



Canada Economic
Development
for Quebec Regions

Développement
économique Canada
pour les régions du Québec

Canada

Canada Economic Development

for Quebec Regions

Standing by businesses,
Standing by regions.

2021–22 Departmental Plan

The Honourable Mélanie Jolie, P.C., M.P.
Minister of Economic Development and
Official Languages

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From the Minister

Canada Economic Development for Quebec Regions (CED) and the Innovation, Science and Economic Development (ISED) portfolio are working to position Canada as an innovation leader on the global stage by fostering a diverse, growing, competitive, sustainable and inclusive economy for all Canadians.

While the Government of Canada's priority continues to be fighting COVID-19 and protecting Canadians' health and safety, the ISED portfolio is committed to fostering conditions for investment, enhancing Canadian innovation, and driving growth in key sectors.

Together, we will strengthen the Canadian economy and restore consumer confidence through strategic actions, including supporting Canadian businesses as they adapt and grow in a knowledge-based economy.



As a federal agency that is close to Quebec businesses and communities, CED will step up its efforts to adapt its interventions to the realities of Quebec's regions, including the repercussions of COVID-19. CED will continue to support the growth of businesses and the economic recovery and vitality of communities, in particular by promoting innovation and sustainable and inclusive

Together with Canadians of all backgrounds, all generations and all regions of our country, we are building a strong culture of innovation to prepare Canada for a resilient and sustainable future. We are pleased to present, for your information, CED's 2021-2022 Departmental Plan.

Mélanie Jolie

Minister of Economic Development and
Official Languages

From the Institutional Head

I am pleased to present the Canada Economic Development for Quebec Regions (CED) 2021-2022 Departmental Plan. The Plan outlines the means by which our organization will fulfill its core responsibility, namely, to develop Quebec's economy.

As the federal government's agency on the ground for Quebec businesses and communities, CED draws on the economic diversity of the regions to generate long-term economic growth for Canadians. And in this special year, on the heels of the first waves of the COVID-19 pandemic, CED is also committed to implementing assistance measures for businesses and workers currently dealing with the fallout of the health crisis.



To bring together its mission with the urgent need to respond to the COVID-19 crisis, CED has set priorities that will guide its intervention in 2021–2022. In addition to efforts to mitigate the impact of the crisis and to prepare the economic recovery, CED will foster economic growth by supporting business development, innovation, and initiatives that contribute to a sustainable and inclusive economy. CED will also continue to help regions realize their full potential for economic growth, taking into account the unique challenges that communities are facing.

Our 12 business offices, located throughout Quebec, collaborate with the province, municipalities, community stakeholders and regional organizations to provide equitable development opportunities for all regions.

Today, more than ever, our planning highlights our commitment to lend a helping hand to Quebec's businesses and regions and to equip them to meet the challenges of tomorrow.

Enjoy your read!

Manon Brassard

Deputy Minister / President of
Canada Economic Development for Quebec Regions

Plans at a glance

The Quebec economy had been in full swing over the past few years, despite some apparent structural issues and regional disparities. The onset of the COVID-19 pandemic has had an unprecedented impact on workers, businesses and the regions, resulting in a severe economic slowdown, job losses and business closures.

As it became a health crisis and then an economic crisis, the pandemic highlighted certain vulnerabilities within businesses, such as delays in the adoption of cutting-edge technologies and in the shift towards digital technologies and e-commerce. It has also exacerbated gaps between large urban centres and the remote regions, as well as institutional, social and organizational barriers to the full participation of certain groups of people in the economy.

Like the other regional development agencies (RDAs), Canada Economic Development for Quebec Regions (CED) quickly mobilized to put in place [targeted measures for small and medium-sized businesses \(SMEs\) and affected communities](#)ⁱ. These measures are designed to mitigate the impact of the crisis on Canadians, communities and businesses, and to help reduce economic disparities and inequalities in the regions of Quebec.

CED has the necessary expertise and tailored programs and services to support and financially assist businesses and communities in overcoming these challenges. Over the course of 2021-2022, the Agency will work particularly hard to address the three following priorities:

1. Foster the economic resilience of businesses and the regions as they emerge from the crisis

In order to mitigate the negative consequences of the crisis and support the resilience of businesses, CED will continue to allow a certain flexibility in its current contribution agreements and will make targeted adjustments to support new projects tailored to the current context.

CED will also pursue the implementation of initiatives that support those industries hardest hit by the crisis. These initiatives include the [Regional Relief and Recovery Fund](#)ⁱⁱ (RRRF) and the Regional Air Transportation Initiative.

RRRF

Announced in April 2020, the RRRF aims to help businesses and organizations that are not eligible for other federal COVID-19 financial assistance programs, and which have cash flow requirements. Although it targets all economic sectors, focus is given to the sectors most affected by the pandemic, such as tourism.

Regional Air Transportation Initiative

In effect until March 31, 2022, this national initiative has a budget of \$206 million, \$59.2 million of which has been earmarked for CED, to support regional ecosystems for which air transportation is a key economic development factor. It is part of an interdepartmental approach spearheaded by the RDAs, in co-operation with Transport Canada (TC) and Innovation, Science and Economic Development Canada (ISED), aimed at identifying measures to help mitigate the effects of the crisis on the regional air transportation sector. The funding will, among other things, be used to support regional airports and small regional air carriers, along with the businesses and organizations that make up this ecosystem, so that the air transportation sector can continue connecting Quebecers and markets. The Initiative will allow CED to support efforts to develop short-term economic opportunities aimed at better serving the regions and their inhabitants.

2. Support business growth and development

SMEs are key engines of economic growth in the regions of Quebec, and their vitality helps ensure equal opportunities for all. Despite the unprecedented challenges that businesses are facing in the current context, it is essential to support these businesses so that they can position themselves favourably and strategically in this new competitive environment. In 2021–2022, we will continue to boost business growth through our support for innovation, the adoption and marketing of cutting-edge technologies, the digitization of services, e-commerce, cybersecurity and local production. To help businesses expand and remain competitive, we will also prioritize their internationalization in global supply chains, and commercialization in foreign markets.

In addition, we will foster the growth and development of regional innovation ecosystems, specifically by supporting industrial clusters and incubators and accelerators. These players act as an important lever for regional economic development through the support they provide for businesses to help them expand, attract international investment and integrate into global value chains that are being restructured in the current pandemic context.

CED will continue to work to fight climate change by placing an emphasis on projects that improve business's environmental performance. Specifically, this means projects involving the development and adoption of clean technologies; the decarbonization of operations and production processes; the deployment of the circular economy; and the regionalization of supply chains by promoting the location of manufacturing activities closer to raw material supply sources.

3. Strengthen the economic vitality of communities

In 2021–2022, CED will also continue to support local economic development and to strengthen the capacity of communities to develop in a sustainable manner through the *Community Futures Program*ⁱⁱⁱ (CFP).

Since the crisis has exacerbated many of the challenges facing Quebec’s regions and communities, CED will strengthen its regional approach, which focuses on local realities and opportunities, particularly in sectors where the impact is greatest, such as tourism. We will support promising projects that consider both the regional impact and broader economic dynamics.

CED will also support Black-led business organizations through the *Black Entrepreneurship Program*^{iv}. These organizations have, for a long time, been receiving insufficient funding, a situation that has been aggravated by the economic repercussions of COVID-19.

All these 2021-2022 priorities will, to varying degrees and in a complementary manner, allow CED to make progress towards the achievement of its departmental results, outlined in the section below.

For more information on CED’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this report.

Core responsibilities: planned results and resources, and key risks

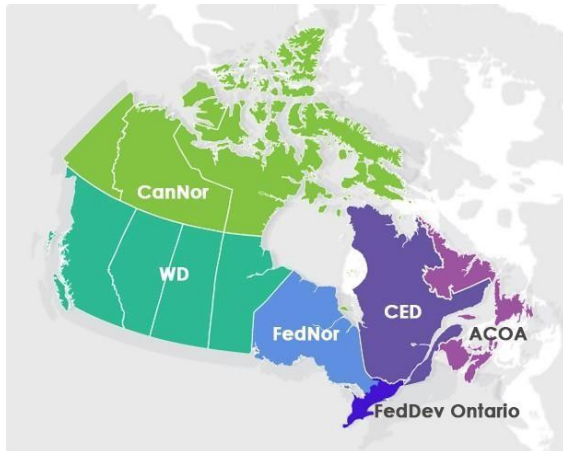
This section contains detailed information on the department’s planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Developing Quebec’s economy

Description

Support Quebec economic growth, job creation and economic prosperity through inclusive clean growth; help SMEs growth through trade and innovation; and build on competitive regional strengths.

Planning highlights



CED will work with the other five regional development agencies—in accordance with their respective mandates—to grow Canada’s economy.

To measure progress with respect to achieving its core responsibility to *Develop Quebec’s economy*, CED seeks to contribute to, and influence, the three departmental results below.

Departmental result 1: Quebec businesses are innovative and growing

The challenges posed by COVID-19 require Quebec businesses to pursue the path of innovation.

In 2021-2022, the government will continue to facilitate support for innovative companies through the national [Regional Economic Growth through Innovation](#)^v program (REGI). This funding program is delivered by the RDAs, taking into account the specific needs of businesses and regional innovation ecosystems. The RDAs, including CED, make up one of the government’s four flagship platforms¹ in support of innovation. We work in conjunction with other federal organizations, namely the National Research Council of Canada (NRCC), the Canadian Trade Commissioner Service (TCS) and Innovation Canada, in the innovation and commercialization continuum. The REGI provides targeted funding for businesses and the organizations that support them to help them increase their competitiveness and grow through

¹ The other three platforms are: the [Industrial Research Assistance Program](#), the [Strategic Innovation Fund](#) and the [Trade Commissioner Service](#).

the adoption, development and adaptation of technologies, the enhancement of their productivity, and the expansion of their markets.

CED will thus support the acceleration of the digital shift—a crucial post-pandemic challenge—as well as business automation and robotization in a context where labour shortages could once again become a major issue. We will continue to collaborate with stakeholders working in these areas and to support projects that help build the digital capacity of businesses, particularly those in the manufacturing sector. Examples of other projects that will be targeted include projects involving the development of businesses’ capacity to leverage their digital assets and re-engineer their processes, and projects that focus on the importance for businesses of leveraging and protecting their data.

We will also continue to support the emergence and growth of innovative businesses that develop digital technologies, either by providing direct funding or by assisting organizations such as business incubators and accelerators. CED will commit a minimum of \$4 million to fund various incubator and accelerator projects aimed at supporting the startup and growth of innovative technological businesses.

Accelerating the greening of the economy is also a government priority, to which CED will contribute by supporting projects involving the commercialization and adoption of new technologies and clean products in various fields. Bioproducts, bioenergy, energy efficiency and measures associated with sustainable development are just a few examples. This support will help businesses get access to the various means available to them for reducing their ecological footprint.

Finally, CED will continue to promote the capabilities of Quebec SMEs and research centres, with a view to maximizing the industrial and technological benefits (ITB) generated by major Government of Canada procurement projects. ITB will be even more important in 2021–2022 as the health situation redefines the dynamics of businesses’ local supply and marketing chains. CED will also pursue its efforts aimed at helping Quebec’s industries seize business and partnership opportunities with prime contractors.

Departmental result 2: Communities are economically diversified in Quebec

The COVID-19 crisis has put severe strain on a number of economic sectors, some of which are key to the regions of Quebec. Communities hard hit by the pandemic have been encouraged to diversify their economic activities in order to become more resilient. To support them in these extraordinary times, CED will continue to provide funding for SMEs in all regions of Quebec, as well as for the organizations that assist them. This includes Community Futures Development Corporations (CFDCs), Business Development Centres (BDCs), and organizations that oversee the development of regional economic infrastructure or that promote the various features of tourism sites, both locally and internationally. Our efforts will focus on businesses with a local and regional reach, as well as on developing and promoting regional assets, diversifying economies, growing the tourism sector, and attracting foreign investment, so as to ensure that communities are ready when foreign tourists are allowed to travel again and the economic recovery is at our doorstep.

Inclusive economy

CED will continue to foster more inclusive economic growth by supporting an increase in the number of business owners from various under-represented groups. This promotion of inclusive prosperity and equal opportunities for all will be achieved through targeted programs and initiatives, such as the:

- *Women Entrepreneurship Strategy* (WES). ISED and the RDAs will work together to pursue the implementation of this Government-wide strategy. A total of \$100 million over five years (2018–2019 to 2022–2023) will be collectively invested by the RDAs, including CED, to help non-profit organizations support women-led businesses.
- *Economic Development Initiative – Official Languages*. The aim of this national program delivered by the RDAs is to support official language minority communities (OLMCs). In CED’s case, the program targets English-speaking communities in Quebec.
- *Black Entrepreneurship Program* (BEP), as described under Priority 3 in the “Plans at a glance” section.

Departmental result 3: Businesses invest in the development and commercialization of innovative technologies in Quebec

CED will focus on support for strong, dynamic economic ecosystems that encourage the emergence of new ideas and facilitate the development of business projects. It will provide funding for business technology transfer organizations, notably in the clean technologies sector, with a view to increasing the innovation potential of regional innovation ecosystems. For example, we support college centres for technology transfer (CCTTs), which are affiliated with the Quebec college system and contribute to technological and social innovation projects, as well as to the implementation and dissemination of innovation in businesses and organizations.

CED will also fund innovative businesses to allow them to pursue their global commercialization efforts and to benefit from new international agreements for which Canada is a signatory, such as the Canada-United States-Mexico Agreement (CUSMA) and the Comprehensive Economic and Trade Agreement (CETA) with the European Union. Examples include the international marketing of software solutions with integrated artificial intelligence applications, or innovative processes for the recovery of polluting materials.

The COVID-19 challenges associated with self-isolation and social distancing could prompt SMEs to open new international marketing and export channels. CED will contribute to a pilot project that aims to provide export assistance and support for businesses to help them adjust to the disruptions caused by the pandemic. This will allow businesses that have common issues and/or target similar markets to be part of a network in order to be able to receive intensive, customized assistance.

Gender-based analysis plus

With Gender-based analysis plus (GBA+), CED continues to enrich its understanding of the socio-economic realities and disparities of diverse populations in rural and urban communities in Quebec. Used as part of evaluation and continuous improvement purposes, GBA+ helps identify potential gaps in CED's program accessibility and the communication needs of various target groups in the regions of Quebec.

CED's GBA+ activities contribute to two overarching goals of the [Government of Canada's Gender Results Framework](#)^{vi}, including: *Goal 2 – Economic Participation and Prosperity*; and *Goal 3 – Leadership and Democratic Participation*. These goals contribute respectively to the equal and full participation in the economy and to gender equality in positions of leadership and decision-making.

As part of the GBA+ efforts in continuous improvement, CED will review the completed evaluation of the GBA+ Pilot, the *CED Fast Forward Challenge*, to support the implementation of GBA+ best practices and lessons learned for its regular programs and initiatives.

CED currently collects gender and diversity statistics of the principal SME owners as well as the clientele targeted by some supported non-profit organizations (i.e., whether they belong to one of the following groups: youth, Anglophones, Indigenous peoples, women, persons with disabilities and visible minorities). These self-declaration forms, completed on a voluntary basis, guide CED's internal or external policies, programs and services. To support GBA+ analysis and improved understanding of program impacts on diverse Quebec populations as well as our contributions to the Gender Results Framework, CED will improve the granularity of GBA+ data and reporting obtained from the self-declaration forms.

Experimentation

CED does not plan to conduct any experiments during the fiscal year in question because this process requires a significant mobilization of human and financial resources. In addition, CED will devote its attention to properly managing the impacts of the pandemic, both in the delivery of its programs and in the management of changing work methods.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

CED's efforts to *Develop Quebec's economy* support Canada's efforts to follow up on the UN's 2030 Agenda for Sustainable Development and the SDGs. Given the nature of CED's mission, which is "to promote the long-term economic development of the regions of Quebec by giving special attention to those where economic growth is slow and opportunities for productive employment are inadequate," CED's activities all contribute, in one way or another to

- promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG 8)

Delivered by CED in Quebec, the *Women Entrepreneurship Strategy* (WES) helps women grow their businesses by providing access to funding, talent, networks and expertise. This national strategy contributes to the creation of an inclusive and diversified economy, and helps:

- achieve gender equality and empower all women and girls (SDG 5)
- reduce inequality within and among countries (SDG 10)

CED makes a significant contribution to the promotion of sustainable industrialization that benefits everyone through rational resource use and greater reliance on clean and environmentally friendly technologies and industrial processes. It does so via the REGI program,

the Quebec Economic Development Program (QEDP) and the *Initiative for the development of regional economic infrastructure in Quebec*. These efforts help:

- build resilient infrastructure, promote sustainable industrialization and foster innovation (SDG 9)

Through the *Black Entrepreneurship Program*, CED supports the Government’s efforts to reduce inequalities based on ethnicity, and to foster inclusive economic integration. By assisting Black business owners and entrepreneurs with the growth of their businesses, CED is helping to:

- reduce inequality within and among countries (SDG 10)

Key risk(s)

Risk 1: Information Technology (IT) Security

The COVID-19 pandemic highlights the dependence and the risks associated with technological infrastructure and the protection of sensitive data. Public organizations are a prime target. For example, attackers could take control of our infrastructure (software ransom) and steal sensitive data. Technological surveillance measures and tools are in place at CED, and the Agency’s critical applications are continuously monitored. In 2021–2022, CED will also implement its new IT and cybersecurity data management strategy, including heightened and active monitoring of systems, the scope of vulnerability assessments, and employee awareness of cybersecurity (phishing, physical intrusion and access point protection).

Risk 2: Workforce health and well-being and remote management

The current crisis may have negative psychological effects on employees, and managers may not be adequately equipped to support them in a remote management context. For example, some employees may feel the effects of isolation, and family obligations—while working from our personal residences—may create additional pressures. Since CED is a small, decentralized organization, the current crisis context also puts additional pressure on its resources, which are already mobilized to ensure the delivery of obligations and regular corporate activities. From the start of the pandemic, CED has allowed employees to work flexible hours so that they can manage their work-family balance. We also offered training to managers on the new reality of remote management and multiplied communication channels in order stay tuned on how employees are doing and to be able to react swiftly, if needed. The services of a Mental Health and Wellness Ombudsman are also available. All these measures will remain in place as long as needed.

Risk 3: Program delivery

The federal government has set up assistance funds to support businesses and communities struggling as a result of the COVID-19 pandemic. At CED, this exceptional situation has prompted us to speed up the design and implementation of new programs; however, this does not come without risks. On the one hand, there is the risk of shortcomings in the development of these programs, and on the other hand there are the risks associated with the management of guidelines and controls. With a view to mitigating this risk, CED has set up multidisciplinary teams whose goal is to ensure a common understanding of these new initiatives and to oversee the sharing of information. In addition, the organization has developed and implements rigorous analytical procedures and risk-based post-audit mechanisms, while closely monitoring projects to ensure adequate controls.

Planned results for Developing Quebec's economy

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
R1: Businesses are innovative and growing in Quebec	Number of high-growth businesses in Quebec (by revenue)	Non-forecasting*	March 31, 2022	Not available	2,620	Not available
	Value of Quebec goods' exports (in dollars)	Non-forecasting*	March 31, 2022	\$78,6 G	\$86,1 G	\$86,6 G
	Value of Quebec clean tech exports (in dollars)	Non-forecasting*	March 31, 2022	Not available	Not available	\$3,0 G
	Revenue growth rate of businesses supported by CED programs	4%	March 31, 2022	12,3%	4,7%	Not available**
R2: Quebec communities are economically diversified	Percentage of Quebec SMEs that are majority-owned by women, Indigenous peoples, youth, visible minorities or persons with disabilities	Non-forecasting*	March 31, 2022	Not available	SMEs majority owned by: women: 16.2% indigenous peoples: 0.7% youth: 17.2% visible minorities: 4,5% persons with disabilities: 0.2%	Not available**
	Percentage of professional positions in science and technology in Quebec's economy	Non-forecasting*	March 31, 2022	36,1%*	35,4%*	36,6%*
	Amount leveraged per dollar invested in community projects	\$2,20	March 31, 2022	\$2,48	\$2,76 \$	\$2,24

R3: Businesses invest in the development and commercializa- tion of innovative technologies in Quebec	Value of R&D spending by businesses receiving CED program funding (in dollars)	\$25 M	March 31, 2022	\$30 M	\$36 M	\$62 M
	Revenue growth rate of businesses supported by CED programs	Non- forecasting*	March 31, 2022	Not available	22.9%	Not available**
*The term "Non-forecasting" reflects data on which CED cannot make a prediction given its limited influence on the indicator in question. The current situation of the COVID-19 pandemic creates a novel context in which it is not possible to make economic forecasts that can be rigorously established for these targets.						
**The term "Not Available" indicates that no data were published by Statistics Canada during this fiscal year.						

Financial, human resources and performance information for CED's program inventory is available in the [GC InfoBase](#).^{vii}

Planned budgetary financial resources for Developing Quebec's economy

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
346,277,629	346,277,629	237,556,111	204,131,914

Financial, human resources and performance information for CED's program inventory is available in the [GC InfoBase](#).^{viii}

Planned human resources for Developing Quebec's economy

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
195	187	181

Financial, human resources and performance information for CED's program inventory is available in the [GC InfoBase](#).^{ix}

Internal Services: planned results

Description

Internal Services are comprised of those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

Planning highlights

CED will continue to demonstrate its commitment to creating a healthy, stimulating and attractive work environment and to promoting innovation in the way it does business.

Of course, the crisis in Quebec and around the world requires employers to raise the bar and adapt to the new realities that will characterize the professional scene going forward. We will continue to use innovation and digital technology to define the way we do things and to ensure that we are inclusive in the development of our ideas and decision-making.

Ongoing modernization projects include:

1. The rollout of our new grant and contribution program management solution developed in collaboration with the RDAs. This common platform focuses on clients, with a view to ensuring that their needs and concerns are taken into account. Its implementation in 2021–2022 will allow us to modernize the management of our projects and improve the client experience, specifically through the introduction of a client portal.
2. The rollout of the Digital Dexterity Hub. Developed by the Innovation Incubator, the Hub anticipates users' training needs by means of a platform for access to tutorials and solutions to common problems. CED will thus be able to rely on staff empowerment to meet the challenges of the digital transformation of society, such as distance work and emerging technologies.

3. Various digital transformation initiatives will be put in place to equip employees for the delivery of digital services. We will also be focusing on the optimization of data use, which will result in the modernization of our business intelligence tools.
4. The launch of a revamped website, including a brand new secure customer portal. Completely redesigned with user needs in mind, the site will make it easier for our current and potential customers to find the information and services they are looking for through intuitive navigation and plain language. With this site, CED aims to make itself accessible to as many people as possible. Particular attention has been paid to accessibility for users with visual and cognitive disabilities, and efforts to optimize content for mobile devices will be pursued in order to continue to meet the service preferences of Canadians.

Planned budgetary financial resources for Internal Services

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
20,204,199	20,204,199	19,650,127	19,118,277

Planned human resources for Internal Services

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
175	167	162

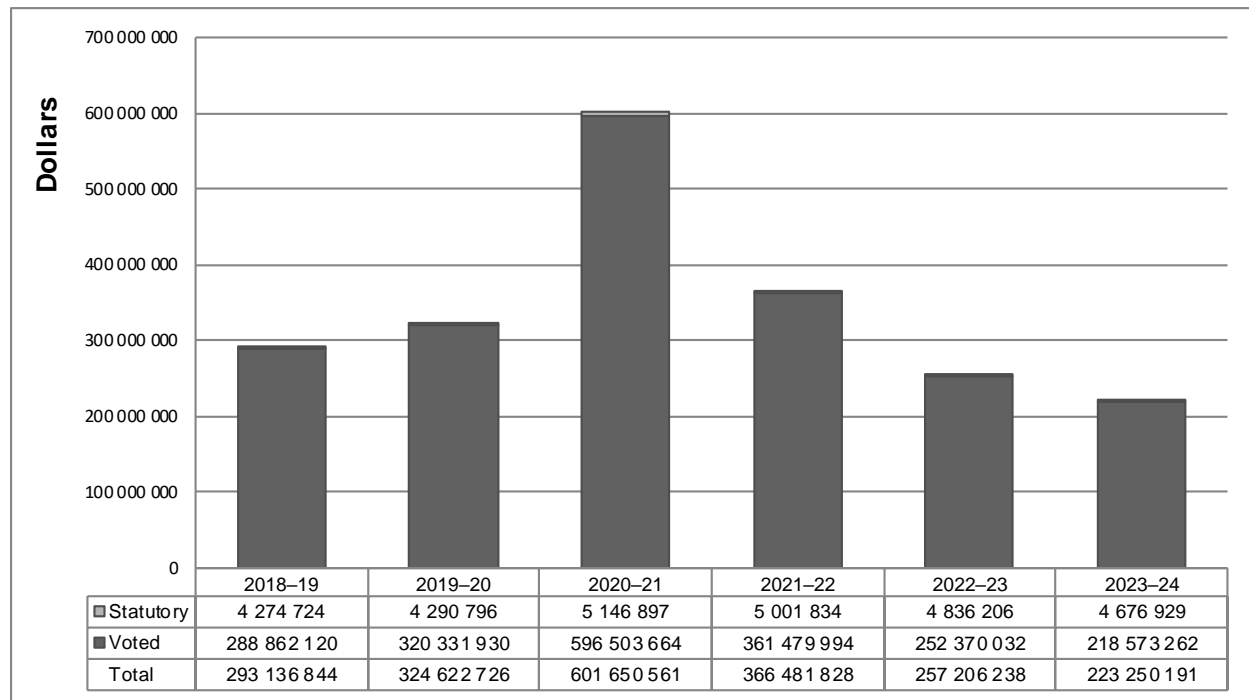
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2018–19 to 2023–24

The following graph presents planned (voted and statutory) spending over time.



Notwithstanding the explanations provided in the following section, the significant decline in spending starting in 2022–2023 can be explained by the fact that planned spending as of April 1, 2022, does not include the reinvestment of revenues from our clients’ repayable contributions, given that the authorizations had not yet been received at the time this document was written. It should also be noted that the repayment moratorium granted to our clients as a result of the COVID-19 crisis to help them address liquidity shortfalls could have a decreasing impact on reinvestment starting in 2022–2023.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of CED's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Developing Quebec's economy	273,397,927	303,896,531	579,631,121	346,277,629	346,277,629	237,556,111	204,131,914
Internal Services	19,738,917	20,726,195	22,019,440	20,204,199	20,204,199	19,650,127	19,118,277
Total	293,136,844	324,622,726	601,650,561	366,481,828	366,481,828	257,206,238	223,250,191

In 2020–2021, CED received additional funds to deliver temporary targeted Covid-19–related initiatives, which explains the marked increase in spending. Funding for some of these initiatives will end on March 31, 2021, notably:

- \$281.2 million for the Regional Relief and Recovery Fund (RRRF)²
- \$9.1 million for the Canadian Seafood Stabilization Fund (CSSF)
- \$3.1 million for the Women Entrepreneurship Strategy

Other initiatives that began in 2020–2021 will be continued in the coming fiscal years:

- \$35 million over three years (2020–2021 to 2022–2023) for the *Initiative for the development of regional economic infrastructure in Quebec*
- \$59.2 million over two years (2020–2021 to 2021–2022) for the Regional Air Transportation Initiative
- \$13.3 million over four years (2020–2021 to 2023–2024) for the Black Entrepreneurship Program.

² In its [Fall Economic Statement 2020](#), the Government proposed a top-up to the RRRF, to be paid out after March 31, 2021. This top-up could amount to an additional \$39.9 million in funding for CED. At the time this document was written, official Treasury Board authorization had yet to be obtained.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in CED’s departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Developing Quebec's economy	180	180	195	195	187	181
Internal Services	142	154	174	175	167	162
Total	322	334	369	370	354	343

In keeping with the various measures and initiatives put in place by the government to counter the impact of the Covid-19 pandemic, there is a marked increase in the number of FTEs starting in 2020–2021. The additional staff—both in Internal Services and for the Core Responsibility—will allow CED to achieve results with a view to supporting SMEs, the regions of Quebec, and communities, during this time of crisis.

Estimates by vote

Information on CED’s organizational appropriations is available in the [2021–22 Main Estimates](#).^x

Future-oriented Condensed statement of operations

The future-oriented condensed statement of operations provides an overview of CED's operations for 2020–21 to 2021–22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [CED's website](#).^{xi}

Future-oriented Condensed statement of operations for the year ending March 31, 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	416,491,000	233,081,000	(183,410,000)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	416,491,000	233,081,000	(183,410,000)

In 2021–2022, total net spending is projected to be \$233.1 million, down 44% year-over-year. This decline in forecast spending can be primarily attributed to the end of temporary targeted initiatives on March 31, 2021, including the RRRF,³ the Canadian Seafood Stabilization Fund, and the WES fund.

A large part of CED's forecast expenditures is made up of transfer payments, i.e., expenditures associated with non-repayable and conditionally repayable contributions. These payments are expected to total \$184.0 million in 2021–2022, down 49.3% from 2020–2021.

CED's revenue, returned to the Consolidated Revenue Fund, is declared in its financial statements as having been earned on behalf of the government. As a result, the organization's total net revenue is zero. It should be noted that CED's total gross revenues are forecast to amount to \$758,000 in 2021–2022, up \$706,000 from fiscal year 2020–2021. The projected figure for 2021–2022 represents the average of the organization's net revenue in previous years.

³ In its [Fall Economic Statement 2020](#), the Government proposed a top-up to the RRRF, to be awarded after March 31, 2021. This top-up could amount to an additional \$39.9 million in funding for CED. At the time this document was written, official Treasury Board authorization had yet to be obtained.

Corporate information

Organizational profile

Appropriate minister(s):

The Honourable Mélanie Joly, P.C., M.P.

Minister of Economic Development and Official Languages

Institutional head:

Manon Brassard

Ministerial portfolio:

Innovation, Science and Economic Development

Enabling instrument(s):

[*Economic Development Agency of Canada for the Regions of Quebec Act \(S.C. 2005*](#)^{xii}

Year of incorporation / commencement: 2005

Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on [CED’s website](#).^{xiii}

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#).^{xiv}

Operating context

Information on the operating context is available on [CED’s website](#).^{xv}

Reporting framework

CED's approved departmental results framework and program inventory for 2021–22 are as follows.

Departmental results framework	Core Responsibility : Economic Development in Quebec		Internal Services
	Department Result : Businesses are innovative and growing in Quebec	Indicator : Number of high growth firms in Quebec	
		Indicator : Value of exports of good (in dollars) from Quebec	
		Indicator : Value of exports of clean technologies (in dollars) from Quebec	
		Indicator : Revenue growth rate of firms supported by CED programs	
	Departmental Result : Communities are economically diversified in Quebec	Indicator : Percentage of SMEs that are majority-owned by women, Indigenous people, youth, visible minorities and persons with disabilities in Quebec	
		Indicator : Percentage of professional, science and technology-related jobs in Quebec's economy	
		Indicator : Amount leverage per dollar invested by CED in community projects	
	Departmental Result : Businesses invest in the development and commercialization of innovative technologies in Quebec	Indicator : Value of Business Expenditure in Research and Development (BERD) by firms receiving CED program funding (in dollars)	
		Indicator : Percentage of companies engaged in collaborations with higher education institutions in Quebec	
Program Inventory	Program : Regional Innovation		
	Program : Community economic development and diversification		
	Program : Targeted transition support		

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to CED's program inventory is available in the [GC InfoBase](#).^{xvi}

Supplementary information tables

The following supplementary information tables are available on [CED's website](#):^{xvii}

- ▶ [Sustainable Development Goals](#)
- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus](#)

Federal tax expenditures

CED's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xviii} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

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Website(s): www.ced.canada.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and

improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/COVID-19.html>
- ii Regional Relief and Recovery Fund, Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/programs/regi/coronavirus-rrrf/index.html>
- iii Community Futures Program, Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/programs/cfp/index.html>
- iv Black Entrepreneurship Program in Quebec, Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/programs/regi/bep/index.html>
- v Regional Economic Growth through Innovation, Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/programs/regi/index.html>
- vi Status of Women Canada, <https://cfc-swc.gc.ca/grf-crrg/index-en.html>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x. 2019–20 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xi Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/publications/index.html>
- xii Economic Development Agency of Canada for the Regions of Quebec Act, <https://laws-lois.justice.gc.ca/eng/acts/E-1.3/index.html>
- xiii Raison d'être, mandate and role: who we are and what we do, Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/publications/index.html>
- xiv Prime minister of Canada, Mandate letters, <https://pm.gc.ca/en/mandate-letters>
- xv Operating context, Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/publications/index.html>
- xvi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvii Supplementary information tables Canada Economic Development for Quebec Regions, <https://dec.canada.ca/eng/publications/index.html>
- xviii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>