a	n/a	n/a	n/a	n/a	n/a
Difference	n/a	n/a	n/a	n/a	n/a	n/a
2025-2026						
Probable	3.9	2.8	4.5	11.2	205.6	216.8
2026-2027						
Planned	6.3	4.6	9.7	20.6	137.2	157.8

¹ In the 2024-2034 QIP, the investments planned for ESNIP were included with those for infrastructure that is now under Santé Québec responsibility.

ADDITIONAL INFORMATION

Infrastructure maintenance

Infrastructure maintenance investments allow for necessary work to be performed to maintain the physical and functional condition of ESNIP buildings or to restore those that are in poor condition (takeover of the AMD). These investments are necessary and must be made throughout a building's service life in order to maintain its service potential, ensure the health and safety of individuals, and curb the building's physical obsolescence. 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 devices across the HSSN.

The probable investments for infrastructure maintenance in 2025-2026 total \$11.2 million and will have made it possible to carry out the following work, in particular:

- End the renovation work on the Kangiqsualujjuaq clinic - Ungava Tulattavik Health Center;
- Replace doors and windows at Whapmagoostui Centre Miyupimaatisiium communautaire (CMC) – CBHSS;
- Renovate housing for employees – CBHSS.

The planned investments in asset of \$6.3 million and in AMD takeover of \$4.6 million for 2026-2027 will facilitate the completion of the following projects, in particular:

- Replace the humidification system at Whapmagoostui MSDC – CBHSS of James Bay;
- Repair the exterior cladding at Wemindji CMC –CBHSS of James Bay;
- Replace floors at Ungava Tulattavik Health Center
- Upgrade the electrical systems at Inuulitsivik Medical Center

The planned investments of for infrastructure replacement in 2026-2027 totalling \$9.7 million will facilitate the completion of the following projects:

- Centre de réadaptation pour jeunes Inuits – Montréal – Rehabilitation and redevelopment (TB 1335);
- Medical devices – Replacement.

Infrastructure enhancement

Investments made to enhance the inventory in 2024-2025 (\$138.5 million) notably enabled the completion, continuation or startup of the following major projects:

- CBHSS - Waskaganish Centre Miyupimaatisiun communautaire (TB 454);
- Chisasibi Elders' Home (TB 831);
- Nunavik Agreement - Construction of 42 housing units for Inuulitsivik Medical Center and Ungava Tulattavik Health Center;
- Birthing homes in Eeyou Istchee territory – Waskaganish – Construction;
- Nunavik Agreement - Construction of 30 housing units in small communities for Inuulitsivik Medical Center and Ungava Tulattavik Health Center
- Nunavik Agreement - Construction of 38 housing units on the Ungava coast for Inuulitsivik Medical Center and Ungava Tulattavik Health Center
- Nunavik Agreement - Construction of 40 housing units on the Hudson Bay coast for Inuulitsivik Medical Center and Ungava Tulattavik Health Center;

The \$205.6 million in probable investments for 2025-2026 and the \$337.2 million in planned investments for 2026-2027 will allow the continuation of projects, including:

- Centre hospitalier régional d'Eeyou Istchee, Chisasibi, centre de santé régional – Bonification;
- Centre de santé régional Eeyou-Eenou – Chisasibi – Construction (TB 265);
- Construction of 131 housing units for personnel working in the Cree communities of James Bay;
- Regional Hospital Centre of Eeyou Istchee, Chisasibi, Regional Health Centre – Enhancement
- Construction of 24 housing units for personnel working in the Cree communities of James Bay;
- NRRHSS - Construction of 62 housing units in Nunavik for Inuulitsivik Medical Center and Ungava Tulattavik Health Center
- Maison des aînés et alternative – Waskaganish – Construction (TB 833);
- Maison des aînés et alternative – Mistissini – Construction (TB 832);
- Maison des aînés et alternative – Chisasibi – Construction (TB 831);
- Birthing homes in Eeyou Istchee territory – Waskaganish – Construction;
- Kuujuaq maternity services;

Change in infrastructure conditions and asset maintenance deficit By infrastructure type and category MSSS (Services to the northern and Indigenous population)

	GCI of D ¹ (%)			GCI of E ¹ (%)			Asset maintenance deficit (\$M)				
	AMPI		Variation	AMPI		Variation	2025-2026 AMPI	Natural degradation	New findings	Reduction	2026-2027 AMPI
	2025-2026	2026-2027		2025-2026	2026-2027						
Buildings											
Buildings											
Hospitals	0	0	0	19	19	0	8.7	0.2	–	(2.2)	6.7
Rehabilitation centres	0	0	0	0	0	0	–	–	–	–	–
Youth centres	21	8	(13)	2	2	0	3.0	0.1	–	(0.9)	2.2
Local community service centres	8	7	(1)	3	3	0	2.6	0.1	–	–	2.7
Other	12	12	0	9	7	(2)	29.5	0.9	–	(2.7)	27.7
Total – Buildings	10	9	(1)	8	7	(1)	43.8	1.3	0.0	(5.8)	39.3
Medical devices											
Specialized medical devices											
Imaging	25	18	(7)	5	4	(1)	2.1	–	0.1	(0.4)	1.8
Medical biology	10	18	8	1	1	0	0.2	0.1	–	–	0.3
Monitoring (number of facilities)	61	62	1	0	0	0	1.2	–	0.3	–	1.5
Respiratory therapy	3	3	0	5	5	0	0.1	–	0.1	–	0.2
Surgery	33	17	(16)	0	0	0	0.1	–	–	–	0.1
Care	20	10	(10)	7	2	(5)	0.3	0.1	–	(0.1)	0.3
Endoscopy	4	0	(4)	73	11	(62)	0.6	–	–	(0.5)	0.1
Other	10	17	7	1	0	(1)	0.3	0.4	–	–	0.7
Non-specialized medical devices	n/a	19	n/a	n/a	3	n/a	n/a	–	4.0	–	4.0
Total – Medical devices	22	19	(3)	6	3	(3)	4.9	0.6	4.5	(1.0)	9.0
Total – Infrastructure	10	9	(1)	8	8	0	48.7	1.9	4.5	(6.8)	48.3

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 by category.

ADDITIONAL INFORMATION

Buildings

Changes in condition

Overall, the proportion of buildings in poor condition (GCI of D) or in very poor condition (GCI of E) decreased by 2%.

Changes in the AMD

The AMD decrease of \$4.5 million, from \$43.8 million to \$39.3 million, relative to the 2025-2026 AMPI is explained by:

- Indexation of the costs of work (natural degradation), which represents a \$1.3 million overall increase of the AMD;
- Work carried out on obsolete buildings, enabling the reduction of \$5.8 million of AMD.

Medical devices

Changes in condition

Overall, the proportion of medical devices in poor condition (GCI of D) or in very poor condition (GCI of E) decreased by 6%.

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

Changes in the AMD

The \$4.1 million increase in AMD for medical devices, from \$4.9 million to \$9.0 million, is explained by:

- Natural degradation of \$0.6 million, attributable to the increased number of devices in the HSSN for which the actual age henceforth exceeds their service life;
- The new findings totalling \$4.5 million, mainly related to the addition of non-specialized devices valued at \$4.0 million;
- Reduction of \$1.0 million, resulting from the planned replacement of devices in HSSN establishments.

It should be noted that the overall AMD increase includes a 13.5% upward revision of the replacement value of all devices, to better reflect the current market conditions regarding acquisition.

Orientation and mitigation measures

To respond to these issues, the MSSS will ask the ESNIPs to continue and intensify their efforts to accelerate replacement and installation of new devices, particularly by:

- The increased reliance on grouped purchasing to optimize resources and costs and secure procurement;
- The acceleration of project approvals to reduce the delays between planning and commissioning;
- Optimization of acquisition, implementation and integration processes to improve overall project efficiency and limit clinical service interruptions.

These measures constitute essential levels for progressive AMD reduction and for ensuring a sustainable, safe care offering adapted to the Québec population's needs.

APPENDIX 1

DETAILED INVENTORY

MSSS (Services to the northern and Indigenous population)

Buildings^{1, 2}

	Quantity	Size (m ²)	Government Condition Indicator (%)					
			A	B	C	ABC	D	E
0-10 years old								
Youth centres	2	1,920	100	0	0	100	0	0
CLSC	2	2,318	100	0	0	100	0	0
Other	77	32,902	100	0	0	100	0	0
11-20 years old								
Hospitals	1	418	100	0	0	100	0	0
Youth centres	3	1,128	100	0	0	100	0	0
CLSC	9	15,020	81	0	14	95	5	0
Other	118	26,346	58	16	12	86	12	2
21-30 years old								
Hospitals	1	763	0	100	0	100	0	0
Rehabilitation centres	1	324	100	0	0	100	0	0
Youth centres	3	3,477	17	47	36	100	0	0
CLSC	14	10,699	22	14	38	74	17	9
Other	110	21,868	30	33	5	68	23	9
31-40 years old								
Hospitals	1	413	0	100	0	100	0	0
Youth centres	2	620	0	46	0	46	54	0
CLSC	4	4,076	77	0	23	100	0	0
Other	50	14,786	56	21	7	84	7	9
41-50 years old								
Hospitals	3	7,884	77	0	0	77	0	23
Youth centres	4	1,338	0	28	31	59	31	10
CLSC	4	921	55	30	15	100	0	0
Other	25	7,796	18	13	17	48	20	32
51-60 years old								
Hospitals	1	200	100	0	0	100	0	0
Other	28	6,348	28	18	2	48	20	32
61-70 years old								
Other	4	931	23	0	0	23	77	0
71 years and older								
Other	2	514	64	0	0	64	36	0
Total	469	163,010	60	14	10	84	9	7

¹ Only the territories concerned in section 6 of the AGHSSS under the responsibility of the Minister (northern and Indigenous populations) are represented in this category.

² Surplus buildings are not considered in this appendix.

Methodology

Medical device GCI

The medical device GCI is based on a PSSL defined by Santé Québec. This approach establishes a longer service life than the one generally indicated by the manufactures, to better reflect the network's actual capacity to maintain its devices in operational condition.

The service life index is calculated by dividing the actual service life of the devices by the PSSL.

Finally, the device GCI is determined from a concordance table based on the service life index:

Concordance table of the service life index to determine the medical device GCI

Service life index	Government Condition Indicator (GCI)
0% to 33% inclusively	A – Very good
33% to 66% inclusively	B – Good
66% to 100% inclusively	C – Satisfactory
Obsolescence threshold	Condition threshold
100% to 150% inclusively	D – Poor
More than 150%	E – Very poor

Here is the meaning of the GCI

- GCI of A, B and C – Operational confidence level: Santé Québec considers that these devices can be maintained in a reliably performing condition to support clinical efficiently;
- GCI of D – Significant obsolescence and increased risk: These devices present a notable operational risk, particularly due to a higher frequency of failures, longer repair delays or ageing technology limiting integration of clinical best practices;
- GCI of E – Critical obsolescence and direct risk for the quality and fluidity of care: These devices generally are not reparable and pose a high risk for continuity of services. They are characterized notably by frequent and sudden failures, impossibility of repair due to the end of support of parts, or technological obsolescence directly affecting the quality, safety and accessibility of care.

Specialized medical devices and non-specialized medical devices

Specialized medical devices are counted and assessed individual due to their relative importance and their strategic character (approximately 55.5% of the total value of the devices).

Non-specialized medical devices, which are very numerous but have less relative importance (approximately 44.5% of the total value of the devices), are assessed with an extrapolation method. This method depends on the history of the investments made and the budgets planned by the establishments for their acquisition compared to specialized devices. This approach depends on the evidence-based assumption that non-specialized devices are assessed in the same condition indicator as specialized devices when they are replaced based on the same findings, i.e. the exceedance of their service life. Thus, the proportion of investments allocated to acquisition of non-specialized devices allow extrapolation of their values by condition indicator.

For example:

- % of budgets allocated to specialized devices: 70%;
- % of budgets allocated to non-specialized devices: 30%;
- Known replacement value of specialized devices with a GCI of A: \$70
- Estimated replacement value of non-specialized devices with a GCI of A: $\frac{70 \$ \times 30 \%}{70 \%} = 30 \$$

SANTÉ QUÉBEC

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

Building inventory

The Santé Québec building inventory is composed of 2,456 buildings with a total area of 10.2 million square metres. 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 device inventory

The Santé Québec medical device inventory is managed by the Direction du Génie clinique et hospitalier of Santé Québec (DGCH), which ensures governance, centralized monitoring and accountability on the Santé Québec scale. The establishments still reporting to the MSSS benefit from direction du Génie clinique et hospitalier support for management of their devices.

The main medical devices intended for Santé Québec establishments include 20,672 specialized devices, that is, devices valued at \$100,000 or more or strategic devices, regardless of their value. They support health care in specialties, notably medical imaging, medical biology, monitoring, respiratory therapy, surgery, critical care and endoscopy.

Based on the 2026-2027 AMPI, the addition of non-specialized devices, that is, medical devices that support common care (for example; medical beds, unconnected vital signs monitors, thermometers) allow a complete representation of the device inventory to be obtained. Their value, representing approximately 28.5% of the total value of devices, was estimated with an evidence-based extrapolation method (see the methodology in Appendix 1). It is mainly used to assess all the asset maintenance needs, including the asset maintenance deficit.

In addition, a 13.5% upward revision of the value of all devices was recognized this year to better reflect the current market conditions in acquisition.

Infrastructure inventory¹
By infrastructure type and category
Santé Québec

	Average age (years)	Quantity			Size (m ²)		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Buildings							
Hospitals	54	590	594	4	5,085,488	5,085,254	(234)
CHSLD, including seniors' homes and alternative residences	45	496	507	11	2,438,151	2,568,737	130,586
Rehabilitation centres	57	191	195	4	407,575	421,301	13,726
Youth centres	59	171	174	3	334,082	350,225	16,143
Local community service centres	47	164	165	1	343,518	345,777	2,259
Other ²	56	794	795	1	1,395,906	1,414,472	18,566
Surplus buildings	85	29	26	(3)	64,962	64,187	(775)
Total – Buildings		2,435	2,456	21	10,069,682	10,249,953	180,271
Medical devices							
Specialized medical devices							
Imaging	7	4,042	4,046	4	n/a	n/a	n/a
Radiation therapy	8	143	135	(8)	n/a	n/a	n/a
Medical biology	7	2,548	2,672	124	n/a	n/a	n/a
Monitoring (number of facilities)	8	1,134	1,130	(4)	n/a	n/a	n/a
Respiratory therapy	7	3,936	3,973	37	n/a	n/a	n/a
Surgery	9	1,236	1,264	28	n/a	n/a	n/a
Care	7	1,669	1,788	119	n/a	n/a	n/a
Endoscopy	6	2,843	2,806	(37)	n/a	n/a	n/a
Other ³	8	2,425	2,858	433	n/a	n/a	n/a
Non-specialized medical devices⁴	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total – Medical devices		19,976	20,672	696	n/a	n/a	n/a

¹ Data as at December 2025, for building inventory and September 2025 for medical devices.

² Other buildings include staff and doctors' quarters, research centres, administrative spaces, warehouses, laundries and boiler rooms.

³ Other specialized devices notably include the fields of pharmacy, sterilization, diagnosis, ophthalmic examination and sonography.

⁴ The data relating to non-specialized devices are not counted individually but established according to an evidence-based extrapolation method (see the methodology in Appendix 1).

Variation in inventory

Relative to the 2025-2026 AMPI, the total number of buildings increased by 21 buildings, mainly in the CHSLD category attributable to the construction of new MDAAs and the acquisition of private buildings under agreement and not under agreement. For hospitals, a few new pavillions were constructed, particularly at Hôpital Pierre-Boucher and Hôpital de Saint-Eustache.

Compared to the 2025-2026 AMPI, the total number of specialized medical devices shows an increase of 696 units. This growth is mainly explained by inventory enhancement of devices classified in the "Other" category and the addition of medical biology and hospital care devices, which reflect a more precise count and an update of the inventory based on clinical priorities.

INFRASTRUCTURE SUSTAINABILITY

THE HEALTH AND SOCIAL SERVICES NETWORK

Infrastructure condition and asset maintenance deficit¹

By infrastructure type and category

Santé Québec

	Government Condition Index (GCI) (%)						Asset maintenance deficit (\$M)		
	A	B	C	ABC	D	E	GCI of D	GCI of E	Total
Buildings									
Buildings									
Hospitals	25	16	18	59	34	7	1,201.6	874.9	2,076.5
CHSLD, including seniors' homes and alternative residences	26	17	21	64	30	6	268.7	154.1	422.8
Rehabilitation centres	34	14	16	64	33	3	30.4	18.4	48.8
Youth centres	28	11	20	59	39	2	58.1	14.0	72.1
Local community service centres	34	26	15	75	24	1	23.9	5.1	29.0
Other ³	34	18	17	69	21	10	93.4	180.1	273.5
Total – Buildings	27	16	18	61	32	7	1,676.1	1,246.6	2,922.7
Medical devices									
Specialized medical devices									
Imaging	29	21	24	74	21	5	261.6	61.0	322.6
Radiation therapy	23	33	22	78	19	3	46.8	6.5	53.3
Medical biology	36	20	15	71	19	10	58.2	29.6	87.8
Monitoring (number of facilities)	30	28	26	84	12	4	27.0	8.7	35.7
Respiratory therapy	35	32	19	86	13	1	29.7	2.5	32.2
Surgery	37	19	23	79	17	4	41.6	10.0	51.6
Care	42	18	22	82	13	5	27.2	10.8	38.0
Endoscopy	27	27	25	79	16	5	41.9	14.2	56.1
Other	39	23	20	82	14	4	58.8	14.7	73.5
Non-specialized medical devices	32	24	22	78	17	5	235.8	62.9	298.7
Total – Medical devices	32	24	22	78	17	5	828.6	220.9	1,049.5
Total – Infrastructure	27	16	19	62	31	7	2,504.7	1,467.5	3,972.2

¹ Data as at December 2025, for building inventory and September 2025 for 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 the infrastructure.

³ Other buildings include staff and doctors' quarters, research centres, administrative spaces, warehouses, laundries and boiler rooms.

OBJECTIVES

The following table presents the objectives the MSSS had established before the creation of Santé Québec. They include the ESNIP infrastructure data and the data of the network henceforth under Santé Québec responsibility.

The infrastructure maintenance investments aim to reach the following new targets:

Completed objectives – merged data of Santé Québec and the ESNIPs

Objectives	Reference value	Results ²			Target
	Reference AMPI	2024-2025 AMPI	2025-2026 AMPI	2026-2027 AMPI	Target AMPI
Maintain a 76% proportion of devices in good condition by March 31, 2026	76%				76%
	2023-2024 AMPI	76%	77%	78%	2026-2027 AMPI
Reduction of at least \$396.3M of the AMD on medical devices by March 31, 2026¹	\$0M				\$396.3M
	2023-2024 AMPI	\$125.8M	\$295.4 M	\$443.1 M	2026-2027 AMPI

¹ The results presented correspond to the cumulative absorption recorded in the AMPI since the reference AMPI was filed.

² Merged data of Santé Québec establishments and MSSS establishments.

New objective – Santé Québec data

Objectives	Reference value	Target
	Reference AMPI	Target AMPI
Achieve a proportion of 67% of buildings in good condition by March 31, 2026	61%	67%
	2026-2027 AMPI	2028-2029 AMPI

Situation status

Buildings

For 2026-2027, Santé Québec has a new building condition picture thanks to technical inspection conducted according to a new methodology allowing better identification of asset maintenance needs (see the methodology in Appendix 1).

- Since the implementation of the first AMPI in 2015–2016, institutions within the HSSN had been using an inspection method based on external audits, which proved ineffective for identifying and planning asset-maintenance investments. In light of this finding, Santé Québec implemented in 2025 a new method adapted to the complexity of the institutions' buildings and to a 24/7 occupancy context. This new method, which is simpler, more flexible, and applied more consistently by internal resources, makes it possible to establish a portrait that more accurately reflects reality and to improve the prioritization of asset-maintenance work.

These new audits, which covered almost all buildings, allowed updating of the proportion of buildings in good condition, which fell from 82% in the 2025-2026 AMPI to 61% in the 2026-2027 AMPI.

According to the building inventory manager, this picture reflects reality better and allows better targeting of the investment priorities, since the new method facilitates identification of the criticalities of each significant component and prevention of the risks of service breakdowns.

In this context, a new target for the proportion of buildings in good condition was established at 67% for 2028-2029. A new AMD absorption target will be determined in the 2027-2028 AMPI in the context that improvements are in progress to better anticipate and monitor the impact of the planned and implemented investments. For example, a call for projects specifically targeting certain obsolete components was implemented this year and the results obtained on AMD absorption will allow production of indicators to support new targets.

The investments planned in the QIP in infrastructure maintenance over the next few years will contribute to achieve or exceed the established objectives.

Medical devices

The objectives set for the condition of medical devices were achieved and even exceeded. Indeed, 78% of the devices are currently in good condition, compared to the 76% target established in the 2026-2027 AMPI. The same goes for the target established for AMD absorption, which was also exceeded, \$443.1 compared to the \$396.3 million target still in the 2026-2027 AMPI.

The objectives relating to medical devices cannot be determined at this stage, because the new evidence-based extrapolation method (see the methodology in Appendix 1) for devices has just been implemented and the relationship between the inventory maintenance envelopes and the investment strategy is not consolidated yet.

Measurable objectives and coherent intervention strategies may be determined following alignment work between the new data and the available investments.

The new objectives must account for three main issues concerning devices.

Persistent obsolescence

Despite the positive results observed (improvement of the proportion of devices in good condition from 76% to 78%), the obsolete condition of certain devices remains worrying. Santé Québec is going to prioritize its interventions to target the most obsolete devices by carrying out a proper assessment of the balance between development projects and asset-maintenance investments, in compliance with the QIP guidelines.

The proportion of 22% of devices exceeding their service life (GCI of D or E) cannot reflect the specific condition of certain critical devices, often with high strategic or clinical value.

Significant inflation in the medical device market

Since the COVID-19 pandemic, the medical device market has undergone marked inflation. This sustained cost increase obliges Santé Québec to reassess the replacement value of devices, relying on the prices recently observed during acquisitions procurement processes.

Santé Québec will closely monitor this inflationary trend in the next few AMPI years, to ensure that the replacement values established faithfully reflect the actual needs of the device inventory required to support the care mission.

Profound transformation of the very nature of medical devices due to the digital revolution

The new-generation devices are integrated from now on into complex IT ecosystems, interconnected with electronic patient records, imaging systems and clinical analysis platforms.

This technological evolution, marked by the boom in artificial intelligence (AI), interoperability and cybersecurity, imposes new needs:

- Investments for smarter technologies, but that are also more costly to acquire and maintain;
- Specialized competencies in cybersecurity, connectivity and clinical integration;
- Continuous software and hardware updates to ensure digital resilience of classic infrastructure.

Comparable to other sectors, medical devices are subject to technological inflation estimated at approximately +10% per cycle, an additional pressure that adds to the market conditions presented previously

Santé Québec evaluates that this evolution currently represents a recurring additional need of \$45 million per year to maintain the network's innovation capacity and avoid worsening the AMD.

Investing in the digital transformation means investing in clinical performance, data quality and care safety.

PUBLIC INVESTMENTS IN INFRASTRUCTURE INCLUDED IN THE QIP

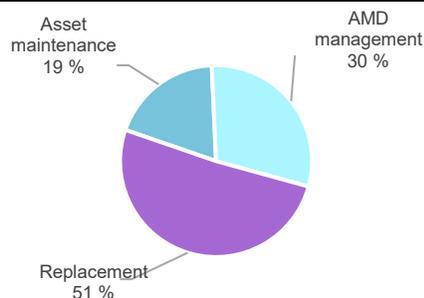
THE HEALTH AND SOCIAL SERVICES NETWORK

Infrastructure maintenance investments in the 2026-2036 QIP

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

Santé Québec

	Santé Québec	%
Infrastructure maintenance		
Asset maintenance	2,486.6	19
AMD management	3,972.2	30
Replacement	6,618.8	51
Total	13,077.6	100



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

The Santé Québec 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 this, the asset maintenance investments planned in the 2026-2036 QIP are oriented, as a priority, to implementation of structuring projects that can reduce physical obsolescence, solve regulatory compliance and safety problems, and meet population needs.

The investment choices will also be guided by the will of Santé Québec to accentuate implementation of projects that will favour improvement of energy efficiency and rent savings to maximize the use of HSSN facilities. Projects allowing mutualization and optimization of services will also be preferred in support of the logistics sector's orientations.

Infrastructure maintenance

To maintain and improve the condition of the infrastructure portfolio, the investment strategy aims for the implementation of structuring projects, such as:

- Replace the components identified as the most obsolete during the last building audits. On this basis, let us particularly mention the electrical distribution systems, the domestic water and medical gas distribution networks, passenger and freight elevators, and the heating, ventilation and air conditioning units;
- Solve the regulatory non-compliance problems that concern, for example, the absence of sprinkler systems, the fire protection and compartmentation requirements, and air quality;
- Repair the facades that do not meet the regulatory requirements of Québec Law 122;
- Meet the Accreditation Canada requirements;

- Achieve the performance targets of the 2030 Plan for a Green Economy.

Asset maintenance projects will continue to:

- Accelerate replacement and installation of new medical devices, in support of the investments made in functional renovation;
- 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;
- Upgrade several lines to control lead and copper levels in drinking water;

Functional renovation

In the 2026-2036 QIP, \$6.6 billion of the \$13.1 billion invested in infrastructure maintenance is allocated to replacement. Out of this \$6.6 billion, approximately \$2.9 billion is planned for essential functional renovation projects in relation to patient services. These investments in functional innovation, although necessary, have no effect on the GCI of the buildings.

These projects aim to :

- Allow replacement of medical devices at the end of their service life;
- Redevelop spaces to avoid expansion work, mainly during installation of new medical imaging devices;
- Improve work environment quality, sector functionality and service capacity;
- Continue modernization of the most obsolete operating suites and emergency departments;
- Reduce and even eliminate multiple occupancy rooms.

Functional renovation projects are implemented complementary to complement planned asset maintenance work.

AMD management

Investments of \$3,972.9 million planned in the 2026-2036 QIP for the health and social services sector will make it possible to address 100% of the AMD identified for Santé Québec buildings and medical devices.

To ensure takeover of the AMD, Santé Québec will resort to the following means:

- Continue preparation of new tools that will allow more efficient identification of investment needs by identification of criticalities to minimize the risks of service breakdowns;
- Support HSSN establishments to ensure control and monitoring of sound asset maintenance management indicators;
- Promote group purchases of medical devices, advance approvals for replacement projects by two years, and facilitate the commitment of new resources to expedite acquisition processes.

SITUATION STATUS

Investments listed in the QIP**By type**

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

Santé Québec

	Infrastructure maintenance				Infrastructure enhancement	Total
	Asset maintenance	AMD management	Replacement	Subtotal	Addition and improvement	
Santé Québec						
2024-2025						
Actual	168.6	444.7	605.4	1,218.7	2,491.6	3,710.3
Planned ¹	174.3	360.5	557.5	1,092.3	2,410.6	3,502.9
Difference	(5.7)	84.2	47.9	126.4	81.0	207.4
2025-2026						
Probable	155.8	303.3	349.6	808.7	2,593.6	3,402.3
2026-2027						
Planned	250.2	477.9	546.1	1,274.2	1,875.4	3,149.6

¹ In the 2024-2034 QIP, the investments planned for ESNIP were included with those for infrastructure that is now under Santé Québec responsibility.

ADDITIONAL INFORMATION

Difference between planned investments and actual investments of the previous year

The \$1,218.7 million in infrastructure maintenance investments made in 2024-2025 are \$126.4 million higher than the planned investment of \$1,092.3 million. This increase is mainly due to faster-than-expected project completion.

In terms of infrastructure enhancement, investments made in 2024-2025 total \$2,491.6 million, or \$81.0 million more than the planned \$2,410.6 million planned. This difference is mainly due to faster-than-expected project completion.

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 (takeover of the AMD). These investments are necessary and must be made throughout a building's service 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.

The investments allocated to medical device inventory maintenance respond to fundamentally different imperatives than those associated with traditional infrastructure. Contrary to physical assets, medical devices are directly integrated into the care offer, diagnosis and, in some cases, keeping patients alive. Their unavailability, failure or obsolescence has immediate consequences for patients' safety, continuity of clinical services and the network's capacity to fulfil its mission.

The investments for medical device maintenance and replacement thus must be based on the technological life cycles, regulatory requirements, clinical standards exigences and operational risks, and not only on the observable physical condition. Performance, reliability and manufacturer's support are critical determinants, on the same basis of material obsolescence.

These investments are optimized and overseen by the Santé Québec teams to ensure rigorous risk management, efficient allocation of financial resources and coherence on the network scale. This approach aims to guarantee that the devices necessary for care, specialized diagnoses and critical interventions remain available, safe and compliant with the best clinical practices.

Investments are also made to replace furniture, and other non-medical devices across the HSSN.

The probable investments for infrastructure maintenance in 2025-2026 total \$808.7 million and will have made it possible to carry out the following work, in particular:

- Centre d'hébergement Notre-Dame-De-Lourdes – Québec – Replacement of the on-call system
- CHSLD et Hôpital Paul-Gilbert – Chaudière-Appalaches – Reconditioning a steam sterilization generator;
- Hôpital de Mont-Laurier – Outaouais – Replacement of an air treatment plant;
- Hôpital d'Amqui – Bas-Saint-Laurent – Roof safety upgrades;
- Centre de réadaptation pour jeunes en difficulté d'adaptation Cartier – Montréal – Renovation of the cooling-off rooms

The planned investments in infrastructure maintenance of \$250.2 million and in AMD takeover of \$477.9 million for 2026-2027 will facilitate the completion of the following projects, in particular:

- Centre d'hébergement de New Carlisle – Gaspésie – Replacement of doors and windows
- Hôpital de Granby – Estrie – Rehabilitation of facades
- Hôpital de L'Archipel – Les Îles-de-la-Madelaine – Replacement and insulation of the roof
- Groupe de médecine familiale universitaire et CLSC de Shawinigan-Sud – Mauricie-et-Centre-du-Québec – Rehabilitation of elevators
- Centre d'hébergement Henri-Bradet – Montréal – Replacement of main electrical substation

The planned investments of for infrastructure replacement in 2026-2027 totalling \$546.1 million will facilitate the completion of the following projects:

- Jewish General hospital planning (phase IV) – Montréal – Redevelopment and expansion (TB 236);
- Seniors' home (former CHSLD Georges-Phaneuf) – Saint-Jean-sur-Richelieu – Reconstruction and expansion (TB 815).

Infrastructure enhancement

Investments made to enhance the inventory in 2024-2025 (\$3,718.3 million) notably enabled the completion, continuation or startup of the following major projects:

- Hôpital de Lachine, hospital complex – Montréal – Expansion and redevelopment (TB 151);
- Centre de réadaptation pour jeunes en difficulté d'adaptation – Sainte-Thérèse – Construction (TB 91);
- Hôpital Vaudreuil-Soulanges, hospital complex – Vaudreuil-Dorion – Construction (TB 92);
- Hôpital Santa-Cabrini, surgical unit – Montréal – Expansion and redevelopment (TB 311);
- Maison des aînés et alternative spécialisée (former CHSLD) – Macamic – Expansion and redevelopment (TB 431);
- Server laboratory – Saint-Bruno-de-Montarville – Construction (TB 448);
- Hôpital Fleury, emergency – Montréal – Expansion and redevelopment (TB 291);
- Centre de réadaptation pour jeunes en difficulté d'adaptation Dominique-Savio – Montréal – Expansion and redevelopment (TB 573);
- Hôpital de Dolbeau-Mistassini, operating suites, day surgery and medical device and endoscopy retreatment unit, – Expansion and redevelopment (TB 582);
- Institut de cardiologie et de pneumologie de Québec, care unit – Expansion (TB 882).

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

- Hôpital Charles-Le Moyne, surgical unit and outpatient surgery – Longueuil – Expansion and redevelopment (TB 239);
- Centre hospitalier affilié universitaire de l'Outaouais, hospital complex – Gatineau – Construction (TB 287);
- Hôpital de Chicoutimi, operating suite – Saguenay – Expansion (TB 232);
- Hôpital de La Malbaie, hospital complex – Expansion and redevelopment (TB 94);
- Hôpital de Sept-Îles, emergency 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, endoscopy and operating suites and logistics services – Expansion and redevelopment (TB 247);
- Hôpital Pierre-Boucher, emergency and short hospitalization units – Longueuil – Expansion (TB 240);
- Hôpital de Saint-Eustache, emergency – Expansion and redevelopment (TB 264);
- Hôpital Maisonneuve-Rosemont, hospital complex – Montréal – Construction, expansion and redevelopment (TB 234);
- Lakeshore General Hospital, emergency – Pointe-Claire – Expansion (TB 235);
- Hôpital d'Amos, emergency and intensive care – Expansion and redevelopment (TB 605).

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

- Hôpital régional de Saint-Jérôme, mother-child centre and care unit – Enhancement and maintenance (TB 1285);
- Hôpital Saint-Eustache, care unit – Enhancement and maintenance (TB 1286).

The \$2,593.5 million in probable investments for 2025-2026 and the \$1,875.4 million planned for 2026-027 will allow the continuation of the following projects:

- 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);
- Hôtel-Dieu de Lévis, endoscopy and operating suites and logistics services – Expansion and redevelopment (TB 247);
- Hôpital de Sept-Îles – Emergency and operating suite – Expansion and redevelopment (TB 310);
- Hôpital de Mont-Laurier, short-term care unit and pharmacy – Laurentides – Expansion and redevelopment (TB 446);
- Hôpital régional de Saint-Jérôme, surgical technical unit – Construction, expansion and redevelopment (TB 250);
- Centre hospitalier affilié universitaire de l'Outaouais, hospital complex – Gatineau – Construction (TB 287).

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

	GCI of D ¹ (%)			GCI of E ¹ (%)			Asset maintenance deficit (\$M)				
	AMPI		Variation	AMPI		Variation	2025-2026 AMPI	Natural degradation	New findings ⁴	Reduction	2026-2027 AMPI
	2025-2026	2026-2027		2025-2026	2026-2027						
Buildings											
Buildings											
Hospitals	9	34	25	3	7	4	889.4	28.0	1,459.3	(300.2)	2,076.5
CHSLD, including seniors' homes and alternative residences	25	30	5	10	6	(4)	559.7	17.6	(93.4)	(61.1)	422.8
Rehabilitation centres	32	33	1	2	3	1	65.1	2.1	(11.3)	(7.1)	48.8
Youth centres	16	39	23	10	2	(8)	84.4	2.7	(4.6)	(10.4)	72.1
Local community service centres	18	24	6	1	1	0	35.8	1.1	(3.7)	(4.2)	29.0
Other	17	21	4	8	10	2	338.2	10.7	(35.9)	(39.5)	273.5
Total – Buildings	13	32	19	5	7	2	1,972.6	62.2	1,310.4	(422.5)	2,922.7
Medical devices											
Specialized medical devices											
Imaging	19	21	2	5	5	0	266.8	98.2	19.7	(62.1)	322.6
Radiation therapy	17	19	2	3	3	0	44.8	15.4	4.5	(11.4)	53.3
Medical biology	23	19	(4)	11	10	(1)	82.1	12.1	9.7	(16.1)	87.8
Monitoring (number of facilities)	16	12	(4)	4	4	0	40.7	5.8	2.8	(13.6)	35.7
Respiratory therapy	12	13	1	2	1	(1)	27.2	8.0	3.1	(6.1)	32.2
Surgery	17	17	0	4	4	0	45.7	8.7	5.4	(8.2)	51.6
Care	14	13	(1)	7	5	(2)	36.2	11.5	2.5	(12.2)	38.0
Endoscopy	17	16	(1)	5	5	0	49.9	7.2	7.9	(8.9)	56.1
Other	16	14	(2)	4	4	0	61.1	11.6	8.4	(7.6)	73.5
Non-specialized medical devices²	n/a	17	n/a	n/a	5	n/a	n/a	–	298.7	–	298.7
Total – devices	18	17	(1)	5	5	0	654.5	178.5	362.7	(146.2)	1,049.5
Total – Infrastructure	13	31	18	5	7	2	2,627.1	240.7	1,673.1	(568.7)	3,972.2

¹ 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 by category.

² Since the data relating to non-specialized devices are presented for the first time, they are included in the new findings.

ADDITIONAL INFORMATION

Buildings

Changes in condition

The proportion of buildings in poor condition (GCI of D) and in very poor condition (GCI of E) increased by 21% in the 2026-2027 AMPI after new technical audits were conducted.

- This new picture shows that hospitals and youth centres are the missions that will have more need of investments with a 41% proportion of buildings in poor condition

The implementation of the new technical audits completed in November 2025, based on a methodology better adapted to the complexity of the Santé Québec infrastructure portfolio, had the effect of reducing the

proportion of buildings in good condition relative to the previous AMPI, approaching closer to reality. For hospitals, where the most complex components of the system are found, an ADM increase is recognized.

Changes in the AMD

The AMD increase of \$950.1 million, from \$1,972.6 million to \$2,922.7 million, relative to the 2025-2026 AMPI is explained by:

- Indexation of the costs of work (natural degradation), which represents a \$62.2 million overall increase of the AMD;
- The recent technical audits show new findings that amount to \$1,310.4 million:
 - An increase of \$1,459.3 for the Hospitals category is explained by accumulate obsolescence on much more complex components with greater asset maintenance needs than had emerged in the previous audits. The new audits revealed the actual needs in this category, which represents 24.2% of the infrastructure area.
 - A decrease of \$148.9 million for all other categories where the obsolescence issues would be more functional. The investments of the past few years contribute to the decrease in physical obsolescence in the CHSLD category.
- Work carried out on obsolete buildings, enabling the reduction of \$422.5 million of AMD.

Medical devices

Changes in condition

The proportion of medical devices in poor condition (GCI of D) and in very poor condition (GCI of E) remains stable in the 2026-2027 AMPI. However, the proportion of structuring devices such as medical imaging and radiotherapy increases by 2%.

Changes in the AMD

The \$395.0 million increase of the AMD for medical devices, from \$654.5 million to \$1,049.5 million, is explained by:

- Natural degradation of \$178.5 million, attributable to the increased number of devices in the HSSN for which the actual age henceforth exceeds their pre-established standardized service life;
- The new findings totalling \$362.7 million, mainly related to the addition of non-specialized devices valued at \$298.7 million;
- Absorption of \$146,2 million, resulting from the planned replacement of devices in HSSN establishments.

It should be noted that the overall AMD increase includes a 13.5% upward revision of the value of all devices, to better reflect the current market conditions regarding acquisition.

Orientation and mitigation measures

To respond to these issues, Santé Québec will continue their efforts to accelerate replacement and installation of new devices, particularly by:

- The increased reliance on grouped purchasing to optimize resources and costs and secure procurement;
- The acceleration of project approvals to reduce the delays between planning and commissioning;
- Optimization of acquisition, implementation and integration processes to improve overall project efficiency and limit clinical service interruptions.

These measures constitute essential levels for progressive reduction of the AMD and for ensuring a sustainable, safe care offering adapted to the Québec population's needs.

APPENDIX 1

SANTÉ QUÉBEC ADDITIONAL INFORMATION

Five-year inspection and building inventory data

Since the implementation of the first AMPs in 2015-2016, the HSSN establishments have conducted technical audits by the standardized cost method to update the asset maintenance needs. The standardized cost method specifies that the work required on a building, for each discipline (architecture, structural/civil engineering, mechanical, electrical) must be identified based on a list of work and detailed components of the audited systems. At the end of the exercise, it was revealed that the general picture of the condition of the buildings did not represent the reality found by the managers and did not allow efficient planning of the investments.

In 2025, faced with this finding, the technical audits were redone on the basis of a new methodology adapted to the complexity of the buildings of the health and social services establishments and a context of 24/7 occupancy by a vulnerable clientele requiring service breakdown risk management at all times.

The new method allows an approach based on the overall analysis of the systems accounting for the past, recurring and sometimes non-observable deficiencies and qualifying the criticality of each significant component. If a component presents a critical deficiency, the needs then may be taken over, even if the building as a whole is considered in good condition, which allows better investment planning.

In short, the new technical audit approach in asset maintenance implemented in 2025 has many advantages: shorter delays and lower implementation costs due to the use of internal labour (no building inspection contracts), easier prioritizing of the actions to be undertaken by component, a simpler and more flexible evaluation methodology applied uniformly, a better representation of the reality of the condition of the buildings, and a more regular update.

It should be noted that cursory inspections of surplus buildings do not make it possible to establish their GCI and AMD. As a result, Santé Québec 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 projects and devices of the device and furniture preservation plan in the MSSS asset management system (Assets + Network).

Methodology

Buildings

The auditors evaluate about thirty principal components of the building with three new analysis methods developed in 2025, and then assign them a score (A, B, C, D or E).

A requirement rate is associated with each score:

- A = 2.5%, B = 7.5%, C = 12.5%, D = 22.5%, E = 50%.

The components are assigned a different relative weight depending on the building's mission. The seven building types each present their own breakdown of the relative weight of the components. The sum of the relative weights of the components, which vary from one building type to another, totals 100%.

APPENDIX 1

(continued)

A theoretical requirement value then is calculated for each component according to the following formula:

- Requirement rate of the component associated with its score X Relative weight of the component X Replacement value of the building

The total value of the building's requirements at 0-5 year is obtained by adding the requirements of each component, accounting for the period planned for implementation of the work.

The building's obsolescence index then is calculated by dividing the total value of the requirements at 0-5 years for the replacement value.

Finally, the Government Condition Indicator is determined overall from a concordance table based on the obsolescence index.

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
Obsolescence 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 protect 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 obsolescence 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 obsolescence 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 service life. The AMD for medical devices largely corresponds to the delay in completing the work necessary to replace devices for which the age is beyond their pre-established standardized service life.

The GCI percentages (A, B, C, D and 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 1

(continued)

Medical device GCI

The medical device GCI is based on PSSL defined by Santé Québec. This approach establishes a longer service life than the one generally indicated by the manufacturers, to better reflect the network's actual capacity to maintain its devices in operational condition.

The service life index is calculated by dividing the actual service life of the devices by the PSSL. Finally, the device GCI is determined from a concordance table based on the service life index:

Concordance table of the service life index to determine the medical device GCI

Service life index	Government Condition Indicator (GCI)
0% to 33% inclusively	A – Very good
33% to 66% inclusively	B – Good
66% to 100% inclusively	C – Satisfactory
Obsolescence threshold	Condition threshold
100% to 150% inclusively	D – Poor
More than 150%	E – Very poor

Here is the meaning of the GCI

- GCI of A, B and C – Operational confidence level: Santé Québec considers that these devices can be maintained in reliably performing condition to support clinical activities efficiently;
- GCI of D – Significant obsolescence and increased risk: These devices present a notable operational risk, particularly due to a higher frequency of failures, longer repair delays or ageing technology limiting integration of clinical best practices;
- GCI of E – Critical obsolescence and direct risk for the quality and fluidity of care: These devices generally are not reparable and pose a high risk for continuity of services. They are characterized notably by frequent and sudden failures, impossibility of repair due to the end of support of parts, or technological obsolescence directly affecting the quality, safety and accessibility of care.

Specialized medical devices and non-specialized medical devices

Specialized medical devices are counted and assessed individual due to their relative importance and their strategic character (approximately 71.5% of the total value of the devices).

Non-specialized medical devices, which are very numerous but have less relative importance (approximately 28.5% of the total value of the devices), are assessed with an extrapolation method. This method depends on the history of the investments made and the budgets planned by the establishments for their acquisition compared to specialized devices. This approach depends on the evidence-based assumption that non-specialized devices are assessed in the same condition indicator as specialized devices when they are replaced based on the same findings, i.e. the exceedance of their service life. Thus, the proportion of investments allocated to acquisition of non-specialized devices allow extrapolation of their values by condition indicator.

For example:

- % of budgets allocated to specialized devices: 70%;
- % of budgets allocated to non-specialized devices: 30%;
- Known replacement value of specialized devices with a GCI of A: \$70;
- Estimated replacement value of specialized devices with a GCI of A: $\frac{70 \$ \times 30 \%}{70 \%} = 30 \$$

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 / Montréal West island CIUSSS
CIUSSS du Centre-Ouest-de-l'Île-de-Montréal / CIUSS West-Central Montréal I
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 / Montréal Heart Institute
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 of the Ministère de la Santé et des Services sociaux serving a northern and Indigenous population

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

APPENDIX 3

DETAILED INVENTORY

Santé Québec Buildings^{1,2}

	Quantity	Size (m ²)	Government Condition Indicator (%)					
			A	B	C	ABC	D	E
0-10 years old								
Hospitals	45	637,896	82	17	1	100	0	0
CHSLD, including seniors' homes and alternative residences	57	462,565	95	4	1	100	0	0
Rehabilitation centres	6	26,723	100	0	0	100	0	0
Youth centres	7	21,173	91	0	5	96	4	0
CLSC	8	8,105	100	0	0	100	0	0
Other	45	104,201	90	10	0	100	0	0
11-20 years old								
Hospitals	60	473,792	88	4	2	94	6	0
CHSLD, including seniors' homes and alternative residences	44	153,766	53	34	11	98	2	0
Rehabilitation centres	15	30,912	54	44	2	100	0	0
Youth centres	15	13,122	42	28	17	87	13	0
CLSC	23	48,881	89	7	0	96	4	0
Other	84	214,934	92	7	1	100	0	0
21-30 years old								
Hospitals	53	309,873	17	46	31	94	6	0
CHSLD, including seniors' homes and alternative residences	64	294,796	20	32	34	86	11	3
Rehabilitation centres	16	28,200	46	8	40	94	6	0
Youth centres	10	28,164	14	11	46	71	27	2
CLSC	17	32,730	72	26	2	100	0	0
Other	60	64,031	36	29	30	95	5	0
31-40 years old								
Hospitals	47	262,114	17	15	33	65	35	0
CHSLD, including seniors' homes and alternative residences	59	191,055	11	23	30	64	36	0
Rehabilitation centres	8	3,821	30	64	6	100	0	0
Youth centres	10	12,870	23	29	5	57	43	0
CLSC	22	28,534	26	16	31	73	27	0
Other	74	67,925	27	29	16	72	25	3
41-50 years old								
Hospitals	41	298,765	5	23	26	54	46	0
CHSLD, including seniors' homes and alternative residences	83	389,966	2	18	27	47	47	6
Rehabilitation centres	27	19,485	46	24	23	93	4	3
Youth centres	4	3,549	57	20	0	77	23	0
CLSC	32	63,627	38	21	21	80	20	0
Other	56	68,812	22	51	8	81	18	1

APPENDIX 3

(continued)

Santé Québec**Buildings**

	Quantity	Size (m ²)	Government Condition Indicator (%)					
			A	B	C	ABC	D	E
51-60 years old								
Hospitals	75	591,065	3	10	35	48	40	12
CHSLD, including seniors' homes and alternative residences	104	396,090	4	15	30	49	41	10
Rehabilitation centres	32	80,875	27	14	24	65	29	6
Youth centres	45	88,215	15	23	47	85	15	0
CLSC	17	33,454	21	14	36	71	29	0
Other	109	151,474	11	15	37	63	22	15
61-70 years old								
Hospitals	83	727,642	7	22	18	47	50	3
CHSLD, including seniors' homes and alternative residences	41	284,846	9	10	13	32	60	8
Rehabilitation centres	44	138,738	24	9	15	48	50	2
Youth centres	34	65,093	54	8	16	78	22	0
CLSC	17	53,251	5	60	10	75	20	5
Other	124	243,792	15	12	20	47	30	23
71 years and older								
Hospitals	190	1,784,106	4	11	20	35	48	17
CHSLD, including seniors' homes and alternative residences	55	395,653	2	19	22	43	42	15
Rehabilitation centres	47	92,547	23	10	12	45	48	7
Youth centres	49	118,038	13	0	2	15	78	7
CLSC	29	77,195	5	30	15	50	48	2
Other	243	499,303	9	21	23	53	34	13
Total	2,430	10,185,766	27	16	18	61	32	7

¹ The territories concerned in section 6 of the AGHSSS under the responsibility of the Minister (northern and Indigenous populations) are not represented.

² Surplus buildings are not considered in this appendix. The buildings not audited are not considered in the GCI.

TOURISME

INFRASTRUCTURE MANAGEMENT

THE PARC OLYMPIQUE

VISION

Achieve the full potential of our major urban park and be the biggest creator of grand experiences and motions in Québec, 365 days a year.

ORIENTATION

Since the entry into force of its constituting Act on November 1, 2020, the Parc olympique's mission is "to develop, manage, promote and operate Parc olympique facilities and to enhance its Olympic heritage and legacy." To carry out this mission, it has adopted, for the infrastructure and systems under its responsibility, the orientation of securing, upgrading, renovating and modernizing facilities, systems and equipment.

The 2025-2028 Strategic Plan of the Parc olympique is articulated around three fundamental strategic issues for the deployment of its mission and its repositioning:

- Development and promotion of the Parc olympique;
- Showcasing and protection of the collective heritage;
- The Parc olympique as a contemporary rallying point.

The five major orientations define the trajectory to follow in management of infrastructure and systems for the years ahead, by supporting an integrated, sustainable and innovative vision of commercial development and promotion of its assets:

- Ensure solid and sustainable economic development;
- Favour asset modernization and sustainability;
- Preserve and celebrate its historical, architectural, urban and emblematic heritage value;
- Value talent and expertise to support the Parc olympique's mission and ambitions;
- Position the Parc olympique as a major urban park that is unifying, accessible and contemporary, meeting the users' needs.

Regarding sustainable development, the Parc olympique has adopted general orientations that percolate through management of its infrastructure and all the decisions resulting from them. Thus, the asset maintenance and AMD takeover programs are prepared according to the principles of an actual and renewed sustainable development and carbon footprint reduction approach. The investment valuation, planning, realization and oversight processes are geared to the implementation of concrete actions and measures. The projects delivered have shown notable energy efficiency and greenhouse gas reduction results. The projects to come thus will enable the Parc olympique to pursue its objectives and its concrete contribution to the energy efficiency and transition target set by the Gouvernement du Québec for its institutional buildings.

Moreover given East End Montréal's role as a symbolic gateway, the Parc olympique also has adopted the objective of carrying out projects contributing to the development of the Quartier olympique and East End Montréal in partnership with the other stakeholders of its direct environment.

RESPONSIBILITIES

The Parc olympique, which is under the legal responsibility of the Minister of Tourism, must manage its infrastructure and rigorously plan the interventions to be implemented. As owner and operator of a major urban park, the Parc olympique orients its investment decisions along two complementary axes: on the one hand, maintenance and progressive modernization of its assets and, on the other hand, strategic development of its commercial offer.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The Parc olympique's infrastructure encompasses a complex of buildings and systems unique in the world. This infrastructure includes the buildings of the urban park (the Montréal Tower, the Olympic Stadium, the Sports Centre, the thermal and energy plant, and the multipurpose indoor areas), the Olympic Stadium roof, the Esplanades and the outdoor areas, and the parking areas. To fulfil its dual role as owner and operator of these assets, the Parc olympique has adopted a business model geared to site-based management, favouring efficient functional and technical management of the urban park, while supporting the commercial development of the different sites.

Infrastructure inventory¹ By infrastructure type and category

	Average age (years) ²	Quantity			Size (m ²)		
		AMPI		Variation	AMPI		Variation ³
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Urban park buildings	30	12	12	0	295,912	376,397	80,485
Olympic Stadium roof	27	1	1	0	23,266	23,270	4
Esplanades and outdoor areas	32	3	3	0	150,533	158,159	7,626
Civil engineering structures							
Parking lots	20	8	8	0	163,043	185,535	22,492

¹ Data as at September 1, 2025.

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.

³ Initially established for the 2016-2017 AMPI data, the dimensions of all the infrastructures have been revised to reflect the updated areas of the most recent Parc olympique spaces.

Variation in inventory

Relative to the data presented in the 2025-2026 AMPI, the quantities of Parc olympique buildings and civil engineering structures have remained stable.

An upward variation of the dimensions is explained by an update of the areas with digital tools henceforth available to the Parc olympique. All of the areas were updated to account for the most recent architectural plans and changes resulting from the renovation and redevelopment of several infrastructures that will continue to evolve in the future due to many future projects. Moreover, an exercise reviewing the division of certain sector of our assets was conducted to respond better to the strategic needs resulting from the Parc olympique's dual role as operator and owner. Finally, the Parc olympique continues to deploy a structured, reliable and accessible information management system, with the aim of supporting rigorous planning and informed decision-making. The implementation of building data modelling, in progress since 2021, is one of the levers mobilized to achieve this objective. The use of building data modelling tools notably allows better control of the complete life cycle of the infrastructure and investments required for their maintenance, rehabilitation or replacement, consistent with formalization of asset management within the organization. Since its adherence to the Feuille de route gouvernementale pour la modélisation des données des infrastructures (Government roadmap for infrastructure data modelling), many initiatives have begun within the organization to adopt best practices in building data modelling (BIM), particularly the bases of a 3D master model allowing the integration and organization of information, a historical model of the projects carried out on its sites, and the bases of modelling of a common spatial baseline.

INFRASTRUCTURE SUSTAINABILITY

PARC OLYMPIQUE

Infrastructure condition and asset maintenance deficit¹ 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									
Urban park buildings	13	14	0	27	61	12	571.3	89.7	661.0
Olympic Stadium roof	0	0	0	0	0	100	–	n/a	n/a
Esplanades and outdoor areas	30	2	4	36	41	23	45.2	40.5	85.7
Total – Buildings	13	12	0³	25	58	17	616.5	130.2	746.7
Civil engineering structures									
Parking lots	32	33	17	82	18	0	16.4	–	16.4
Total – Infrastructure	15	15	2	32	53	15	632.9	130.2	763.1

¹ Data as at September 1, 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 the infrastructure.

³ Given that the replacement value of the Esplanades building and the outdoor areas is low relative to the other buildings, their conditions have little impact on the overall condition of the infrastructure.

OBJECTIVES

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

The following table presents the results obtained following data collection for the 2026-2027 AMPI.

Objectives

Objectives	Reference value	Results				Target
	Reference AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	2026-2027 AMPI	Target AMPI
Achieve or maintain, in the Urban Park Buildings category, a proportion of 44% of infrastructure with satisfactory or better GCI (GCI of A, B or C)	25%					44%
	2022-2023 AMPI	25%	25%	25%	27%	2027-2028 AMPI
Achieve or maintain, in the Olympic Stadium Roof category, a proportion of 100% of the infrastructure with satisfactory or better GCI (GCI of A, B or C)	0%					100%
	2022-2023 AMPI	0%	0%	0%	0%	2027-2028 AMPI
Achieve or maintain, in the Esplanades and Outdoor Areas category, a proportion of 39% of infrastructure with a satisfactory or better GCI (GCI of A, B or C)	39%					39%
	AMPI 2022-2023	39%	39%	31%	36%	2027-2028 AMPI
Achieve or maintain, in the Parking category, a proportion of 81% of infrastructure with a satisfactory or better GCI (GCI of A, B or C)	81%					81%
	2022-2023 AMPI	81%	81%	81%	82%	2027-2028 AMPI
Reduce the AMD to a total of \$253.7 million for Urban Park Buildings, a decrease of \$204.9 million.	\$458.6M					\$253.7 M
	2022-2023 AMPI	\$515.5 M	\$551.2 M	\$512.3 M	\$661.0 M	2027-2028 AMPI
Reduce the AMD to a total of \$97.1 million for Esplanades and Outdoor Areas a decrease of \$1.2 million	\$98.3M					\$97.1 M
	2022-2023 AMPI	\$98.0 M	\$94.8 M	\$96.9 M	\$85.7 M	2027-2028 AMPI

The overall proportion of infrastructure in satisfactory or better condition (GCI of A, B, or C) improved from 30% to 32% in 2026-2027. This situation is due mainly to the following:

- For the Urban Park Buildings category, the investments aim at a 44% proportion of infrastructure presenting a satisfactory or better GCI by 2027-2028. This objective is not achieved yet in 2026-2027. However, the completion of work concerning the administrative spaces allowed improvement of the proportion of infrastructure in acceptable condition to 27% in this category. In addition, the complete commissioning of several projects in the Montréal Tower, planned for October 2026, will allow reduction of the gap to meet this target;
- 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.
- For the Esplanades and Outdoor Areas, the investments made last year allowed achievement of a proportion of 36% of the infrastructure with a satisfactory or better GCI, approaching the 39% target sought;
- Finally, for Parking, the investment target seeks to maintain a rate of 81% of infrastructure with a satisfactory or better GCI. Since this target is currently exceeded, reaching 82%, the localized repair work currently in progress, particularly in the indoor parking, contributes to preserve this performance level.

There was a net AMD increase in the Urban Park Buildings category of \$148.7 million in the 2026-2027 AMPI. The studies conducted regarding the modernization of the Olympic Stadium, which made it possible to define a long-term vision for the site and identify the priority work in view of the planned reopening in 2028, led to an update of the data integrated into the AMPI. These new findings and the addition of components resulting from redivision of the sectors, resulted in a \$181.1 million increase of the AMD identified for this sector. Nonetheless, the implementation of the integrated projects of the modernization program of the Stadium and the tourist areas of the Tower also allowed a \$32.4 million absorption of the AMD for this category.

In conclusion, the target of the AMD reduction at \$97.1 million was achieved during the last year for the Esplanades and Outdoor Areas category due to a redivision of the sectors. The subsector of the Esplanades and Outdoor Areas asset associated with the interior dimensions of the Rotunda was reassigned to the Urban Parks Buildings asset. This reclassification justifies the \$12.9 upward revision of the AMD for the Esplanades and Outdoor Areas category, which henceforth amounts to \$85.7 million.

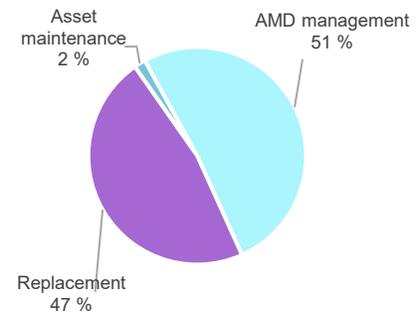
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

PARC OLYMPIQUE

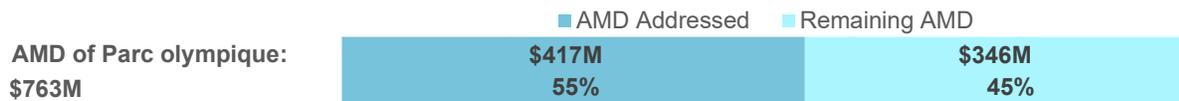
Infrastructure maintenance investments in the 2026-2036 QIP

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

	Parc olympique	%
Infrastructure maintenance		
Asset maintenance	14.2	2
AMD management	417.1	51
Replacement	382.9	47
Total	814.2	100.0



Addressing the asset maintenance deficit



INVESTMENT STRATEGY

Infrastructure management practices and investments over the past few years have made it possible to enhance the rehabilitation or work to counter the degradation of the ageing Parc olympique. 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 for the Urban Park Buildings, specifically the renovation of the Tower's tourist areas and the replacement of the funicular, as well as projects begun during the 2024-2025 AMPI within the Stadium, will allow partial takeover of the AMD while substantially increasing the potential for own-source revenues.

During the last year, the Parc olympique's management practices allowed maintenance of 32% of the value of all of its infrastructure in satisfactory or better condition (GCI or A, B or C). Despite these efforts, the Park is still ageing, and modernization of its facilities is essential to achieve the objectives of the 2025-2028 Strategic Plan and its full commercial potential.

Overall, the investments planned in the 2026–2036 QIP will make it possible to address 55% (\$417.1 million) of the currently recorded AMD. The total asset maintenance envelope of \$814.2 million will allow the continuation of priority asset-maintenance projects aimed at ensuring the safety and reliability of our infrastructures, completing the projects leading to the reopening of the Montréal Tower, as well as continuing work related to the replacement of the roof, the technical ring and its equipment, and advancing certain priority work on the Olympic Stadium enclosure. These strategies aim to ensure the continuity of modernization efforts at the Parc olympique and, more specifically, to support the progress of essential interventions at the Olympic Stadium, while remaining aligned with the objectives of the 2025–2028 Strategic Plan. In short, the investments prioritized in the 2026–2036 QIP aim to accelerate the operation of the Montréal Tower at its full potential upon reopening and to support the gradual operation of the Olympic Stadium in preparation for its reopening.

Moreover, the planned investments remain aligned with the Parc olympique's commitment to optimize and modernize its equipment to allow a substantial reduction of the buildings' energy consumption, energy bill and greenhouse gas emission. Several green energy efficiency improvement measures, combined with a continuous energy watch, have enabled the Parc olympique to realize substantial gains and will continue to be an integral part of its future investment strategies, particularly by the implementation of its 2022-2027 Strategic Plan for Sustainable Development and integration of environmental, social and governance criteria in its prioritizing.

SITUATION STATUS

Investments listed in the QIP

By type

(Contribution of the Gouvernement du Québec, in millions of dollars)

	Infrastructure maintenance				Subtotal	Infrastructure enhancement Addition and improvement	Total
	Asset maintenance	AMD management	Replacement				
Parc olympique							
2024-2025							
Actual	2.6	59.9	143.4	205.9	0.4	206.3	
Planned ¹	3.1	52.0	141.7	196.8	1.0	197.8	
Difference	(0.5)	7.9	1.7	9.1	(0.6)	8.5	
2025-2026							
Probable	2.0	77.4	251.6	331.0	0.5	331.5	
2026-2027							
Planned	4.1	82.5	169.6	256.2	–	256.2	

¹ Planned in the 2024-2036 QIP.

ADDITIONAL INFORMATION

Investments made in 2024-2026 and probable investments in 2025-2026, totalling \$206.2 million and \$321.5 million respectively, enabled the following main projects to be continued or completed:

- Rehabilitation of the Tower's tourist areas (in implementation) (TB 739);
- Rehabilitation of the Tower's funicular (in implementation) (TB 459);
- Redevelopment of the Tower's roof terrace (in implementation) (TB 999);
- Improvement and upgrading of the Tower's elevators in implementation);
- Replacement of the Olympic Stadium roof (in implementation) (TB 53);
- Part of the Stadium modernization program, including interrelated roof projects:
 - Stadium modernization – Main interior lighting (in planning) (TB 1336);
 - Stadium modernization – Soundproofing equipment (in implementation) (TB 1159);
 - Stadium modernization – Electric generators (in implementation);
 - Stadium modernization – Interior mechanical systems (in implementation) (TB 885);
 - Stadium modernization – Interior electrical systems (in implementation) (TB 1158);
 - Stadium modernization – IT and telecommunications infrastructure (in planning).
 - Stadium modernization – Scenography infrastructures (in planning);
- Asset maintenance program for structural (in implementation).
- Rehabilitation of evacuation doors (in implementation);
- Replacement of sliding doors (in implementation);
- Redevelopment of the Parc olympique's eastern access (Vert-Viau project) (in implementation);
- Rehabilitation of administrative offices (in implementation);
- Rehabilitation and redevelopment of the East Hall (in planning);
- Rehabilitation of the Bennett accesses (in planning);
- Rehabilitation of Sector 900 of the Esplanade – Skatepark and pools (in implementation);

- Partial reconstruction of the Institut national du sport du Québec, the Sports Centre and floors 13 and 14 of the Tower (in implementation).
- Rehabilitation of the Esplanade waterproofing between axes 6A and 15A (in implementation);
- Replacement of the lamps and lighting modules of the sports zones (in implementation);

The net difference of \$8.5 million between the investments planned and implemented in 2024-2025 is notably explained by the unexpected amounts related to the partial reconstruction costs of several sites, including the Institut national du sport du Québec, the Sport Complex and floors 13 and 14 of the Montréal Tower.

Planned investments in 2026-2027 amounting to \$256.2 million will mainly make it possible to continue the following projects:

- Rehabilitation of the Tower's tourist areas (in implementation) (TB 739);
- Rehabilitation of the Tower's funicular (in implementation) (TB 459);
- Redevelopment of the Tower's roof terrace (in implementation) (TB 999);
- Improvement and upgrading of the Tower's elevators (in implementation);
- Replacement of the Olympic Stadium roof (in implementation) (TB 53);
- Part of the Stadium modernization program, including projects interdependent with the roof:
 - Stadium modernization – Main interior lighting (in planning) (TB 1336);
 - Stadium modernization – Soundproofing equipment (in planning) (TB 1159);
 - Stadium modernization – Electric generators (in implementation);
 - Stadium modernization – Interior mechanical systems (in implementation) (TB 885);
 - Stadium modernization – Interior electrical systems (in implementation) (TB 1158);
 - Stadium modernization – IT and telecommunications infrastructure (in planning).
 - Stadium modernization – Scenography infrastructures (in implementation);
- Asset maintenance program for structural (in implementation).

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	2025-2026 AMPI	Natural degradation	New findings	Reduction	2026-2027 AMPI
	2025-2026	2026-2027		2025-2026	2026-2027						
Buildings											
Urban park buildings	65	61	(4)	10	12	2	512.3	2.0	179.1	(32.4)	661.0
Olympic Stadium roof	0	0	0	100	100	0	n/a	n/a	n/a	n/a	n/a
Esplanades and outdoor areas	53	41	(12)	16	23	7	96.9	1.9	(12,9) ²	(0.2)	85.7
Total – Buildings	61	58	(3)	15	17	2	609.2	3.9	166.2	(32.6)	746.7
Civil engineering structures											
Parking lots	19	18	(1)	0	0	0	17.0	0.3	–	(0.9)	16.4
Total – Infrastructure	56	53	(3)	14	15	1	626.2	4.2	166.2	(33.5)	763.1

1 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.

2 Due to the change of methodology and the redivision of the sectors, the AMD of the category has been reassigned to the Urban Park Buildings category, explaining the negative variation.

ADDITIONAL INFORMATION

Changes in condition

The overall proportion of infrastructure in poor or very poor condition (GCI of D or E) was absorbed during the year. However, adjustments are observed within the categories, mainly due to the area review exercise and the redivision of certain sectors, which cause variations between the different building groups.

- For Urban Park Buildings, the lowering of the proportion of assets in poor condition (GCI of D) is explained, in particular, by the completion of rehabilitation of the administrative offices, henceforth in very good condition (GCI of A). The moderate increase of assets in very poor condition (GCI of E) is due to the upward revision of the areas of a subsector of Multipurpose Indoor Areas, already classified in very poor condition (GCI of E), which increases their weight in the overall assessment.
- For the Esplanades and Outdoor Areas, the proportion in poor condition (GCI of D) decreases. This improvement is mainly explained by the redivision and addition of areas, which increases the sector area in good condition, while adding to the inventory of pools that increase the GCI from one of subsectors D to E due to their poor condition.
- Finally, for Parking, the decrease in the proportion of assets in poor condition indicates an improvement of their condition thanks to targeted interventions in asset maintenance.

Changes in the AMD

The \$136.9 million net increase in AMD, from \$626.2 million to \$763.1 million, is mainly explained by:

- Absorption of the AMD valued at \$33.5 million, consisting of:
 - The work carried out in the Urban Park Buildings category, totalling \$32.4 million, notably including renovation of the Tower's tourist areas, replacement of the funicular, exterior development of the roof and the related areas of the tourist hall, interventions on structural components, advancement of several projects in the Stadium, rehabilitation of administrative offices, ticket booths and parking, and development of the drainage network of certain commercial spaces;
 - Localized slab sealing and rehabilitation was carried out in the Esplanades and Outdoor Areas category to correct certain deficiencies, for a total of \$0.2 million;

- Continuation of rehabilitation work on Axis 12 (P4), ramps P1 to P4 and main beams P5, in the Parking category, amounting to \$0.9 million:
- Addition of natural degradation and new findings assessed at \$170.4 million:
 - An increase of \$179.1 million for the Urban Park Buildings category, resulting from the precision of the estimated needs for priority work on the Olympic Stadium building;
 - A \$12.9 million upward revision for the Esplanades and Outdoor Areas category following reclassification of the recognized ADM to the Urban Park Buildings category after redivision of the sectors during the period;
 - Addition of natural degradation estimated at \$4.2 million, i.e. Indexing of the assessment of the AMD identified and not implemented.

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 Parc olympique's condition. Assessment of the park's infrastructure as part of a five-year monitoring program of Parc olympique structures are also conducted on an ongoing basis.

Methodology

The GCI of Parc olympique infrastructure is determined by analysis of criteria based on the cost of the needs identified, their impact on maintenance of services and user health and safety, and the intervention period within which the work must be implemented.

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 / E) are weighted according to replacement values.

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 interdependent projects are recorded in the "In implementation" category of the 2024-2034 QIP since its adoption in March 2024, consistent with the Government's decision to proceed with its replacement on January 31, 2024.

Natural degradation 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)
Urban Park Buildings					
Montréal Tower (rental, tourist and technical floors)	3	59,796	29	B	27.2
Olympic Stadium (playing area, grandstands, reception areas and technical services)	4	205,787	49	D	544.1
Sports Centre (sports complex and INSQ offices)	2	50,906	11	B	–
Thermal and energy plant	1	13,329	14	B	–
Multipurpose indoor areas (commercial areas, Rotunda and administrative offices)	2	46,579	22	E	89.7
Total	12	376,397	30	D	661.0
Olympic Stadium roof	1	23,270	27	E	n/a
Esplanades and Outdoor Areas					
Soccer practice field	1	16,931	13	A	–
Walkway slab around the Stadium and Access Points	1	88,367	26	D	26.0
Esplanades (Sectors 100 to 900) and accesses	1	52,861	48	D	59.7
Total	3	158,159	32	D	85.7
Parking lots					
Indoor parking (P1)	1	35,063	11	A	–
Indoor parking (P2)	1	34,070	15	D	16.4
Indoor parking (P3)	1	31,672	19	C	–
Indoor parking (P4)	1	24,000	19	A	–
Indoor parking (P5 Level 1)	1	31,370	11	B	–
Indoor parking (P5 Level 2)	1	17,996	9	B	–
Outdoor parking (P7 - StarCité Cinema)	1	6,022	25	B	–
Outdoor parking (P8)	1	5,342	49	B	–
Total	8	185,535	20	B	16.4

TRANSPORTS ET MOBILITÉ DURABLE

INFRASTRUCTURE MANAGEMENT

THE MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

VISION

The mission of the Ministry is to ensure the sustainable mobility of individuals and goods by means of efficient, safe transport systems that contribute to Québec's development. It carries out its mission by managing the government's road, marine, rail, airport, air and real estate assets, along with its fleet of vehicles and rolling stock. It also helps fund the management of municipal road and public transit assets, within an integrated vision of sustainable mobility that supports the growth 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 infrastructure replacement that is 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.

Under the 2026-2036 QIP, the Ministry's investment strategy for the road network is built around several key objectives:

- Progressively increasing and stabilizing asset maintenance investments over the decade for infrastructure under management, in order to curb deterioration, reduce the asset maintenance deficit (AMD) and enhance the safety and resilience of existing assets.
- Balance in the investment portfolio to achieve the targets set out in the 2023-2027 Strategic Plan, the 2030 Sustainable Mobility Policy, the 2023-2028 Road Safety Action Plan and the 2030 Plan for a Green Economy.
- Adjusting investments based on priorities, focusing first on maintenance and then on upgrading infrastructure.
- Fully integrating climate considerations, including hazard management and investments that strengthen infrastructure resilience.

These directions translate into an increase in the Ministry's decennial investments in the road network, which over the past five years have risen from \$30,7 billion to \$35.7 billion.

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 oversee accountability for spending from the standpoint of 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 all acts on the network and exercise all of 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 31,137 kilometres and 5,648 structures (overpasses, bridges over watercourses, tunnels and retaining walls). Since 2007, the MTMD has also been responsible for 4,263 bridges located in the municipal network whose management was ceded back to municipalities in 1993. The MTMD assets also include a portfolio of 62,540 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 du 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 inventory¹

By infrastructure type and category

	Average age (years)	Quantity			Size		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Civil engineering structures							
Road system roadways	n/a	n/a	n/a	n/a	31,130 km	31,137 km	7 km
Structures							
MTMD-managed road system structures	42	5,633	5,648	15	5,112,892 m ²	5,117,730 m ²	4,838 m ²
Municipal bridges	n/a	4,258	4,263	5	753,708 m ²	758,276 m ²	4,568 m ²
Culverts less than three metres wide	n/a	62,231	62,540	309	1,467,318 m	1,481,532 m	14,214 m

¹ Results based on the 2024 assessment data for the 2026-2027 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 2025-2026 AMPI, an increase of seven kilometres was noted.

MTMD-managed road system structures and municipal bridges

The number of MTMD-managed road system structures increased overall by 15 as a result of road redevelopment, replacement of some culverts with structures wider than 4.5 metres and the demolition of some structures. On the municipal network, this translates into 7 management transfers, 4 structures that had been demolished in a prior year and whose replacement works were completed this year, and 6 bridges that were demolished without replacement, resulting in a net increase of 5 structures.

Culverts less than three metres wide

The inventory recorded in the AMPI varies slightly each year. Compared to the 2025-2026 AMPI, the number of culverts increased by 309, from 62,231 to 62,540. 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 deficit¹

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	20	31			
Structures	Based on value ²						3,094.0	10,335.0	13,429.0
	14	26	11	51	19	30			
MTMD-managed road system structures	Based on number								
	18	31	29	78	7	15			
	Based on value ²						–	9,050.4	9,050.4
	8	20	29	57	7	36			
Municipal bridges	Based on number								
	17	14	32	63	8	29			
	Based on value ²						–	774.2	774.2
	13	13	35	61	9	30			
Culverts less than three metres wide	Based on number								
	51	22	11	84	9	7			
	Based on value ²						674.2	588.9	1,263.1
	54	21	10	85	9	6			
Total Based on value³	14	22	20	56	13	31	3,768.2	20,748.5	24,516.7

¹ Results based on data from 2024 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 the achievement of the targets of the 2023-2027 Strategic Plan:

OBJECTIVES

The strategies developed by the expert units are reviewed each year to curb the increase in the AMD and to raise the proportion of infrastructures in good condition. In this context, 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 break down into the number of interventions necessary to ensure the road system's quality and efficiency. For the 2024-2025 year of the Strategic Plan, the MTMD targeted interventions to improve the condition of:

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

Objectives

Objectives	Reference value	Results	Target
	Reference AMPI	2026-2027 AMPI ¹	Target AMPI
Number of kilometres of roadways on which the MTMD intervened, contributing to improve their condition	1,020 ²	804 ³	1,030
	2025-2026 AMPI		2026-2027 AMPI
Number of highway system structures⁴ on which the MTMD intervened, contributing to improve their condition	169	169	186
	2025-2026 AMPI		2026-2027 AMPI

¹ The results of the 2025-2026 AMPI are based on the data from the 2023 reports.

² This baseline value corresponds to the one presented in the *Bilan de l'état des chaussées du réseau routier sous la gestion du Ministère 2023*, which served as a basis for preparing the 2025-2026 AMPI, using data as at December 7, 2023. The 2023-2024 Annual Management Report indicates a figure of 1,045 kilometres as at March 31, 2024.

³ This value corresponds to the one presented in the *Bilan de l'état des chaussées du réseau routier sous la gestion du Ministère 2024*, which is used for the preparation of the 2026-2027 AMPI, as at December 12, 2024. The 2024-2025 Annual Management Report indicates a figure of 811 kilometres as at March 31, 2025.

⁴ 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 1,850 kilometres of roadways in 2024, i.e., 804 kilometres of repair work,⁴ 512 kilometres of palliative work⁵ and 534 kilometres of preventive work,⁶ the overall condition of the roadways deteriorated compared to 2023. Thus, the amount of work completed in 2024 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 49.3% in the 2025-2026 AMPI to 48.9% in the 2026-2027 AMPI. This reduction is due mainly to:
 - The rise in project costs, which made it impossible to carry out all the work needed to achieve the targets in the 2023-2027 Strategic Plan.
 - Certain projects were postponed because the cost of the bids was too high, which required calls for public tenders to be repeated.

⁴ Repair work: reconstruction, deep road rehabilitation and surface rehabilitation work.

⁵ Palliative work: work that aims to restore very deteriorated roadways to good condition temporarily.

⁶ Preventive work: work that aims to preserve roadways in good condition and thus extend their useful life.

- MTMD-managed road system structures and municipal bridges:
 - The interventions made in 2024 enabled the improvement of the condition of 169 structures, a result lower than the target of 186 structures. 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. Enhancements to various tools (task order contracts with multiple service providers, multi-project design contracts, multi-project construction contracts, etc.) should help accelerate project development and on-the-ground interventions by the regional directorates in the years ahead.
 - The proportion of structures in good condition on the Ministry's network is 57% in the 2026-2027 AMPI, measured on a replacement-value basis, down 1 percentage point from the previous year (58% in the 2025-2026 AMPI). The rollout of major rehabilitation and reconstruction projects for flagship structures under the 2026-2036 QIP, including the Île-aux-Tourtes, Île-d'Orléans and Pierre-Laporte bridges and the Louis-Hippolyte-La Fontaine bridge-tunnel, will, once they come into service over the next few years, lead to a more marked increase in the proportion of structures in good condition on a value basis.
 - Furthermore, 60% of the existing structures in 2024 were built between 1960 and 1980. Given that repair work is usually necessary 30 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 is 61% on a value basis, up 1 percentage point from the previous year, as a result of interventions on 85 bridges.

The AMD of \$24.5 billion results from underinvestment in road infrastructure maintenance, particularly between 1980 and 2000, and from recent investment that have not been high enough to stop the network from deteriorating.

PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

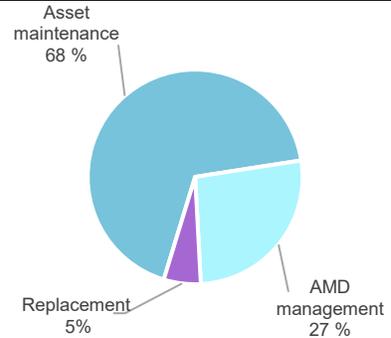
MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

Infrastructure maintenance investments in the 2026-2036 QIP

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

	Road Network	%
Infrastructure maintenance		
Asset maintenance	21,439.3	68
AMD management	8,411.9	27
Replacement	1,760.9	5
Total	31,612.0	100

Note: Figures are rounded and the sum of the amounts may not correspond to the total indicated.



Addressing the asset maintenance deficit¹

	AMD addressed	AMD addressed before 2026-2036 QIP	Remaining AMD
AMD of Road Network \$24,517M	\$8,412M 34%	\$2,064M 9%	\$14,041M 57%

¹ The residual AMD includes \$2,064 million of AMD recorded on major structures that received investments before the 2026-2036 QIP, but for which reduction of the AMD will only be recognized in a later report.

INVESTMENT STRATEGY

In the 2026-2036 QIP, investments of \$8.412 million 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.

- This represents an increase of \$806 million in planned investments for addressing the AMD compared with the 2025–2035 QIP (\$7,606 million).

Furthermore, the residual AMD amount includes \$2,064 million of AMD recorded on major structures that received investments before the 2026-2036 QIP, but whose AMD reduction will only be recognized in a later report when the infrastructures are put into service. By anticipating the effect of resolving this \$2,064-million AMD, a total of 43% (\$10,5 billion) of the road network's AMD would be addressed.

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 significant portion of the investment envelopes available for infrastructure maintenance, while this work has no impact on the GCI or the AMD.

However, the government's new road-network investment strategy, presented in the 2025-2035 QIP (page A.11), will free up additional funding in the years ahead, enabling the planning and delivery of more projects aimed at reducing the road-network AMD.

MTMD-managed road system roadways

The MTMD has put in place an intervention planning strategy designed to maximize the long-term return on its investments. The challenge is to invest in and execute the right intervention, in the right place,

at the right time, through optimal planning, thereby moving away from the reflex of always tackling the “worst first.”

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 four components of the strategy, plus one additional criterion for the distance travelled based on rutting:⁷

- 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;
- Prefer the repair of rutting deficiencies on very high-traffic roadways.

Work driven by other considerations or unforeseen constraints that do not fit within the components of the strategy should be kept to a minimum.

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 prefer the repair of rutting deficiencies that can compromise user safety with 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 2026-2028 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;
- 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.

⁷ Ruts: Longitudinal depressions in the wheel tracks.

These investments will help reduce the current AMD of \$9.1 billion on these structures by 84%. 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" reflex.

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	
Ministère des Transports et de la Mobilité durable						
2024-2025						
Actual	2,420.7	931.2	114.2	3,466.0	705.0	4,171.0
Planned ¹	1,531.8	1,100.5	332.4	2,964.7	770.8	3,735.5
Difference	888.9	(169.3)	(218.2)	501.4	(65.8)	435.6
2025-2026						
Probable	2,397.8	963.8	188.1	3,549.7	573.9	4,123.6
2026-2027						
Planned	2,304.1	1,041.0	352.6	3,697.6	358.9	4,056.5

Note: Figures are rounded and the sum of the amounts may not correspond to the total indicated.

¹ Planned in the 2024-2034 QIP.

ADDITIONAL INFORMATION

Differences between planned and actual investments

Investments made in 2024-2025 for infrastructure maintenance totalled \$3,466.0 million, which is \$501.4 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);
- Pont des Piles bridge – Shawinigan – Reconstruction (TB 1040);
- Darche Interchange – Sherbrooke – Reconstruction and redevelopment (TB 929).

Investments made to improve the portfolio in 2024-2025 total \$705.0 million, which is \$65.8 million less than initially planned. This variation is explained primarily by the slower-than-anticipated completion of certain projects, such as:

- Autoroute 15 (des Laurentides) northbound, between Boisbriand and Mirabel, reserved lane – Development (TB 322);
- Autoroute 55 (de l'Énergie), Bécancour–Sainte-Eulalie segment – Widening and redevelopment (TB 199).

Infrastructure maintenance

Asset maintenance investments made in 2024-2025 and probable in 2025-2026 for portfolio maintenance, respectively, total \$3 466.0 million and \$3 549.7 million. They made it possible to carry out or continue the following work:

- Laviolette bridge between Trois-Rivières and Bécancour, slab – Repair (TB 169);
- Interchanges north of the Pierre-Laporte and Québec bridges, with integrated public transit measures – Reconstruction and development (TB 97).

- Louis-Hippolyte-La Fontaine tunnel, between Montréal and Longueuil – Repair (TB 114);
- Autoroute 20 (Jean-Lesage), eastbound, Saint-Apollinaire et Laurier-Station – Reconstruction (TB 611).

Furthermore, for 2026-2027, planned investments for infrastructure maintenance total \$3,697.6 million and will be allocated to the following projects, among others:

- Ville-Marie and Viger tunnels – Montréal – Repair (TB 100);
- Île-aux-Tourtes bridge between Vaudreuil-Dorion and Senneville – Reconstruction and widening (TB 99);
- Île d'Orléans Bridge between Québec City and Île d'Orléans – Reconstruction (TB 96).

Infrastructure enhancement

Asset enhancement investments made in 2024-2025 and probable in 2025-2026 respectively total \$705.0 million and \$573.9 million. They made it possible to carry out or continue the following work:

- Autoroute 85 (Claude-Béchar) 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 19 (Papineau) between Laval and Bois-des-Filion – Construction (TB 143).

For 2026-2027, asset enhancement investments of \$358.9 M are planned. They will make it possible to carry out the work below:

- Autoroute 55 (de l'Énergie), Bécancour–Sainte-Eulalie segment – Widening and redevelopment (TB 199);
- 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 deficit¹
By infrastructure type and category**

	GCI of D (%)			GCI of E (%)			Asset maintenance deficit (\$M)				
	AMPI		Variation	AMPI		Variation	2025-2026 AMPI	Natural deterioration	New findings	Reduction	2026-2027 AMPI
	2025-2026	2026-2027		2025-2026	2026-2027						
Civil engineering structures											
Road system roadways	Based on length						11,734.0	869.0	1,471.0	(645.0)	13,429.0
	19	20	1	32	31	(1)					
Structures	Based on value ²						8,919.5	20.4	455.9	(345.4)	9,050.4
	19	19	0	29	30	1					
MTMD-managed road system structures	Based on number						732.9	19.7	115.3	(93.7)	774.2
	7	7	0	15	15	0					
Municipal bridges	Based on value ²						1,132.3	147.1	133.6	(149.9)	1,263.1
	6	7	1	36	36	0					
Culverts less than three metres wide	Based on number						22,518.7	1,056.2	2,175.8	(1,234.0)	24,516.7
	8	8	0	29	29	0					
Total Based on value³	Based on value ²						22,518.7	1,056.2	2,175.8	(1,234.0)	24,516.7
	9	9	0	31	30	(1)					
	Based on number						22,518.7	1,056.2	2,175.8	(1,234.0)	24,516.7
	9	9	0	7	7	0					
	Based on value ²						22,518.7	1,056.2	2,175.8	(1,234.0)	24,516.7
	8	9	1	7	6	(1)					

¹ Results based on data from the 2023 reports for the 2025-2026 AMPI and the 2024 reports for the 2026-2027 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

Overall, the condition of the road network’s infrastructure has worsened on a value basis, declining from 57% in good condition in the 2025-2026 AMPI to 56% in the 2026-2027 AMPI.

Changes in the AMD

Since the last AMPI, the AMD has increased by \$1,998.0 million, from \$22,518.7 million to \$24,516.7 million. This increase reflects the natural deterioration of infrastructure, the updated cost of work, and the progress on certain projects, allowing reduction of the AMD.

Natural deterioration

An increase of \$1,056.2 million is the result of natural deterioration found during regular inspections or monitoring, which breaks down as follows:

- An amount of \$869.0 million for roadways with a null residual useful life⁸ or one of less than three years:
 - An amount of \$389.0 million for the natural ageing of roadways that passed the major deficiency threshold this year, resulting in greater and more expensive intervention needs;
 - \$480.0 million for the natural ageing of roadways that this year reached a residual useful life of less than three years this year, i.e., the threshold for a segment of roadway to be considered to have an AMD;
- An amount of \$147.1 million for culverts;
- An amount of \$40.1 million for structures, including \$20.4 million for MTMD-managed road system structures and \$19.7 million for municipal bridges.

New findings

An overall increase of \$2,175.8 million is primarily due to the following factors:

- An amount of \$1,471.0 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 \$455.9 million for MTMD-managed road system structures and \$115.3 million for municipal bridges after updates of the work plans and new deficient structures since over five years ago;
- An amount of \$133.6 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 \$1,234.0 million is the result of work carried out on the following deficient infrastructure:

- An amount of \$645.0 million for repair work on roadways, intended to remedy their deficiencies;
- An amount of \$439.1 million for interventions to repair, reconstruct and correct deficiencies on structures, including \$345.4 million for MTMD-managed road system structures (84 structures) and \$93,7 million for municipal bridges (85 bridges);
- An amount of \$149.9 million for repair, rehabilitation or reconstruction interventions on culverts.

⁸ The residual useful life of a roadway indicates the number of years remaining before it reaches the major deficiency threshold according to one of the four indicators used in the assessment. These indicators are described in Appendix 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 infrastructure under MTMD jurisdiction, the 2026-2027 AMPI was prepared based on data from the 2024 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 25,952 km out of the 31 137 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 2024, the MTMD monitored 12,877 kilometres, or 50% 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 2024. 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 more than 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.

Since 2020, for government comparison purposes, the proportion in good condition, according to the GCI, has also been used. The GCI combines the four indicators already used to track the condition of a roadway. A road segment can offer good ride quality according to the IRI, 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. Consequently, employing this blend of indicators more effectively connects the state of infrastructure with the required investments to achieve a desirable or superior condition. A roadway in good condition is defined as a road segment whose four-indicator value is above the deficiency threshold between what is deemed a 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 in terms of 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 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 was 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 condition indicator to each culvert, which 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.

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, each public transit authority is responsible for assessing, documenting and updating data on the condition of its infrastructure in order to support optimal management based on its priorities.

DESCRIPTION OF THE INFRASTRUCTURE PORTFOLIO

The infrastructure portfolio of public transit authorities includes buildings such as terminals and bus shelters, maintenance garages, equipment, stations and administrative and service buildings.

Civil engineering structures include infrastructure related to metro operations, such as stations, tunnels and auxiliary structures, bus lanes and the parking lots and land required for proper management of the vehicle fleet. These also include infrastructure used to operate the rail network, such as railway tracks, bridges, culverts, tunnels and walls.

Lastly, the equipment includes metro cars, such as the state-of-the-art AZUR cars that offer greater reliability, capacity and comfort. The equipment used to operate the rail network—namely locomotives and passenger cars—is also the responsibility of public transit authorities. The public transit equipment inventory also includes a fleet of buses providing high-quality public transit service, emergency vehicles and all other equipment essential to service continuity.

PUBLIC TRANSIT AUTHORITIES

Infrastructure inventory¹ By infrastructure type and category

	Average age (years)	Quantity			Size		
		AMPI		Change	AMPI		Change
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings							
Stations	26	52	52	0	1,222,773 m ²	1,223,060 m ²	287
Garages and workshops	38	45	45	0	1,620,235 m ²	1,606,466 m ²	(13,769)
Terminals	19	61	61	0	426,882 m ²	425,277 m ²	(1,605)
Administrative and service	26	28	34	6	88,329 m ²	95,354 m ²	7,025
Bus shelters, protective shelters and heated stations	13	4,972	4,870	(102)	47,983 m ²	37,852 m ²	(10,131)
Civil engineering structures							
Metro							
Stations	49	68	68	0	595,004 m ²	595,004 m ²	0
Tunnels	47	93	93	0	68 km	68 km	0
Auxiliary structures ²	43	122	123	1	N/A	N/A	N/A
Trains							
Tracks	13	N/A	N/A	N/A	42 km	52 km	10
Bridges, culverts, tunnels and walls	14	208	204	(4)	N/A	N/A	N/A
Reserved lanes	13	N/A	N/A	N/A	449 km	449 km	0
Park-and-ride lots	14	49	50	1	762,080 m ²	661,245 m ²	(100,835)
Equipment							
Metro cars							
MR-73	49	360	360	0	N/A	N/A	N/A
AZUR	8	639	639	0	N/A	N/A	N/A
Buses							
Standard	10	3,612	3,384	(228)	N/A	N/A	N/A
Standard electric	3	66	68	2			
Articulated	9	508	487	(21)	N/A	N/A	N/A
Minibuses	6	162	167	5	N/A	N/A	N/A
Trains							
Locomotives	19	40	45	5	N/A	N/A	N/A
Passenger cars	16	220	232	12	N/A	N/A	N/A
Emergency vehicles	9	1,071	1,058	(13)	N/A	N/A	N/A
Other ³	10	253	300	47	N/A	N/A	N/A

¹ Results are primarily based on data as of December 31, 2025.

² Auxiliary structures are the infrastructure that houses the metro's electrical and mechanical equipment.

³ The "Other" category includes the following: elevating work platforms, mechanical sweepers and scrubbers, forklifts, floor scrubbers, electric carts and boom lifts.

Change in Inventory

Buildings

The decrease in assets in the “Bus shelters, protective shelters and heated stations” category is mainly due to the removal of facilities that have reached the end of their useful life or that are no longer the responsibility of transit authorities. Most of these facilities have been transferred to municipalities. Conversely, the “Administrative and service” category saw an increase mainly due to the addition of exo buildings.

Civil engineering structures

The extra park-and-ride lot is because the STO added the Gabrielle-Roy parking lot. Furthermore, adjustments were made to the surface areas of certain park-and-ride lots and railroad tracks following data refinement, including the removal of surface areas not corresponding to developed park-and-ride lots.

Equipment

The main changes are due to the withdrawal of several “Standard” and “Articulated” buses that have reached the end of their useful life and will be gradually replaced by electric buses. The change in the number of trains (locomotives and passenger cars) is mainly due to exo commissioning five new locomotives and twelve passenger cars.

INFRASTRUCTURE SUSTAINABILITY

PUBLIC TRANSIT AUTHORITIES

Infrastructure condition overview^{1, 2} By infrastructure type and category

	Government condition index (GCI) (%)					
	A	B	C	ABC	D	E
Buildings						
Stations	4	21	48	73	27	0
Garages and workshops	18	22	16	56	22	22
Terminals	47	20	14	81	11	8
Administrative and service	34	21	12	67	9	24
Bus shelters, protective shelters and heated stations	27	21	33	81	10	9
Civil engineering structures						
Metro						
Stations	3	34	12	49	44	7
Tunnels	1	18	43	62	38	0
Auxiliary structures	18	0	22	40	28	32
Trains						
Tracks	0	47	45	92	8	0
Bridges, culverts, tunnels and walls	45	33	11	89	5	6
Reserved lanes	35	32	28	95	5	0
Park-and-ride lots	18	32	36	86	4	10
Equipment						
Metro cars						
MR-73	0	0	0	0	100	0
AZUR	100	0	0	100	0	0
Buses						
Standard	26	29	34	89	11	0
Standard electric	99	1	0	100	0	0
Articulated	16	12	72	100	0	0
Minibuses	3	10	46	59	40	1
Trains						
Locomotives	11	20	69	100	0	0
Passenger cars	18	0	79	97	3	0
Emergency vehicles	29	21	17	67	15	18
Other	32	31	5	68	5	27
Total – Infrastructure³	15	22	22	59	32	9

¹ Results are primarily based on data as of December 31, 2025.

² GCI percentages (A, B, C, D and E) are weighted by the number of infrastructure assets for all categories, except for reserved lanes and railway tracks, which are weighted by their length in kilometres.

³ The percentages for each GCI (i.e., A, B, C, D and E) represent the following ratio: the total replacement value of infrastructure included in that GCI over the total replacement value of all infrastructure.

OBJECTIVES

- Ensure the provision of safe, high-quality services that meet current standards;
- Maintain infrastructure in good condition (GCI of A, B or C) through ongoing replacement and repair of equipment, rolling stock and infrastructure that has reached the end of its useful life.

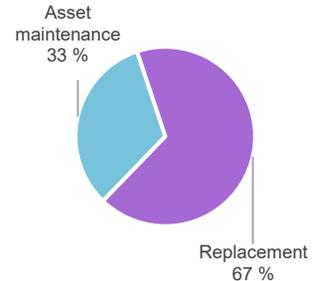
PUBLIC INFRASTRUCTURE INVESTMENTS INCLUDED IN THE QIP

PUBLIC TRANSIT AUTHORITIES

Infrastructure maintenance investments in the 2026–2036 QIP

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

	Public transit	%
Infrastructure maintenance		
Asset maintenance	1,154.7	33
Replacement	2,379.7	67
Total	3,534.4	100



INVESTMENT STRATEGY

Aside from metro assets, i.e., “Stations,” “Auxiliary structures,” and “MR-73” metro cars, the infrastructure portfolio of public transit authorities is mostly in good condition (GCI of A, B or C). This clearly illustrates the efforts that transit authorities are making, supported by MTMD assistance programs, to maintain and develop infrastructure that provide high-quality, efficient service that meets the public’s needs.

Consequently, to ensure safe, reliable and fast services and to address the deterioration of the infrastructure portfolio, more than \$3.5 billion in investments—a \$0.5 billion increase over the 2025–2035 QIP—are earmarked for the maintenance and replacement of infrastructure at the end of its useful life.

Specifically, the main planned investment projects aimed at infrastructure maintenance seek to:

- Replace fixed metro equipment, including escalators, ventilation, elevators and train control equipment;
- Completely overhaul critical components of the metro’s civil engineering structures, such as electrical, mechanical and structural systems;
- Replace rolling stock, including rail network passenger cars and locomotives, metro cars and buses.

Lastly, considering the condition and replacement value of the metro infrastructure (stations, tunnels, auxiliary structures, garages and workshops), significant asset maintenance work will be necessary to prevent further deterioration and restore assets to satisfactory or better condition (GCI of A, B or C).

CURRENT 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	Additions and improvements	
Public transit authorities						
2024-2025						
Actual	151.4	–	204.8	356.2	553.2	909.4
Planned ¹	130.8	–	166.4	297.2	736.2	1,033.4
Difference	20.6	–	38.4	59.0	(183.0)	(124.0)
2025-2026						
Probable ²	183.8	–	205.7	389.5	2,422.5	2,812.0
2026-2027						
Planned	210.5	–	233.6	444.1	644.0	1,088.1

¹ Included in the 2024–2034 QIP.

ADDITIONAL INFORMATION

Difference between planned and actual investments

Investments made in 2024–2025 are \$124.0 million lower than initially planned. This is mainly due to the slower-than-expected completion of projects related to the Centre opérationnel Lebourgneuf, the ARTM's digital mobility program and the Centre Newton.

Infrastructure maintenance

Regarding the funds allocated by the MTMD to support public transit authorities, the probable investments for 2025–2026 and planned investments for 2026–2027 total \$389.5 million and \$444.1 million, respectively, and will make it possible to carry out or continue the following key projects:

- exo commuter rail network, diesel locomotives – Greater Montréal area – Replacement;
- Continuation of Montréal Métro renovation programs:
 - Réno-Infrastructures program (renovation of stations, auxiliary structures, tunnels, garages and workshops);
 - Réno-Systèmes program (replacement or upgrade of operating equipment, including ventilation, elevators and track equipment such as rail supports and guide bars);
- Replacement of buses for all public transit authorities.

Infrastructure enhancement

Probable investments for 2025–2026 and planned investments for 2026–2027 total \$2,422.5 million and \$644.0 million, respectively, and will make it possible to carry out or continue the following key projects:

- Montréal Métro's station accessibility program (phase II) – Enhancement;
- RTC's Centre Newton – Québec – Acquisition and reconstruction (TB 336);
- Construction of new garage in Saint-Hubert (TB 633);
- RTC's Centre opérationnel Lebourgneuf – Québec – Construction (TB 630);
- Preparatory work for the Réseau structurant de transport en commun de la Ville de Québec – Construction (TB 181);
- Montréal Métro, blue line extension from Saint-Michel to Anjou (preparatory work) – Extension (TB 39).

Specifically, the probable investments of \$2,422.5 million for 2025–2026, which are much higher than the previous and following years, are due to the advance payment of financial assistance totalling \$1,730 million for the Montréal Métro blue line project and for preparatory work on the Réseau structurant de transport en commun de la ville de Québec. This financial assistance, provided by the government in 2025–2026 for work already included in the 2025–2035 QIP, will make available funds equivalent to the 2026–2036 QIP for other projects.

PUBLIC TRANSIT AUTHORITIES
**Changes in infrastructure condition
By infrastructure type and category**

	GCI of D (%)			GCI of E (%)		
	AMPI		Change	AMPI		Change
	2025-2026	2026-2027		2025-2026	2026-2027	
Buildings						
Stations	29	27	(2)	2	0	(2)
Garages and workshops	22	22	0	20	22	2
Terminals	9	11	2	7	8	1
Administrative and service	11	9	(2)	19	24	5
Bus shelters, protective shelters and heated stations	11	10	(1)	8	9	1
Civil engineering structures						
Metro						
Stations	38	44	6	8	7	(1)
Tunnels	38	38	0	0	0	0
Auxiliary structures	29	28	(1)	25	32	7
Trains						
Tracks	0	8	8	0	0	0
Bridges, culverts, tunnels and walls	6	5	(1)	6	6	0
Reserved lanes	5	5	0	0	0	0
Park-and-ride lots	0	4	4	2	10	8
Equipment						
Metro cars						
MR-73	100	100	0	0	0	0
AZUR	0	0	0	0	0	0
Buses						
Standard	9	11	2	1	0	(1)
Standard electric	0	0	0	0	0	0
Articulated	0	0	0	0	0	0
Minibuses	44	40	(4)	2	1	(1)
Trains						
Locomotives	0	0	0	2	0	(2)
Passenger cars	0	3	3	0	0	0
Emergency vehicles	16	15	(1)	13	18	5
Other	1	5	4	30	27	(3)
Total – Infrastructure²	30	32	2	9	9	0

¹ GCI percentages (A, B, C, D and E) are weighted by the number of infrastructure assets for all categories, except for reserved lanes and railway tracks, which are weighted by their length in kilometres.

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

ADDITIONAL INFORMATION

Changes in condition

The infrastructure of public transit authorities is deteriorating slightly, particularly due to the declining condition of metro “Stations” and “Auxiliary structures,” as well as “Park-and-ride lots.

This is mainly due to the deterioration of elements such as beams, slabs and other critical structural components deemed to be in poor condition, according to a 2025 report on five metro stations: Radisson, Verdun, Namur, De Castelnau and De la Savane. These findings highlight the importance of taking swift action to ensure network reliability and security.

More than 51% of metro stations are now classified as being in poor condition (GCI of D or E) due to the deterioration observed in these five major metro stations, which is a serious threat to the quality and resilience of the network’s infrastructure. However, this update better reflects actual maintenance needs and underscores the importance of prioritizing the rehabilitation of these essential assets based on urgency and available budgets. To this end, the STM has implemented several measures to mitigate risks, including the installation of shoring (temporary support structures), fencing and other protective devices to ensure the safety of these locations. In addition, secured areas are inspected on a regular basis. When the premises cannot be secured or when doing so would disrupt service operations, the site is closed to the public. In 2025, no stations were closed.

The deterioration observed in the metro’s auxiliary structures is mainly due to the fact that many of them have exceeded 125% of their useful life. It should also be noted that the current situation is partly explained as inspection data had not yet been fully collected and analyzed at the time of the previous AMPI. The deterioration noted this year is therefore mainly due to new information rather than sudden physical deterioration.

Given the situation, asset maintenance operations are being prioritized, particularly those aimed at improving the safety of auxiliary structures in the metro system. To this end, work such as repairing ventilation buildings, pumping stations and other critical facilities must be prioritized to ensure the continuity of network operations and directly improve user safety and comfort.

The deterioration of railway tracks stems from new issues identified during recent inspections.

APPENDIX 1

ADDITIONAL INFORMATION

MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE

MTMD financial assistance programs that meet the needs of public transit authorities

The MTMD administers financial assistance programs to meet the priority needs of public transit authorities. It must ensure that applications from transit authorities comply with established rules and regulations, as well as provide accountability for government investment expenditures.

The main objective of these financial assistance programs is to support transit authorities in capital projects necessary for the organization and operation of services. These programs promote the maintenance, improvement and development of public transit equipment and infrastructure.

Public transit authorities benefit from several subsidy programs, including:

- Government assistance program for public transit (PAGTCP) – capital component: This program aims to maintain existing assets in good condition, improve the quality of customer service and develop new services.
- Public transit capital assistance program of the Société de financement des infrastructures locales: This program, in effect since January 1, 2006, aims to develop capital projects related to public transit. Funding for the program comes from a portion of federal excise tax revenues on gasoline, revenues from registration fees on high-displacement motor vehicles and revenues from the Land Transportation Network Fund.
- Government assistance program for public transit infrastructure: This program stems from the signing of the Integrated Bilateral Agreement with the Government of Canada and aims to support new construction, expansion, improvement and rehabilitation projects for public transit infrastructure, as well as active transportation projects.

APPENDIX 1

(continued)

Inspection and data update

The public transit infrastructure inventory includes most of the infrastructure owned by public transit authorities, including exo, the STM, the RTC, the Réseau de transport de Longueuil, the Société de transport de Laval, the STO, Société de transport de Lévis, Société de transport de Trois-Rivières, Société de transport du Saguenay, Société de transport de Sherbrooke and the ARTM.

Since the MTMD does not own public transit infrastructure, the inventory is based on data provided by public transit authorities. In accordance with government guidelines, the MTMD works with all public transit authorities to collect and process data in order to establish and maintain a comprehensive and representative overview of the condition of their infrastructure. The purpose of this approach is to plan the investments to be made by the Gouvernement du Québec in support of public transit authorities over the next ten years, while respecting the respective responsibilities associated with ownership of the infrastructure in question.

Methodology

GCI percentages (A, B, C, D and E) are weighted by the number of infrastructure assets for all categories, except for “Reserved lanes” and “Tracks,” which are weighted by their length in kilometres.

Buildings and metro stations

The FCI method is used for most buildings, including “Garages and workshops,” “Terminals,” and “Administrative and service” buildings. It also applies to metro “Stations,” whose infrastructure is comparable to that of buildings as they have many similarities in terms of architecture, lighting, security and evacuation systems, commercial spaces, etc.

The FCI measures the condition of a building relative to its replacement value. Reference thresholds are defined to qualitatively establish GCI levels, which range from very good (GCI of A) to very poor (GCI of E). It is computed as follows:

- $FCI = (\text{Total cost of asset maintenance work to be carried out within zero to five years} / \text{replacement value}) \times 100.$

FCI concordance table for determining the GCI of most buildings

Facility condition index (FCI)	Government condition index (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

Tunnels

The STM is solely responsible for the tunnels in the metro system. The condition of the system’s tunnels is assessed using two indicators. The material condition rating (MCR) measures the physical condition of the structure, including concrete deterioration, surface coatings, metallic components, the presence of water infiltration and any signs of wear or impact on materials. The performance rating (PR) evaluates the functional and structural performance of the tunnel, including stability, drainage, equipment operation, joint behaviour and operational conditions. The overall rating, which determines the infrastructure’s GCI, is calculated by combining the results weighted according to the importance of each evaluated element.

Buses, Auxiliary structures, Metro cars, Emergency vehicles and Bus shelters, protective shelters and heated stations.

The GCI for Buses is determined based on their age and useful life, which is the amount of time that an infrastructural asset or component can adequately perform its intended functions. This age-based assessment method is also used for Auxiliary structures, metro cars (MR-73 and AZUR), Bus shelters, protective shelters and heated stations, as well as Emergency vehicles.

Age-group concordance table for determining the GCI

Age group (% of useful life)	Government condition index (GCI)
< 1/3 of useful life	A – Very good
Between 1/3 and 2/3 of useful life	B – Good
Between 2/3 and 3/3 of useful life	C – Satisfactory
Deterioration threshold	Condition threshold
Between 100% and 125% of useful life	D – Poor
125% or more of useful life and/or Involved in an accident and/or severely damaged	E – Very poor

In general, the useful life (deterioration threshold) for “Auxiliary structures” and “Metro cars” is 40 years, while for most “Buses” it is 16 years. For other categories, the useful life can vary significantly depending on the asset.

The other types of infrastructure presented—including stations, bridges, culverts and walls, as well as tunnels, tracks, trains and park-and-ride lots—are assessed using specific criteria unique to each transit authority. The MTMD is currently working to standardize these practices, which vary from one transit authority to another.

For reserved lanes, the 2026–2027 AMPI is based on the 2024 reports. This data will be updated for the 2027–2028 AMPI.

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 responsible for the Maritime Strategy, 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 11 crossings⁹, 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 encompasses and 21 vessels (16 ferries, three passenger vessels and two 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).

⁹ Crossing: route followed by a ferry on a watercourse

Infrastructure inventory¹
By infrastructure type and category

	Average age (years)	Quantity			Size		
		AMPI		Variation	AMPI		Variation
		2025-2026	2026-2027		2025-2026	2026-2027	
Buildings	25	87	87	0	9,801 m ²	9,801 m ²	0
Civil engineering structures							
Wharves	41	27	27	0	67,322 m ²	67,322 m ²	0
Docks	22	20	20	0	3,604 m ²	3,604 m ²	0
Other	37	22	22	0	161,298 m ²	161,298 m ²	0
Equipment							
Vessels	29	23	21	(2)	n/a	n/a	n/a

¹ DATA AS AT NOVEMBER 2025.

Variation in inventory

The quantity of vessels and watercraft decreased following the removal of a tugboat and an airboat. The MV Rivière Saint-Augustin henceforth replaces the tugboat, while the airboat was retired from service after the arrival of the VCA Boréal.

INFRASTRUCTURE SUSTAINABILITY

SOCIÉTÉ DES TRAVERSIERS DU QUÉBEC

Infrastructure conditions and asset maintenance deficit¹

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	53	32	2	87	13	0	2.3	–	2.3
Civil engineering structures									
Wharves	18	8	26	52	48	0	129.8	–	129.8
Docks	22	13	43	78	22	0	3.3	–	3.3
Other	83	17	0	100	0	0	–	–	–
Equipment									
Vessels	54	22	15	91	5	4	4.0	3.0	7.0
Total – Infrastructure	49	19	16	84	13	3	139.4	3.0	142.4

¹ DATA AS AT NOVEMBER 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.

OBJECTIVES

The STQ also adopted the following targets for the reduction of its AMD.

Objectives

Objectives	Reference value	Results					Target
	Reference AMPI	2022-2023 AMPI	2023-2024 AMPI	2024-2025 AMPI	2025-2026 AMPI	2026-2027 AMPI	Target AMPI
Carry out at least \$28.3 M of work intended to reduce the wharf AMD¹	\$0.0 M						\$28.3 M
		n/a	\$10.4 M	\$19.5 M	\$20.1 M	\$21.2 M	
	2022-2023 AMPI						2026-2027 AMPI
Carry out at least \$34.6 M of work to reduce the vessel and watercraft AMD^{1,2}	\$0.0 M						\$34.6 M
		n/a	\$20.4 M	\$30.9 M	\$33.2 M	\$34.6 M	
	2022-2023 AMPI						2026-2027 AMPI

¹ The presented results are the cumulative cost of work carried out since the reference AMPI was filed.

Achievement of targets

In the 2026-2027 AMPI, the work carried out for reducing \$1.1 million of the AMD at the Saint-Siméon wharf increased the total AMD addressed to date from \$20.1 million to \$21.2 million, but did not reach the target of \$28.3 million. This result is under the one expected due to additional delays relating to environmental applications and postponement of the Bas-Saint-Laurent-Charlevoix link project. However, the Saint-Siméon port infrastructure rehabilitation project (TB 1047), currently in planning, should allow a reduction of approximately \$18 million of the AMD.

For the vessels, the rehabilitation of the transmission system of the MV Catherine-Legardeur, currently in progress, has made it possible to reach the target of \$34.6 million. This work wrote off \$1.3 million of the AMD and, when completed in 2026-2027, it will allow a reduction of a total of \$2.0 million.

New targets

New AMD reduction and GCI improvement targets will be presented in the 2027-2028 AMPI.

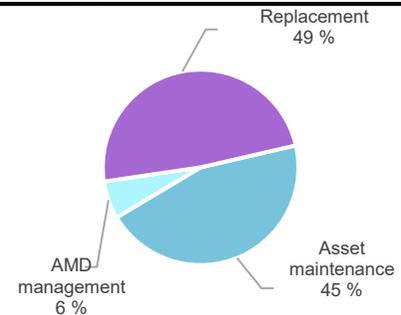
PUBLIC INVESTMENTS IN INFRASTRUCTURES INCLUDED IN THE QIP

SOCIÉTÉ DES TRAVERSIERS DU QUÉBEC

Infrastructure maintenance investments in the 2026-2036 QIP

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

	STQ	%
Infrastructure maintenance		
Asset maintenance	394.9	45
AMD management	54.7	6
Replacement	427.1	49
Total	876.7	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, the 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, with work such as:
 - The restoration of vessel structural components;
 - The rehabilitation 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.

Moreover, the STQ's strategy plans for the replacement of vessels when they reach the end of their useful life.

For example, private investments in the QIP include rehabilitation of the MV Catherine-Legardeur and replacement of the MV Les-Eaux-Scintillantes, two vessels currently in poor condition (GCI of D), which will be restored to good condition.

The STQ's investment strategy consists of prioritizing targeted repair work on essential components to ensure it remains operational and further extend their useful life. By following these procedures, the STQ gains extra time to plan the reconstruction of wharves and docks, which will contribute in the years ahead to a better management of the reported AMD and meet the needs related to evolution of the service offer. For example, the asset maintenance project at the L'Isle-aux-Coudres and Saint-Joseph-de-la-Rive L'Isle-aux-Coudres and Saint-Joseph-de-la-Rive wharves, completed in 2024-2025, seeks to extend the useful life of these infrastructures in anticipation of the major project currently under study that will ultimately write off their AMD. Moreover, the project in progress at the Saint-Siméon wharf will allow a reduction of a total of \$5.7 million of the AMD, which will be noted in a subsequent AMPI once the work is completed.

Finally, 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						
2024-2025						
Actual	24.5	1.7	5.1	31.3	9.1	40.4
Planned ¹	30.4	2.9	4.0	37.3	11.5	48.8
Difference	(5.9)	(1.2)	1.1	(6.0)	(2.4)	(8.4)
2025-2026						
Probable	19.9	2.5	11.9	34.3	5.2	39.5
2026-2027						
Planned	45.3	3.5	32.3	81.1	5.9	87.0

¹ Planned in the 2024-2034 QIP.

ADDITIONAL INFORMATION

Differences between planned and actual investments

The investments made in 2024-2025 for maintaining the STQ infrastructure portfolio totaled \$31.3 million while planned investments were \$37.1 million. This \$6.0 million difference is due mainly to the slower-than-expected progress of projects such as the rehabilitation of Saint-Siméon port infrastructure (TB 1047), the redevelopment of the accesses to the 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

In infrastructure enhancement, the investments made in 2024-2025 totaled \$9.1 million, or \$2.4 million less than expected. 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 and the slower-than-expected progress of the vessel acquisition project.

Infrastructure maintenance

Probable infrastructure maintenance investments were \$34.3 million in 2025-2026 and enabled completion or continuation of the following projects:

- Godbout riprap to protect and maintain the wharf;
- Startup of the rehabilitation project for the concrete-on-wood walls of the breakwater wharf in Saint-Siméon;
- Startup of the Tadoussac garage wharf rehabilitation project;
- Completion of construction of a second garage at Pakuashipi;
- Asset maintenance of the electric engines of the MV FA Gauthier and generators of the MV Radisson.
- Reconstruction of the port infrastructure at the Sorel-Tracy–Saint-Ignace-de-Loyola crossing (TB 207).

Planned investments for 2026-2027 amount to \$81.1 million. These investments will enable the continuation or completion of the following projects:

- Port infrastructure – Saint-Siméon – Repair (TB 1047);
- Asset maintenance work at the Godbout wharf;
- Startup of the Saint-Siméon wharf repair project;
- Startup of the Tadoussac and Baie-Sainte-Catherine wharf asset maintenance project;
- 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 2024-2025 in infrastructure enhancement projects totaled \$9.1 million, while probable investments for 2025-2026 are \$5.2 million. These amounts facilitated completion or continuation of the following projects:

- Acquisition and rehabilitation of the MV Saaremaa I (TB 365);
- Construction of a second garage at Pakuashipi;
- Construction of a multipurpose building at Chevery.

Planned investments in 2026-2027 for infrastructure enhancement projects total \$5.9 million. These investments will make it possible to plan or continue new projects. Among them, we find:

- 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		Variation	AMPI		Variation	2025-2026 AMPI	Natural deterioration	New findings	Reduction	2026-2027 AMPI
	2025- 2026	2026- 2027		2025- 2026	2026- 2027						
Buildings	5	13	8	0	0	0	–	2.3	–	–	2.3
Civil engineering structures											
Wharves	45	48	3	5	0	(5)	132.9	21.9	(25.0)	–	129.8
Docks	22	22	0	0	0	0	3.1	0.3	–	(0.1)	3.3
Other	0	0	0	0	0	0	–	–	–	–	–
Equipment											
Vessels	5	5	0	0	4	4	2.0	–	5.0	–	7.0
Total – Infrastructure	12	13	1	1	3	2	138.0	24.5	(20.0)	(0.1)	142.4

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 2026-2027 AMPI, the proportion of STQ infrastructure in very poor condition (GCI of D E) increased by 3%. This increase is mainly due to the MV Radisson, which was downgraded from satisfactory condition (GCI of C) to very poor condition (GCI of E) due to new identified needs. It also comes from certain buildings (Montmagny and Rivière-du-Loup), which were rated in poor condition following the increased degradation of their components and recent inspections that revealed lower-than-expected degradation of certain wharves.

Changes in the AMD

The \$4.4 million increase in the AMD, from \$138.0 million to \$142.4 million, is due mainly to the following elements:

- A \$24.5 million increase in the AMD mainly resulting from natural degradation due to wharf ageing. This infrastructure is approaching or has exceeded the end of its useful life;
- A \$20 million overall decrease in new findings following new inspections:
 - Observation of lower-than-anticipated degradation requiring work of less scope on the Île d'Anticosti, Lévis and Québec wharves (-\$25.0 million);
 - New needs identified for the transmission system of the MV Catherine-Legardeur (\$2.0 million) and for replacement of the rudder system of the MV Radisson (\$3.0 million);
- Reduction of \$0.1 million following major rehabilitation work on the Saint-Joseph-de-la-Rive and Baie-Comeau docks.

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 societies. 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:

- $FCI = (\text{Total cost of asset maintenance work to be carried out within zero to five years} / \text{replacement value}) \times 100.$

When the FCI is greater than 15%, the infrastructure is considered to be in poor condition (GCI of D or E).

The GCI of docks is 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 also be applied to all wharves in the next few years when they have all been inspected.

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.

