

INFORMATION RESOURCE INVESTMENT AND EXPENDITURE PLAN

2024 • 2025

**INFORMATION
RESOURCE INVESTMENT
AND EXPENDITURE PLAN**

2024•2025

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2024-2025 Expenditure Budget
**Information Resource Investment
and Expenditure Plan 2024–2025**

Legal Deposit – March 2024
Bibliothèque et Archives nationales du Québec

ISBN: 978-2-550-97016-3 (Print Version)
ISBN: 978-2-550-97017-0 (Online)

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

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MESSAGE FROM THE MINISTER



In December 2023, the assent of the *Act to amend the Act respecting the governance and management of the information resources of public bodies and government enterprises and other legislative provisions* enabled the government to enhance its capacity for action in the areas of information resource management, government digital transformation, and cybersecurity.

With this legislation, the government is clarifying the mission of the ministère de la Cybersécurité et du Numérique (MCN) by providing it with more tools to accelerate the digital transformation of public bodies.

The amendments to the *Act respecting the governance and management of information resources of public bodies and government enterprises* in 2023 provide that I will now propose to the government a portfolio of priority information resource projects to establish government priorities for the digital transformation initiatives of public bodies. The MCN will be responsible for ensuring the follow-up of these projects.

The 2024–2025 Information Resource Investment and Expenditure Plan will therefore be a key element in the development of this portfolio of priority projects. It will be presented to the government no later than 60 days after the Plan is tabled in the National Assembly.

With projected investments and expenditures of \$5,872.6 million in 2024–2025, the Plan reflects the importance the government attaches to information resources, digital government transformation, cybersecurity and, more broadly, modernizing the way our public administration operates.

Essential to government performance and the delivery of services to Québec citizens and businesses, good governance of the public administration's information resources must be guided by the objective of offering the best services, as efficiently as possible. That's why the Plan is an essential tool to help public bodies map out and monitor spending in this area, and make the right choices.

Éric Caire

HIGHLIGHTS

**306**

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

\$7,779.7 M

Investments planned under the Québec Infrastructure Plan 2024–2034 for the information resources sector.

\$1,137.9 M

Investments planned for the fiscal year 2024–2025 under the Québec Infrastructure Plan 2024–2034 for the information resources sector.

\$5,562.2 M

Probable investments and expenditures in information resources for the fiscal year 2023–2024 to support the various missions of the State.

\$5,872.6 M

Planned investments and expenditures in information resources for the fiscal year 2024–2025.

2,120

Active information resource projects as at February 1, 2024.

315

Information resource projects completed in fiscal year 2023–2024, as at February 1, 2024.

13,853

Information assets listed for the year 2023.

INTRODUCTION

Pursuant to section 16.1 of the *Act respecting the governance and management of the information resources of public bodies and government enterprises* (chapter G-1.03), the Minister of Cybersecurity and Digital Technology submits annually an investment and expenditure plan for the information resources of public bodies to the Chair of the Conseil du trésor.

The purpose of this plan is to present a portrait of the Québec State's interventions in the fields of information resources with regard to the following elements:

- A description of the contribution of information resources to State activities and of how the strategies referred to in paragraph 1 of section 13 are aligned with the guidelines determined under the second paragraph of section 21;
- Information on the information resource investments and expenditures that public bodies plan to make;
- Information on information resource projects whose estimated total cost is greater than the threshold determined by the Government and on other projects that are of government-wide interest;
- An inventory of the information assets of public bodies, including an evaluation of their condition.

This information resource investment and expenditure plan also presents the active workforce in the field of information resources and a contextualization of the major initiatives of the MCN, in order to provide the reader with a comprehensive vision of information resources within the public administration.

Data is generally presented by ministerial portfolio, with the exception of data from public bodies in the health and social services network, the education network, and the higher education network. Intervention strategies, as defined in the «information resource investments and expenditures» section, correspond to the categories that public bodies are required to use to describe the activities and projects included in their information resource investment and expenditure program.

The information resource investment and expenditure plan of public bodies is included with the estimates, which are tabled in the National Assembly in accordance with section 45 of the *Public Administration Act* (chapter A-6.01).

CONTRIBUTION OF INFORMATION RESOURCES TO STATE ACTIVITIES

The assent of the *Act to amend the Act respecting the governance and management of the information resources of public bodies and government enterprises and other legislative provisions* on December 6, 2023 represents a major step forward in the evolution of information resource governance. The purpose of this legislation is to accelerate the digital transformation of public bodies, strengthen information security in public administration, and promote rapid results in information resource projects in order to offer better services to the public and improve the performance of public administration. In particular, it clarifies roles and responsibilities with regard to cybersecurity and digital transformation, and promotes government cohesion and concordance in the field of information security.

In terms of digital service design, the MCN has provided support to public bodies in the development of their new digital transformation plans to accompany their information resource strategies, in accordance with the *Act respecting the governance and management of the information resources of public bodies and government enterprises* and the *Rules for the Planning and Management of Information Resources*. The purpose of aligning these plans with their respective strategies is to ensure consistency between the government's commitment to digital transformation and the strategic directions, objectives, and lines of intervention of public bodies. This collaboration has made it possible to implement a comprehensive approach, guiding public bodies in defining their specific objectives, determining modernization opportunities, drawing up the resulting action plans, and incorporating digital best practices.

In the context of the emergence of artificial intelligence, a specialized multi-disciplinary team has been set up at the MCN to provide scientific advice and opinions, particularly with regard to best practices. Collaboration continues with key partners such as Université Laval's International Observatory on the Societal Impacts of Artificial Intelligence and Digital Technologies (OBVIA) and Concordia University's Applied AI Institute.

In terms of cybersecurity, Ministerial Order 2023–01 of September 8, 2023 stipulates that registration of a public body's information assets with the MCN's Bug Bounty Program is considered as an essential step that public bodies must take. A plan to integrate the information assets of government ministries and public bodies has been drawn up with a view to protecting information assets. Initially launched as a pilot project on May 5, 2022, the program draws on the expertise of a community of cybersecurity researchers to detect security flaws in government assets.

INFORMATION RESOURCE INVESTMENTS AND EXPENDITURES

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

1. Probable investments and expenditures in information resources

Based on the investment and expenditure programming for information resources and the balance sheet sums forwarded by public bodies, total probable investments and expenditures, all funding sources combined, amount to \$5,562.2 million for the 2023–2024 fiscal year. This is 8.0% higher than the \$5,151.3 million forecast in the 2023–2024 Information Resource Investment and Expenditure Plan. This difference results from a 4.0% decrease in investments and a 12.1% increase in expenditures.

Table 1 shows actual investments and expenditures for fiscal years 2021–2022 and 2022–2023, as well as probable investments and expenditures for 2023–2024.

Table 1: Actual and probable information resource investments and expenditures by public bodies subject to the *Act respecting the governance and management of the information resources of public bodies and government enterprises* (in millions of dollars)

	2021–2022 ¹		2022–2023 ²		2023–2024 ³	
	IRIEP 2023–2024	Update June 15, 2023 ⁴	IRIEP 2023–2024	Update June 15, 2023 ⁴	IRIEP 2023–2024	Update June 15, 2023 ⁴
Investments	1,046.9	1,019.5	1,460.8	1,207.1	1,307.7	1,255.3
Expenditures	3,274.6	3,289.6	3,706.0	3,653.9	3,843.6	4,306.9
Total	4,321.5	4,309.0	5,166.8	4,861.0	5,151.3	5,562.2

Note 1: Due to rounding, amounts may not add up to the total shown.

Note 2: Information Resource Investment and Expenditure Plan (IRIEP).

1. Adjusted actual data.

2. Actual data.

3. Probable data.

4. Official data transmitted as at June 15, 2023, and taking into account requests for retransmission from public bodies since that date, where applicable, with the exception of education and higher education networks, for which data are transmitted as at September 15, 2023. Takes into account the investment envelopes allocated to public bodies for investments financed by the Gouvernement du Québec.

2. Annual information resource investment and expenditure planning

The information resource investment and expenditure program sets out the priorities established by public bodies covered by the *Act respecting the governance and management of the information resources of public bodies and government enterprises* for fiscal year 2024–2025 and the three subsequent fiscal years.

The programming of a public body must be based on its portfolio of information resource interventions, be continually updated, and be consistent with its investment and spending strategies, including its 2023 digital transformation plan, the status of its information assets, and protection against cyber threats.

For fiscal year 2024–2025, the sum of planned information resource investments and expenditures for public bodies subject to the *Act respecting the governance and management of the information resources of public bodies and government enterprises* is estimated at \$5,872.6 million. Investments account for 21.4% of this amount, and 78.6% is made up of expenditures.

The portion attributable to the health and social services network, the education network and the higher education network reached 38.7% of total investments and expenditures.

Table 2: Annual information resource investment and expenditure planning (in millions of dollars)⁵

Ministerial portfolio	2024–2025		2025–2026		2026–2027		2027–2028	
	Investment	Expenditure	Investment	Expenditure	Investment	Expenditure	Investment	Expenditure
Affaires municipales et Habitation	2.7	31.3	1.8	32.0	1.7	31.1	1.6	31.3
Agriculture, Pêcheries et Alimentation	11.6	55.9	11.8	56.5	10.0	57.9	8.1	59.6
Conseil du trésor et Administration gouvernementale	16.0	60.5	17.7	62.3	12.2	62.1	6.2	62.7
Conseil exécutif	2.9	6.1	3.0	6.3	0.5	6.4	0.5	6.5
Culture et Communications	16.3	29.9	14.8	30.7	9.3	29.1	6.4	29.7
Cybersécurité et Numérique	112.6	568.2	109.2	531.0	112.0	527.7	112.6	546.4
Économie, Innovation et Énergie	1.3	11.4	1.2	11.9	1.4	11.9	1.3	12.1
Éducation	12.0	155.1	10.5	199.1	9.7	183.5	7.8	163.5
Emploi et Solidarité sociale	21.7	118.8	16.6	120.0	14.6	119.8	12.3	119.6
Enseignement supérieur	5.8	11.6	6.3	12.6	5.2	12.9	4.0	13.4
Environnement, Lutte contre les changements climatiques, Faune et Parcs	10.5	43.6	4.6	43.7	4.7	43.8	3.7	43.6
Famille	19.6	42.4	17.7	45.3	9.8	41.6	9.9	43.5
Finances	133.4	338.6	134.2	342.7	123.1	348.3	122.2	360.0
Immigration, Francisation et Intégration	10.7	42.5	9.9	44.9	5.0	50.2	5.0	53.7
Justice	43.3	154.0	42.8	145.0	40.8	141.8	20.6	137.8
Langue française	0.5	5.7	0.5	6.0	0.5	6.2	0.3	6.6
Relations internationales et Francophonie	0.9	6.1	0.4	6.2	0.3	6.3	0.3	6.4
Ressources naturelles et Forêts	11.4	76.7	15.5	72.2	9.2	69.6	9.3	70.5
Santé et Services sociaux	168.5	485.6	131.1	460.4	129.4	446.5	115.8	450.3
Sécurité publique	30.7	145.4	27.6	144.7	27.1	142.7	15.7	143.5
Tourisme	3.2	13.4	2.5	15.2	2.1	15.3	2.4	15.6
Transports et Mobilité durable	33.3	285.9	27.0	270.2	25.6	235.3	27.1	238.8
Travail	31.3	135.5	26.8	146.6	27.2	153.6	25.5	161.3
Education network	163.6	230.7	94.4	234.6	93.9	234.2	88.3	230.5
Higher education network	141.4	672.7	104.6	667.4	126.4	530.9	113.4	524.9
Health and social services network	171.6	889.8	90.2	883.4	87.4	842.9	85.1	857.1
Information resources reserve	78.3	–	94.3	–	150.1	–	158.7	–
Total investment and expenditure	1,255.1	4,617.5	1,017.0	4,590.9	1,039.6	4,351.8	964.2	4,388.9
Total per fiscal year	5,872.6		5,607.9		5,391.4		5,353.0	

Note 1: Official data transmitted as at June 15, 2023 and taking into account retransmission requests from public bodies since that date, where applicable, with the exception of the education and higher education networks, for which data are transmitted as at September 15, 2023. Takes into account the investment envelopes allocated to public bodies for investments financed by the Gouvernement du Québec.

Note 2: Due to rounding, amounts may not add up to the total shown.

5. Expenditures do not include the amortization of information resources of public bodies, nor all payroll taxes and financial costs of government ministries and budgetary bodies.

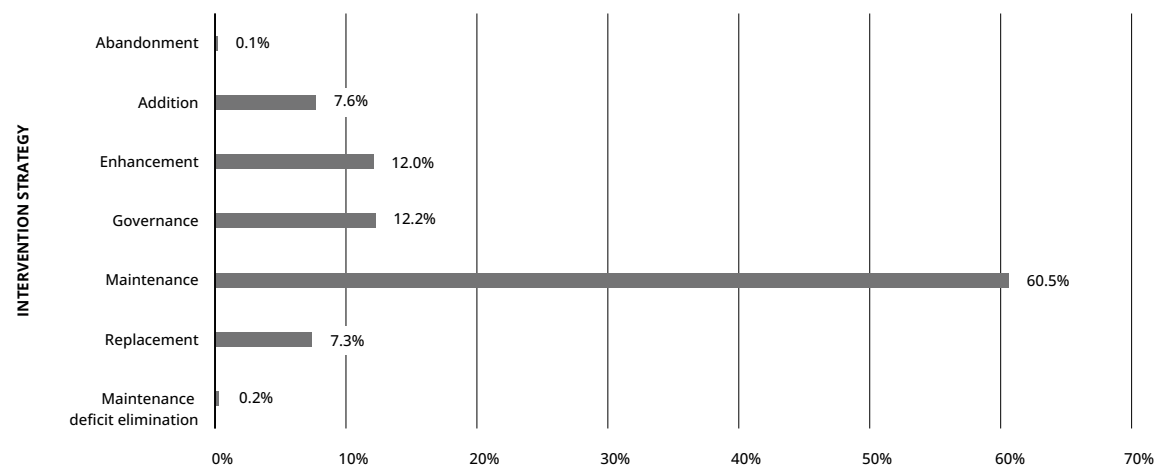
3. Intervention strategies

In order to describe the interventions included in their information resource investment and expenditure programming, public bodies are required to classify them according to intervention strategies. There are seven such strategies, corresponding to the categories that public bodies are required to use:

- **Abandonment:** action aimed at disposing of an information asset deemed obsolete or no longer meeting the objectives pursued.
- **Addition:** action aimed at acquiring or designing new information assets.
- **Enhancement:** action designed to modernize, increase, or enhance the service potential of an information asset.
- **Governance:** action aimed at ensuring the sustainability of management and planning operations in order to implement the public body's strategic objectives in terms of information resources.
- **Maintenance:** action aimed at maintaining the performance of an information asset and preventing it from becoming obsolete.
- **Replacement:** action aimed at replacing all or part of an information asset, normally at the end of its useful life.
- **Maintenance deficit elimination:** action to make up for a backlog in the maintenance of an information asset.

In line with government directions and priorities, intervention strategies aim to allocate financial resources according to organizational needs, to offset or prevent obsolescence, or to acquire new assets to better support the delivery of services to citizens and enterprises.

Figure 1: Annual planning from 2024–2025 to 2027–2028 of information resource investments and expenditures by type of intervention strategy⁶



6. Allocation percentages are established in accordance with the programming declared by public bodies and take into account the investment envelopes allocated to public bodies for investments financed by the Gouvernement du Québec.

4. Annual investment planning for the Québec Infrastructure Plan – Information Resources Sector (QIP-IR)

The QIP-IR sets out, over a ten-year period, the investment requirements for information resource projects and activities to be financed by a contribution from the Gouvernement du Québec. It should be noted that only investments in information resources by public bodies subject to the *Public Infrastructure Act* (chapter I-8.3) are included in the QIP-IR. Accordingly, investments planned under the QIP-IR are among the information resource investments presented in Table 2.

For the decade 2024–2034, information resource investment requirements have been collected by the MCN from public bodies. The investment envelopes allocated to public bodies are in line with their current and projected interventions, their capacity to carry them out, the growth in needs relating to the delivery of public services, and the government's directions and priorities in terms of information resources.

Planned investments under the QIP-IR 2024–2034 allocated to each public body total \$7,779.7 million, including \$1,137.9 million for fiscal year 2024–2025. These planned investments for the 2024–2034 period represent an increase of \$64.5 million over the QIP-IR 2023–2033, which was set at \$7,715.2 million. Table 3 shows the breakdown of the QIP-IR 2024–2034 by ministerial portfolio.

The portion attributable to the health and social services network, the education network, and the higher education network represents 33.9% of total planned investments.

Table 3: Ten-year planning of information resource investments by ministerial portfolio for the 2024–2034 period (in millions of dollars)

Ministerial portfolio	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029	2029–2030	2030–2031	2031–2032	2032–2033	2033–2034	QIP 2024–2034
Affaires municipales et Habitation	2.7	1.8	1.7	1.6	1.5	1.5	1.5	1.5	1.3	1.3	16.4
Agriculture, Pêcheries et Alimentation	10.2	10.4	8.6	7.4	6.8	5.2	5.0	5.0	5.0	5.0	68.7
Conseil du trésor et Administration gouvernementale	15.9	17.6	12.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1	88.1
Conseil exécutif	2.9	3.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	10.2
Culture et Communications	16.3	14.8	9.3	6.4	6.3	6.5	6.9	6.7	6.6	6.8	86.8
Cybersécurité et Numérique	112.6	109.2	112.0	112.6	68.7	47.5	36.4	36.4	36.4	36.4	708.2
Économie, Innovation et Énergie	1.3	1.2	1.4	1.3	1.6	1.3	0.9	0.9	0.9	0.9	11.7
Éducation	10.7	7.7	4.9	4.9	5.4	6.0	6.0	6.0	6.0	6.0	63.8
Emploi et Solidarité sociale	19.4	14.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3	132.0
Enseignement supérieur	5.8	6.3	5.2	4.0	3.1	2.6	2.6	1.7	1.7	1.7	34.6
Environnement, Lutte contre les changements climatiques, Faune et Parcs	10.4	4.5	4.6	3.5	3.4	3.5	4.5	4.5	4.5	4.4	47.8
Famille	19.6	17.7	9.8	9.9	6.7	6.3	6.5	4.5	4.5	4.5	89.8
Finances	107.6	108.2	97.1	96.1	102.8	104.3	107.8	104.8	80.8	80.8	990.3
Immigration, Francisation et Intégration	10.7	9.9	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	60.6
Justice	43.1	42.6	40.6	20.4	18.4	11.5	11.0	11.0	11.0	11.0	220.7
Langue française	0.5	0.5	0.5	0.3	0.3	0.3	0.3	0.3	0.3	0.3	4.0
Relations internationales et Francophonie	0.9	0.4	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	3.5
Ressources naturelles et Forêts	11.2	15.3	9.0	9.3	5.4	2.9	5.0	5.7	3.5	2.7	70.2
Santé et Services sociaux	168.5	131.1	129.4	115.8	73.1	47.8	36.4	34.4	34.4	34.4	805.5
Sécurité publique	30.7	27.6	27.1	15.7	10.1	9.5	9.6	9.6	9.1	9.3	158.3
Tourisme	3.2	2.5	2.1	2.4	2.1	2.1	2.1	2.6	2.2	2.2	23.6
Transports et Mobilité durable	26.3	23.4	21.2	23.1	17.7	16.9	15.3	12.9	17.7	19.7	194.2
Travail	7.1	6.9	6.4	3.9	1.9	1.9	1.9	1.9	1.9	1.9	35.9
Education network	162.5	93.0	93.4	88.0	85.1	85.9	85.9	85.9	85.9	85.9	951.3
Higher education network	93.7	75.1	78.2	74.1	74.1	74.7	74.8	74.8	74.8	74.8	769.2
Health and social services network	165.7	87.0	85.3	83.0	83.0	83.0	83.0	83.0	83.0	83.0	919.0
Information resources reserve	78.3	94.3	150.1	158.7	138.2	137.5	145.8	110.7	101.4	100.0	1,215.1
Grand total	1,137.9	926.3	928.4	866.7	740.1	682.8	673.6	629.3	597.3	597.5	7,779.7

Note 1: Due to rounding, amounts may not add up to the total shown.

INFORMATION RESOURCE PROJECTS

The chief information officer (CIO) plays a key role in the governance of information resources, as the person tasked with recommending information resource projects for the various public bodies for which Conseil du trésor or government authorization is required.

The MCN also ensures that the information resource projects of public bodies are shown on the Gouvernement du Québec's information resource project dashboard, which presents the status of qualified projects⁷ costing over \$500,000 and in the execution phase. It enables projects to be viewed by portfolio and by public body and provides detailed information on their authorization parameters, i.e. scope, cost, and schedule. In 2023–2024, as at February 1, 2024, 181 qualified projects have been posted, including 38 active targeted projects.⁸ The French-language dashboard is published on the Internet at www.tableaubordprojetsri.gouv.qc.ca.

In 2023–2024, as at February 1, 2024, a total of 2,120 information resource projects declared by public bodies within the Integrated Information Resource Management System are considered active within the government administration, including 836 qualified projects. The Santé et Services sociaux (37.5%); Enseignement supérieur (22.4%); and Éducation (9.0%) portfolios declared the most active projects.

7. A qualified project involves a total cost equal to or greater than \$500,000 and corresponds to one or more of the following situations: the addition or implementation of a new information system, solution, or business service that may cover development, acquisition, or registration; replacement of an information system; addition of functionalities or improvement of an information system, solution, or business service; and/or the introduction of new technological infrastructure services.

8. A project is targeted if it meets one of the following three criteria: a project designated as being of government-wide interest under section 16.3 of the *Act respecting the governance and management of the information resources of public bodies and government enterprises*; a project included in the portfolio of priority projects referred to in paragraph 3 of section 12.9 of the said Act; or a project for which the Conseil du trésor, or, as the case may be, the government, is the authority responsible for granting authorization at the end of the preliminary project stage or at the end of the planning phase by virtue of an order in council promulgated under the first paragraph of section 16.2 of the said Act.

Table 4: Number of active projects by portfolio

Ministerial portfolio	Number of active projects*
Affaires municipales et Habitation	9
Agriculture, Pêcheries et Alimentation	37
Conseil du trésor et Administration gouvernementale	26
Conseil exécutif	5
Culture et Communications	96
Cybersécurité et Numérique	29
Économie, Innovation et Énergie	16
Éducation	191
Emploi et Solidarité sociale	17
Enseignement supérieur	474
Environnement, Lutte contre les changements climatiques, Faune et Parcs	23
Famille	14
Finances	101
Immigration, Francisation et Intégration	9
Justice	35
Langue française	3
Relations internationales et Francophonie	6
Ressources naturelles et Forêts	15
Santé et Services sociaux	796
Sécurité publique	38
Tourisme	20
Transports et Mobilité durable	115
Travail	45
Grand total	2,120

* Corresponds to the number of interventions entered in the Integrated Information Resource Management System.
As at February 1, 2024.

As of February 1, 2024, for the 2023–2024 fiscal year, a total of 315 projects have been declared completed, including 63 qualified projects. The portfolios of Enseignement supérieur (50.8%); Éducation (18.4%); and Santé et Services sociaux (13.7%) declared the most completed projects.

Table 5: Number of completed projects by portfolio

Ministerial portfolio	Number of completed projects*
Affaires municipales et Habitation	3
Agriculture, Pêcheries et Alimentation	1
Conseil du trésor et Administration gouvernementale	1
Culture et Communications	7
Économie, Innovation et Énergie	1
Éducation	58
Emploi et Solidarité sociale	5
Enseignement supérieur	160
Environnement, Lutte contre les changements climatiques, Faune et Parcs	4
Finances	10
Immigration, Francisation et Intégration	2
Justice	3
Ressources naturelles et Forêts	4
Santé et Services sociaux	43
Transports et Mobilité durable	8
Travail	5
Grand total	315

* Corresponds to the number of interventions entered in the Integrated Information Resource Management System.
As at February 1, 2024.

When the government deems it necessary, certain large-scale projects involving several public bodies may be designated as being of government interest. As at February 1, 2024, the projects designated as being in the government interest in the execution phase are those presented in Table 6.

Table 6: Projects of government interest

Project name	Government ministry (public body)	Project description	Designation date
Integrated Resource Management Business Solutions (IRBMS) - Phase SGR7 Payroll System	MCN	The SGR7 phase aims to modernize the government's payroll system by replacing the current system. This project will better support the administration of employee compensation and benefits programs, and make compensation management more efficient.	June 2018
Québec Digital Identity Service (QDIS) Program Project: Improved Access to Electronic Services - Citizens Project: Citizen Digital Identity	MCN	The QDIS program will simplify access to government online services, while limiting to essentials the personal information disclosed on the basis of consent to information sharing. Its scope includes the implementation of a digital wallet to support citizens' digital identity.	May 2020
Consolidation of Data Processing Centres (DPC) Program and Optimization of Processing and Storage	MCN	The DPC program aims to consolidate the data processing centres of public bodies, as well as those of institutions in the identified health and social services, education, and higher education networks.	June 2020

INFORMATION RESOURCE ASSETS

1. Inventory of information assets

Public bodies subject to the *Act respecting the governance and management of the information resources of public bodies and government enterprises* must compile and keep up to date an inventory of its information assets, including an evaluation of their condition.

The information asset inventory consists of a permanent register of information assets to be established and maintained by each public body. Information assets include computer systems and infrastructure services. Each of the computer systems and infrastructure services listed is subject to a condition evaluation by their public body holder.

In today's environment, characterized by increased reliance on information resources, the rapidity with which new technologies render systems obsolete, and the growing risk of cyberattacks, knowledge of the inventory of public bodies' information assets and their condition is essential to enable the deployment of appropriate measures to ensure information security, continuity of services offered by the State, and their transformation.

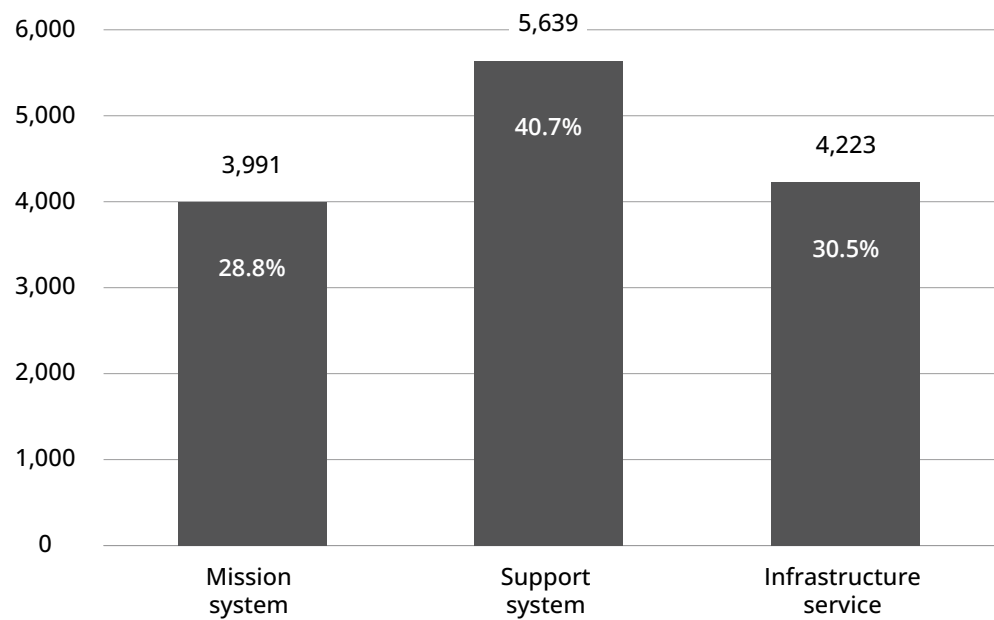
Table 7: Definition of information assets

Type	Subtype	Definition
Computer system	Mission system	A system that operates within the core business of a public body and constitutes its purpose.
	Support system	System supporting shared processes in a public body (e.g. resource management, procurement management, communications management, legislation management).
Infrastructure service	–	An integrated set of configuration elements, which may include hardware and software, designed to meet a need or achieve an objective.

In accordance with the *Rules on the Planning and Management of Information Resources*, which came into force on July 13, 2022, an update of the information asset inventory of all public bodies for the year 2023 was completed in January 2024.

For the year 2023, 13,853 assets have been declared to the information asset inventory. Of the 13,853 systems and services listed, 3,991 are mission systems (28.8%); 5,639 are support systems (40.7%); and 4,223 are infrastructure services (30.5%).

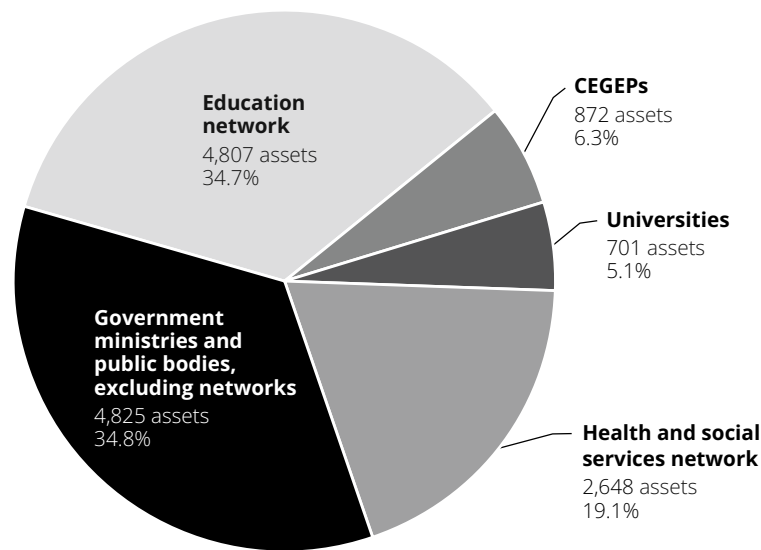
Figure 2: Distribution of information assets by system type in 2023



Public bodies in the education network held 4,807 assets, or 34.7% of declared assets. Public bodies in the higher education network held 1,573 assets, or 11.4% of declared assets. More of these assets belonged to CEGEPs (872 assets, or 6.3% of all declared assets) than to universities (701 assets, or 5.1% of all declared assets). Public bodies in the health and social services network held 2,648 assets, or 19.1% of all declared assets.

Finally, government ministries and public bodies, excluding public bodies in the education network, higher education network, and health and social services network, held 4,825 assets, or 34.8% of all declared assets, compared with 4,232 assets in 2021.

Figure 3: Distribution of information assets by types of publics bodies in 2023



2. Health of information assets

Listed information assets are evaluated in terms of their business and technical health.

The health index, based on a scale of 1 to 5, presents the health status (condition) of systems and services on a single, comparable basis. The scale is ascending, meaning that index 1 reflects a very poor state of health, while index 5 reflects a very good state of health.

Table 8: Health evaluation criteria and index

Business health	Technical health	Indicator	
Matching current needs	Architectural alignment	Index	Status
Matching future needs	Technological durability		
Easy to support	Easy to upgrade	5	Very good
Business documentation	System performance	4	Good
Information security needs	Technological expertise	3	Satisfactory
–	Technical documentation	2	Poor
–	Compliance with security measures	1	Very poor

In 2023, the information asset health average index was 3.6 out of 5.

Table 9: Information asset health index

	2019	2021	2023
	Index		
Government ministries and public bodies	3.4	3.5	3.4
Education network	–	3.6	3.6
Higher education network	–	3.7	3.8
CEGEP	–	3.8	3.8
University	–	3.6	3.8
Health and social services network	–	3.4	3.7
Average Index	3.4	3.5	3.6

Generally speaking, infrastructure services have a better health index than other types of systems. In 2023, infrastructure services had an index of 3.9 out of 5, compared with 3.4 for mission and support systems. The situation was similar between 2019 and 2021, when infrastructure services had a higher health index than other system types.

Table 10: Average index by system type

	2019	2021	2023
	Index		
Mission system	3.2	3.4	3.4
Support system	3.3	3.3	3.4
Infrastructure services	3.7	3.9	3.9
Average Index	3.4	3.5	3.6

An information asset is considered obsolete when its health index is less than 2 out of 5. In 2023, the obsolescence rate for information assets of all public bodies was 4.3%. This rate was 0.5 percentage points lower than in 2021, when it stood at 4.8%.

INFORMATION RESOURCE WORKFORCE

Since 2020, all public bodies subject to the *Act respecting the governance and management of the information resources of public bodies and government enterprises* have been required to produce their information resource workforce portraits. Published annually, the portraits of the workforce and the use of consultants assigned to information resources identify the number of internal and external resources, as well as the number of vacant positions within public bodies.

Data for the year 2022 are presented according to four affiliation groups, in order to respect their distinct frames of reference and to insert evolving data for the public bodies to which this situation applies. The affiliation groups are defined as follows:

- **Affiliation Group 1:** Public bodies subject to the *Act respecting the governance and management of the information resources of public bodies and government enterprises*, and whose personnel are appointed under the *Public Service Act*. Made up of 73 public bodies.
- **Affiliation Group 2:** Public bodies subject to the *Act respecting the governance and management of the information resources of public bodies and government enterprises* and whose personnel are not appointed under the *Public Service Act*, with the exception of network public bodies. Made up of 41 public bodies.
- **Affiliation Group 3:** Education network (73 public bodies), comprising mainly school service centres and school boards, as well as higher education network, including CEGEPs (48 public bodies) and universities (19 public bodies). Made up of 140 public bodies.
- **Affiliation Group 4:** Health and social services network, which includes various types of public bodies (healthcare institutions, health communication centres, non-budgetary public bodies, and shared procurement groups). Made up of 49 public bodies.

In 2022, the reporting public bodies that submitted their portraits declared a total of 25,493 information resource personnel, of which 20,108 were internal (78.9%) and 5,385 external (21.1%). This represents an increase of 6.8% (1,619 resources) over the previous year. Affiliation Group 1 employed a larger workforce of 11,270 people, or 44.2% of all reported information resource personnel.

Table 11: Distribution of information resources by affiliation group

	2020		2021		2022	
	Number	Percentage %	Number	Percentage %	Number	Percentage %
Group 1	10,108	44.2	10,589	44.4	11,270	44.2
Group 2	2,839	12.4	3,064	12.8	3,375	13.2
Group 3	5,808	25.4	5,930	24.8	6,297	24.7
Education	1,998	8.7	2,046	8.6	2,144	8.4
CEGEP	877	3.8	909	3.8	954	3.7
University	2,933	12.8	2,975	12.5	3,199	12.5
Group 4	4,113	18.0	4,291	18.0	4,551	17.9
Total	22,868	100.0	23,874	100.0	25,493	100.0

Note: Internal and external resources.

In 2022, there were 2,772 vacant positions, corresponding to a vacancy rate of 12.1%. This compares with 11.5% in 2021, with 2,467 vacant positions. The increase in the vacancy rate of 0.6 percentage points (305 positions) between the last two data collections remains linked to the current context, characterized by a workforce scarcity and the resulting recruitment difficulties affecting the information resources sector.

Table 12: Distribution of information resource vacant positions by affiliation groupe

	2020			2021			2022		
	Internal and vacant positions	Vacant positions	Percentage % vacant positions	Internal and vacant positions	Vacant positions	Percentage % vacant positions	Internal and vacant positions	Vacant positions	Percentage % vacant positions
Group 1	7,938	971	12.2	8,296	1,162	14.0	8,497	1,091	12.8
Group 2	2,440	144	5.9	2,604	239	9.2	2,894	305	10.5
Group 3	5,832	284	4.9	6,070	377	6.2	6,658	589	8.8
Education	2,095	122	5.8	2,174	149	6.9	2,349	240	10.2
CEGEP	915	57	6.2	964	75	7.8	1,030	93	9.0
University	2,822	105	3.7	2,932	153	5.2	3,279	256	7.8
Group 4	4,288	561	13.1	4,538	689	15.2	4,831	787	16.3
Total	20,498	1,960	9.6	21,508	2,467	11.5	22,880	2,772	12.1

Affiliation Group 4 has the highest vacancy rate, with 16.3% or 787 vacant positions.

Table 13 shows the evolution of the information resource workforce from 2020 to 2022 for Affiliation Group 1.

Table 13: Affiliation Group 1 – evolution of internal and external resources and vacant positions

Resources	2020	2021	2022
Internal	6,967	7,134	7,406
External	3,141	3,455	3,864
Total	10,108	10,589	11,270
Percentage % internal	68.9	67.4	65.7
Percentage % external	31.1	32.6	34.3
Vacant positions	971	1,162	1,091
Internal and vacant positions	7,938	8,296	8,497
Percentage % vacant positions	12.2	14.0	12.8

Table 14 shows the information resource workforce from 2020 to 2022 for Affiliation Group 2.

Table 14: Affiliation Group 2 – evolution of internal and external resources and vacant positions

Resources	2020	2021	2022
Internal	2,296	2,365	2,589
External	543	699	786
Total	2,839	3,064	3,375
Percentage % internal	80.9	77.2	76.7
Percentage % external	19.1	22.8	23.3
Vacant positions	144	239	305
Internal and vacant positions	2,440	2,604	2,894
Percentage % vacant positions	5.9	9.2	10.5

Table 15 shows the information resource workforce from 2020 to 2022 for public bodies in Affiliation Group 3. There are 73 public bodies in the education network; 48 in the «CEGEP» category; and 19 in the «University» category.

Table 15: Affiliation Group 3 – internal and external resources and vacant positions in public bodies in the education and higher education networks

Resources	2020				2021				2022			
	Total Group 3	Education	Higher education		Total Group 3	Education	Higher education		Total Group 3	Education	Higher education	
			CEGEP	University			CEGEP	University			CEGEP	University
Internal	5,548	1,973	858	2,717	5,693	2,025	889	2,779	6,069	2,109	937	3,023
External	260	25	19	216	237	21	20	196	228	35	17	176
Total	5,808	1,998	877	2,933	5,930	2,046	909	2,975	6,297	2,144	954	3,199
Percentage % internal	95.5	98.7	97.8	92.6	96.0	99.0	97.8	93.4	96.4	98.4	98.2	94.5
Percentage % external	4.5	1.3	2.2	7.4	4.0	1.0	2.2	6.6	3.6	1.6	1.8	5.5
Vacant positions	284	122	57	105	377	149	75	153	589	240	93	256
Internal and vacant positions	5,832	2,095	915	2,822	6,070	2,174	964	2,932	6,658	2,349	1,030	3,279
Percentage % vacant positions	4.9	5.8	6.2	3.7	6.2	6.9	7.8	5.2	8.8	10.2	9.0	7.8

Table 16 shows the information resource workforce from 2020 to 2022 for public bodies in Affiliation Group 4.

Table 16: Affiliation Group 4 – internal and external resources and vacant positions

Resources	2020	2021	2022
Internal	3,727	3,849	4,044
External	386	442	507
Total	4,113	4,291	4,551
Percentage % internal	90.6	89.7	88.9
Percentage % external	9.4	10.3	11.1
Vacant positions	561	689	787
Internal and vacant positions	4,288	4,538	4,831
Percentage % vacant positions	13.1	15.2	16.3

MANAGING THE BENEFITS OF INFORMATION RESOURCE PROJECTS

Pursuant to section 21 of the *Act respecting the governance and management of the information resources of public bodies and government enterprises*, the *Government Information Resource Project Benefits Management Framework* (GIRPBMF) came into effect on June 15, 2022. As of April 1, 2023, all qualified projects of public bodies are subject to this framework, regardless of whether the authority responsible for granting authorization is the head of the public body, the Conseil du trésor, or the government.

The GIRPBMF aims not only to provide a framework for the management of qualified project benefits, but also to define the benefits expected from information resource projects, including improved service quality, reduced lead times, and lower costs, and to monitor the performance of public bodies in terms of the benefits estimated from the authorization of an information resource project. It also defines the key elements for determining expected benefits, avoided costs, targets, and measurement indicators, and proposes an approach to facilitate the optimization of resources and the achievement of strategic objectives in public bodies through benefits management.

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

To ensure compliance with these new requirements and the quality of the benefits realization plans produced by public bodies, the MCN has put forward a number of initiatives.

A benefits management support service is available to help public bodies analyze the opportunity and business case for any qualified project, with a view to obtaining the required authorizations.

In March 2023, an information resource project benefits management community of practice was also set up, with a mandate to oversee the evolution of the benefits management framework, establish a methodology for estimating benefits, and introduce best practices for information resource project benefits management. Representing 21 public bodies across 15 ministerial portfolios, the community of practice covers a significant proportion of the State's missions, including education, higher education, health and social services, finance, employment and social solidarity, justice, and transport and sustainable mobility.

By February 1, 2024, the community of practice had held nine sessions, as well as several workshops within its three sub-committees, dealing respectively with project programs, benefits monitoring, and the evolution of benefits methodology.

Finally, a training course on determining the benefits of information resource projects was developed in partnership with the École nationale d'administration publique and offered to public bodies during the 2023–2024 fiscal year. The main aim of this training was to enable participants selected by their public body to determine the benefits and formulate indicators associated with information resource projects.

