



2023 to 2024 Departmental Sustainable Development Strategy Report

Canada Economic Development for Quebec Regions

Catalogue number: Iu90-1/22E-PDF

ISSN: 2564-2685

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Canada Economic Development for Quebec Regions

Mailing address: 800 René-Lévesque Blvd West, Suite 500, Montréal, Quebec H3B 1X9

Telephone number: 514-283-6412

Fax machine: 514-283-3302

Website: www.dec.canada.ca

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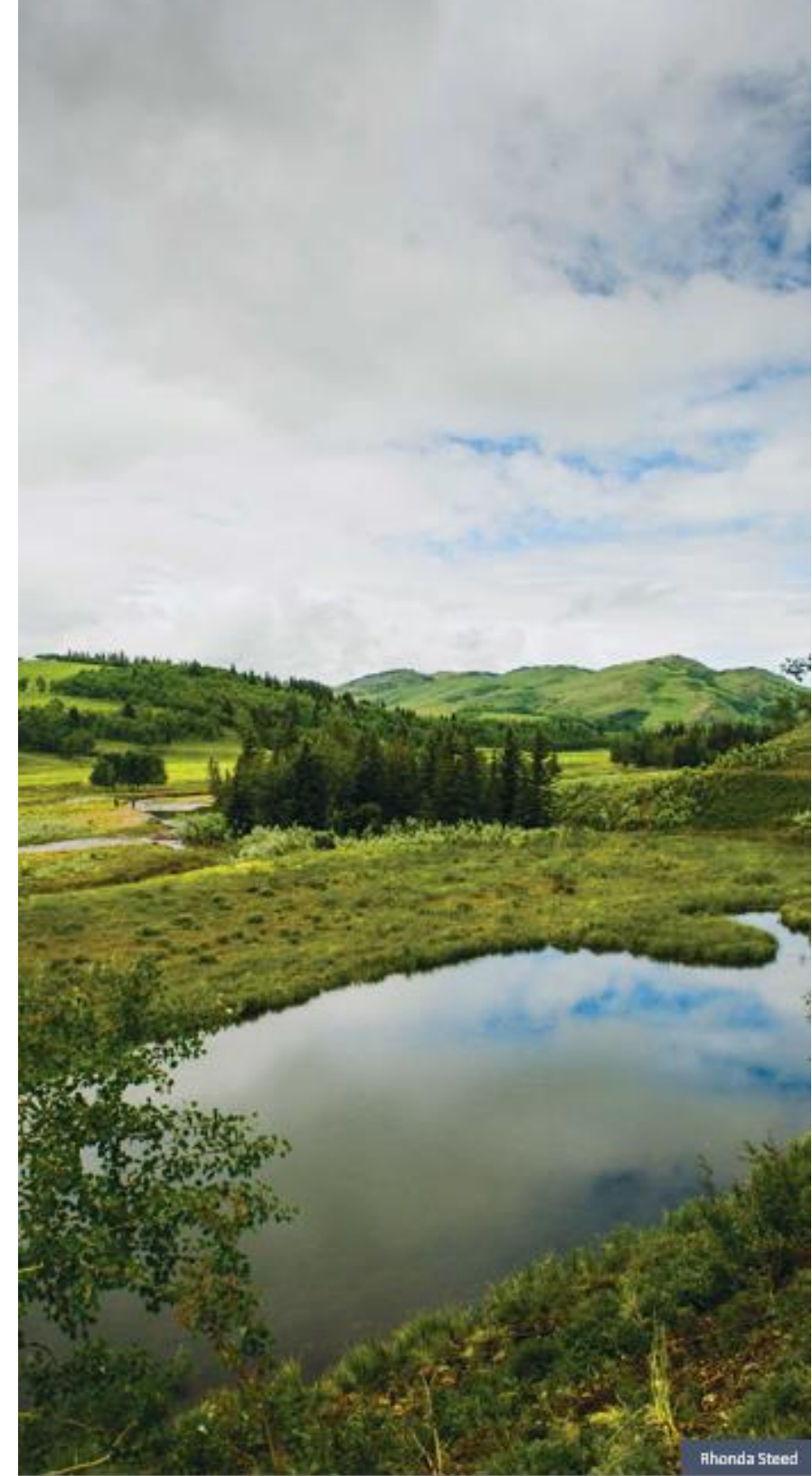
Introduction to the 2023 to 2024 Departmental Sustainable Development Strategy Report

The [2022 to 2026 Federal Sustainable Development Strategy \(FSDS\)](#) presents the Government of Canada's sustainable development goals and targets, as required by the [Federal Sustainable Development Act \(FSDA\)](#). This is the first FSDS to be framed using the 17 Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and provides a balanced view of the environmental, social and economic dimensions of sustainable development.

In keeping with the purpose of the Act, to make decision-making related to sustainable development more transparent and accountable to Parliament, Canada Economic Development for Quebec Regions (CED) supports the goals laid out in the FSDS through the activities described in CED's 2023 to 2027 Departmental Sustainable Development Strategy (DSDS). This Report provides a report on progress related to CED's DSDS in the fiscal year 2023 to 2024.

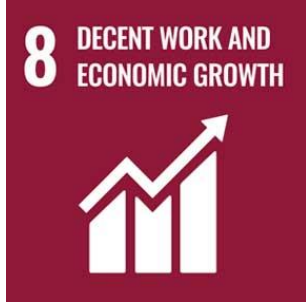
The [Federal Sustainable Development Act](#) also sets out [seven principles](#) that must be considered in the development of the FSDS as well as DSDSs. These basic principles have been considered and incorporated in CED's 2023–24 DSDS.

To promote coordinated action on sustainable development across the Government of Canada, CED's departmental strategy reports on Canada's progress towards implementing the 2030 Agenda and advancing the SDGs, supported by the Global Indicator Framework (GIF) and Canadian Indicator Framework (CIF) targets and indicators. The Report also now captures progress on SDG initiatives that fall outside the scope of the FSDS.



Commitments for Canada Economic Development for Quebec Regions





GOAL 8: ENCOURAGE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH IN CANADA

FSDS Context:

CED helps foster inclusive and sustainable economic growth by implementing programs and initiatives that support business development, regional innovation ecosystems, local economic development and the economic vitality of communities. CED’s interventions have a positive impact on businesses, their growth rate and job creation. They also contribute to per capita GDP growth and community well-being.

As set out in its [Plan for Accelerating the Green Transition](#), CED will step up its green investments through all of its grants and contributions programs to Quebec SMEs and communities to encourage them to go green. CED will focus on the capacity of SMEs to improve their environmental performance, adopt greener technologies and business practices, and develop cleaner technologies and solutions.

CED defines a “green investment” as any financial assistance to a project that, in addition to its impact on economic development, contributes significantly to reducing environmental impacts, limiting greenhouse gas emissions, minimizing environmental degradation or conserving resources.

These investments will focus on the transition to a greener economy by:

- Development, production or commercialization of a green product or service, including new clean/green technologies;
- Adopting (or adapting) a clean/green process or technology;
- Implementing environmentally responsible practices in communities; and
- Capacity building for business in terms of environmental transition.

All of CED's grants and contributions programs and initiatives will contribute to achieving CED's SDG 8 target.

CED's three regular programs will contribute to achieving SDG 8 as follows:

- The [Regional Economic Growth through Innovation](#) (REGI) program is designed to increase business productivity and expansion, particularly in the case of SMEs, especially those led by members of underrepresented groups. It is also intended to support the development of regional innovation ecosystems, including regional industrial, economic and technology clusters.
- The [Quebec Economic Development Program](#) (QEDP) backs the economic development and diversification of communities in order to support the prosperity of Quebec's economy and create good jobs for the middle class. Diversification is a prerequisite for the growth, innovation and resilience of regional economies, particularly those that depend on a single sector.
 - [Economic Development Initiative – Official Languages](#) (EDI): Since 2008, CED has been delivering this national initiative, which supports the economic development of official language minority communities (OLMCs) in Quebec.
- [Community Futures Program](#) (CFP) supports local economic development and strengthens the capacity of communities to develop their full potential in a sustainable manner.

The following one-off and targeted initiatives will also contribute to achieving SDG 8 for part of the period from 2023 to 2027.

- [Major Festivals and Events Support Initiative](#) (MFESI): Through the MFESI—a national initiative—CED ensured that major festivals and events in Quebec continue operations so that they could generate economic tourism benefits for their communities. The MFESI ended March 31, 2024.
- [Tourism Relief Fund – Quebec](#) (TRF): Through TRF—a national initiative—CED supported tourism businesses and organizations to adapt their operations to meet public health requirements while investing in products and services to facilitate their future growth. The tourism sector has been among the hardest hit by the COVID-19 pandemic, most notably because public health measures and restrictions on movement and travel. By helping to strengthen this sector, CED fostered inclusive economic growth. The TRF ended March 31, 2024.
- [Jobs and Growth Fund](#) (JGF): Through JGF—a national initiative—CED continued its financial support for projects by SMEs and organizations that support the transition to a green economy and an inclusive recovery, while supporting business competitiveness and job creation. The JGF ended March 31, 2024.

- [Aerospace Regional Recovery Initiative](#) (ARRI): Through the ARRI—a national initiative—CED funded projects by businesses and the organizations that support them to adopt clean technologies and green their operations, while encouraging product innovation, commercialization and export. The ARRI ended March 31, 2024.
- [Canadian Community Revitalization Fund](#) (CCRF): Through the CCRF—a national initiative—CED intervened to mitigate the asymmetric impacts of the COVID-19 pandemic in all Quebec regions and communities to help them carry out community facility projects and improve public spaces. The initiative was designed to build strong and inclusive communities by engaging with underrepresented groups, including women, youth, Indigenous peoples, Black communities, racialized communities, persons with disabilities, LGBTQ2 communities, members of official language minority communities and newcomers to Canada, as well as immigrants. The CCRF ended March 31, 2024.
- [Initiative for Infrastructure Development](#) (IID): This initiative aims to support the construction, modernization or expansion of tourism, transport and research infrastructure projects to improve regional attractiveness and tourism. The initiative ended March 31, 2024.
- [Black Entrepreneurship Program](#) (BEP): This national four-year initiative, announced in September 2020, supports Black community-led organizations to develop new or expand existing services, such as mentoring, networking, financial planning and business training to Black community entrepreneurs. This program ended on March 31, 2025.
- [Hurricane Fiona Recovery Fund](#) (HFRF): This fund supports local communities and businesses affected by the hurricane in Quebec and contributes to recovery efforts. It is implemented by two regional economic development agencies: Canada Economic Development for the regions of Quebec (CED) and the Atlantic Canada Opportunities Agency (ACOA). This fund is a temporary measure that was supposed to end on March 31, 2024, but was extended until March 31, 2025.
- [Regional Quantum Initiative](#) (RQI): This national initiative helped SMEs and NPOs adopt, develop and commercialize quantum technologies and products based on these technologies, thereby strengthening Canada’s global leadership in the quantum sector. The RQI ended March 31, 2028.
- [Tourism Growth Program](#) (TGP): Launched in 2024, this program helped SMEs, NPOs, and communities enhance the range of products and tourist experiences that make Canada a preferred all-season destination. The TGP will end on March 31, 2026.
- [Initiative to Support Economic Development in Montréal’s East End](#) (ISEDMEE): Funded through regular programming, this new initiative, announced at the Sommet de l’Est on November 13, 2023, provides for investments of \$30 million over three years in projects that will have economic spin-offs for businesses and communities in Montréal’s East End.

As an integral part of its mandate, CED is developing a new social economic approach that began by consulting stakeholders regarding specific needs in the field. By supporting initiatives focused on innovation, the growth of SMEs, and the green transition, CED embodies a vision of an inclusive, diversified, and sustainable economy, where every investment contributes to the prosperity and vitality of Quebec communities.

Implementation strategies supporting the goal

This section is for implementation strategies that support the goal “Encourage inclusive and sustainable economic growth in Canada” but not a specific FSDS target.

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS	RESULTS ACHIEVED
Support workers, businesses and communities	<p>CED continues to support businesses and communities in their transition to a greener and more inclusive economy through all of its grants and contributions programs and initiatives.</p> <p>Programs:</p> <ul style="list-style-type: none"> - Regional innovation - Community vitality - Temporary or targeted support 	<p>Performance indicator: Green investments¹ (annual expenditures)</p> <p>Starting point: An average of \$43M was invested annually in clean technology projects between 2017 and 2023.²</p> <p>Target: \$50 million in green investments by 2025–26 (annual expenditures)</p>	<p>CED helps achieve this goal by delivering programs and initiatives that promote business development, regional innovation ecosystems, local economic development, sustainable tourism development and the economic vitality of communities. They have a positive impact on businesses, their growth rate, job creation and per capita GDP growth.</p> <p>Relevant targets or ambitions: <i>CIF ambition/target:</i> Ambition: Canadians have access to quality jobs. Ambition: Canadians contribute to and benefit from sustainable economic growth.</p>	<p>Indicator result: \$137.4 million in 2023–24</p> <p>Notes: The higher result includes \$83.7 million in clean technology investments.</p>

¹Any financial assistance to a project that, in addition to its impact on economic development, contributes significantly to reducing environmental impacts, limiting greenhouse gas emissions, minimizing environmental degradation or conserving resources.

²The last two editions of CED’s DSOS (2017–20 and 2020–23) set out our commitment to invest \$25M per year in support of clean technology projects. CED invested an average of \$43M annually between 2017 and 2023 in support of these projects. As part of the 2023–27 DSOS, CED commits to investing \$50 million annually for projects supporting the green transition (including support for clean technologies) by 2025–26 in accordance with the Accelerating the Green Transition action plan.

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS	RESULTS ACHIEVED
			<p><i>GIF targets:</i></p> <p>Target 8.1: Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.</p> <p>Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labour-intensive sectors.</p> <p>Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p> <p>Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS	RESULTS ACHIEVED
			Target 8.9: By 2030, develop and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	



GOAL 9: FOSTER INNOVATION AND GREEN INFRASTRUCTURE IN CANADA

Initiatives advancing Canada’s 2030 Agenda and SDG 9 – Industry, Innovation and Infrastructure

The following initiatives show how CED’s programming supports the 2030 Agenda and SDG 9.

PLANNED INITIATIVES	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
<p>Regional Economic Growth through Innovation (REGI) including the following one-time initiatives:</p> <ul style="list-style-type: none"> Initiative for Infrastructure Development (IID) – Research stream Regional Quantum Initiative (RQI) <p>(Please refer to the descriptions of these initiatives under Goal 8)</p>	<p><i>National ambitions (CIF):</i></p> <ul style="list-style-type: none"> Canada fosters sustainable research and innovation; Canadians have access to modern and sustainable infrastructure. <p><i>Global target (GIF):</i> Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<p>In 2023–24, as part of the programs that contribute to SDG 9, a total of \$289.1 million was invested in the Regional Economic Growth through Innovation (REGI) program, both as part of regular programming and one-off initiatives, including;</p> <ul style="list-style-type: none"> \$8.7 million in funding for 3 research projects through the Initiative for Infrastructure Development (IID); \$6.2 million in 10 projects thanks to the Regional Quantum Initiative (RQI). <p>Business growth and innovation are still the main goal pursued by the CED’s REGI program. The funded projects have, among other things, allowed for the development of new products and services, the adoption of new technologies, the stimulation of local manufacturing, and the strengthening of supply chains, the improvement of cybersecurity, support for e-commerce, the acceleration of the digital shift, and a better positioning in foreign markets.</p>

PLANNED INITIATIVES	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
		<p>CED has notably supported companies developing and marketing innovations with investments of \$11.3 million in 90 projects. In parallel, CED invested \$52 million in 117 distinct projects led by 100 non-profit organizations supporting businesses in their business projects, including the adoption, adaptation, and commercialization of technologies aimed at improving their productivity and accelerating their growth.</p> <p>Moreover, CED has paid special attention to creating an entrepreneurial environment conducive to innovation, promoting the start-up and growth of technological and innovative companies, by supporting actors in relevant regional ecosystems. In 2023–24, CED supported 22 accelerator-incubator projects, with investments totalling nearly \$8.6 million.</p> <p>Lastly, by supporting the National Quantum Strategy (NQS) through RQI, CED has supported SMEs and non-profit organizations that want to be players in the quantum field by adopting, developing, and commercializing this type of technology. Quantum technologies will transform key sectors of our economy such as computing (algorithms, quantum simulations, etc.); communications and cybersecurity (cryptography, encryption, etc.); sensing (sensors, atomic clocks, quantum compasses, etc.); imaging (medical and thermal imaging, etc.); and the development of innovative materials (microfabrication, materials with new quantum properties, etc.).</p>



GOAL 10: ADVANCE RECONCILIATION WITH INDIGENOUS PEOPLES AND TAKE ACTION ON INEQUALITY

FSDS Context:

The Government of Canada, through the FSDS, strives to advance reconciliation with Indigenous peoples and take action to reduce inequality by directly supporting target 10.2 of the global SDG indicator framework: “By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.”

CED contributes to this objective by implementing programs and initiatives that help reduce inequalities and disparities in economic opportunities in all regions of Quebec. CED will therefore continue to foster more inclusive economic growth by supporting entrepreneurs from various underrepresented groups. The details are illustrated in the table outlining initiatives and actions advancing Canada’s 2030 Agenda and SDG 10.

In support of this objective, CED is committed to paying particular attention to the needs of Indigenous communities by adapting its intervention to the specific realities of Inuit, Métis and First Nations. CED will thus ensure the growing participation of Indigenous peoples in Quebec’s economy as required by the United Nations Declaration on the *Rights of Indigenous Peoples Act*. In addition, as the Inuit Nunangat Policy is rolled out nationally, CED will adjust its response to Inuit, whose needs and realities may differ from those of other communities.

Moreover, as part of its mandate, CED will remain attentive to the vulnerabilities and needs of SMEs and communities that differ from one region and one sector to another.

CED has made equity, diversity and inclusion (EDI) an in-house priority in its human resources management practices and programs. A concrete example of this commitment is the development of a new talent management program by and for employees from various backgrounds representing Canada's diversity.

CED encourages its employees to take action and engage in activities designed to establish a more inclusive work environment through communication, information sharing, and proactivity. To ensure an inclusive workplace, CED is aware that EDI must be part of the organization's culture and understood by all its employees. To achieve this goal, CED has made sure to include EDI training not only in the learning roadmaps for managers but for all CED employees. This includes training on topics such as inclusion, workplace diversity, cultural bias and prejudice.

Target theme: Advancing reconciliation with First Nations, Inuit and Métis communities

Target: Between 2023 and 2026, and every year on an ongoing basis, develop and table annual progress reports on implementing the *United Nations Declaration on the Rights of Indigenous Peoples Act* (Minister of Justice and Attorney General of Canada)

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS	RESULTS ACHIEVED
<p>Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i></p>	<p>Departmental action 1: Under the Directive on the Management of Procurement, which came into force on May 13, 2021, CED must ensure that it awards at least 5% of the total value of contracts to Indigenous businesses.</p> <p>Program: Internal Services</p>	<p>Performance indicator 1: Proportion of contract value allocated to Indigenous businesses</p> <p>Starting point 1: 3% in 2022–2023³</p> <p>Target 1: At least 5% per year from 2023–24</p>	<p>CED is advancing economic reconciliation with Indigenous peoples and reducing inequalities by increasing opportunities for First Nations, Inuit and Métis businesses through its procurement processes.</p> <p>Relevant targets or ambitions: <i>CIF ambition/target:</i> Canadians live free of discrimination and inequalities are reduced.</p> <p><i>GIF target:</i> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>	<p>Indicator result 1: 9.45% in 2023–24</p> <p>Notes: The result exceeds the target by 5% due to the strategies implemented by CED and the collaboration of all departments.</p>

³CED has reached the 3% target it had set for 2022–2023 with regard to contract value allocated to Indigenous businesses.

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS	RESULTS ACHIEVED
	<p>Departmental action 2:</p> <p>Include mandatory training on Indigenous cultural bias in the learning roadmap of all CED employees and managers.</p> <p>Program: Internal Services</p>	<p>Performance indicator 2: Percentage of CED employees (for at least 12 months) who have completed training on Indigenous cultural bias</p> <p>Starting point 2: 15% in 2022-23</p> <p>Target 2: 100% as of March 31, 2025</p>		<p>Indicator result 2: 25% as of March 31, 2024</p> <p>Notes: The result shows a slight progress towards reaching the target by March 31, 2025. This is a new training program, added to the curriculum for the 2023-24 fiscal year, which may explain a slower start.</p> <p>A new process for tracking mandatory training will come into effect in 2024-25 and will ensure that it is completed in a timely manner, thereby contributing to improved results.</p> <p>CED will continue its efforts to achieve the target set by March 31, 2025, in addition to improving the methodology for measuring progress.</p>

Initiatives advancing Canada’s implementation of SDG 10 – Reduced Inequalities

The following table shows how CED initiatives and programs support the 2030 Agenda and SDG 10 and complements the information presented above. The following programs help reduce inequalities and disparities in economic opportunities in Quebec regions.

PLANNED INITIATIVES	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
<ul style="list-style-type: none"> • CED is contributing to the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i> Action Plan 2023–2028 (UNDA) by implementing the following measures: <ul style="list-style-type: none"> ○ CED continues to apply flexibility introduced to programs and initiatives for Indigenous clients; ○ CED is continuing to review its interventions with regard to Indigenous clients and is adjusting its approach to their distinct needs; ○ CED is implementing the Inuit Nunangat Policy in the Agency’s practices. <p>CED will report on the progress of these measures on an annual basis through Justice Canada’s proposed departmental feedback template, the content of which will be incorporated into the annual progress report on the implementation of the UNDA.</p> <ul style="list-style-type: none"> • Black Entrepreneurship Program – Ecosystem Fund (BEP) (Please refer to the description of this initiative under Goal 8) • Economic Development Initiative – Official Languages (EDI) (Please refer to the description of this initiative under Goal 8) • Diversity and inclusion are among the implementation priorities of Budget 2021’s five economic recovery initiatives. <ul style="list-style-type: none"> ○ The Jobs and Growth Fund (JGF); ○ The Aerospace Regional Recovery Initiative (ARRI); ○ The Tourism Relief Fund – Quebec (TRF); ○ Under the TRF, a budget allowance was made for Indigenous tourism; ○ The Major Festivals and Events Support Initiative (MFESI); ○ The Canada Community Revitalization Fund (CCRF). 	<p><i>National Ambition (CIF):</i> Canadians live free of discrimination and inequalities are reduced.</p> <p><i>Global Target (GIF):</i> Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>	<p>As part of the programs contributing to SDG 10, CED supported 201 projects with total expenditures of \$81.4 million in 2023–24, including:</p> <ul style="list-style-type: none"> ○ \$7.3 million invested in 10 projects through the BEP. ○ \$1.4 million in 9 projects under FDI-official languages; ○ \$72.7 million in 182 projects as part the JGF, ARRI, TRF, MFESI, and CCRF one-off initiatives have benefited underrepresented groups. <p>In addition, CED launched the new Tourism Growth Program (TGP) in 2024, with approximately 15% of the budget dedicated to Indigenous tourism. As part of this program, CED has implemented a project to support Indigenous Tourism Quebec (ITQ), with total financial assistance of \$3.2 million and assistance granted for 2023–24 amounting to \$25,000. This project will provide non-repayable financial assistance to Indigenous SME-NPOs, thereby increasing the capacity of local Indigenous tourist attractions and events to build and consolidate a potential offering outside of Quebec in all regions of Quebec.</p> <p>These programs help reduce inequalities and disparities in economic opportunities in Quebec regions.</p> <p>In 2023–24, CED continued its support for the needs of Indigenous communities, based on the specific realities of First Nations, Inuit, and Métis, thus ensuring the growing participation of Indigenous peoples in Quebec’s economy, as required by the <i>United Nations Declaration on the Rights of Indigenous Peoples</i>. To this end, CED continues to loosen the criteria of its regular programs in order to be a more present partner, to intensify its interventions with Indigenous communities by adapting to their specific context, and to promote adequate access to financing.</p> <p>Furthermore, CED continued to implement the Inuit Nunangat Policy, in effect since April 2022, in order to carry out an intervention based on understanding the specific needs and circumstances of Inuit in its services, programs, and initiatives. In this regard, CED has adopted and begun implementing an action plan that proposes measures to meet the requirements of the Policy and the aspirations of the Inuit. In 2023–24, CED integrated the Gender-based Analysis Plus approach into designing and implementing policies and programs for two new initiatives, namely:</p>

PLANNED INITIATIVES	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
<ul style="list-style-type: none"> • CED will continue to implement initiatives that end on March 31, 2024. (Please refer to the description of this initiative under Goal 8) • CED will continue joint administration of Initiative Verte du Québec with Indigenous Services Canada. The objective of this initiative is to help Indigenous peoples in Quebec to seize economic development opportunities related to the development of the green energy sector and to participate in Quebec’s energy transition. • CED will continue to implement the EDI approach launched in fall 2022 in all its programs and initiatives: Since November 2022, all CED clients have had to declare their organizational EDI practices. Specifically, clients should indicate whether they have integrated EDI components into their business model and whether they intend to pursue or begin steps to do so. CED has also provided its clients with tools to raise awareness and encourage the adoption of EDI practices from a growth and organizational resilience perspective. • In relation to CED’s statement of intent in terms of GBS Plus, CED will continue the collective commitment to integrate gender and diversity considerations in the pursuit of the Agency’s mandate. <p>CED is committed to integrating and supporting the implementation of Gender-based Analysis Plus (GBA Plus) across the organization to ensure that the principles of diversity and gender equality are an integral part of policy development and program design and evaluation, internal practices and client services.</p> <ul style="list-style-type: none"> • CED’s mission is to promote the long-term economic development of Quebec regions by “giving special attention to those where slow economic growth is prevalent or opportunities for productive employment are inadequate.” To identify these regions, the Agency has developed an Economic Development Index (EDI) that allows it to compare the economic growth potential of Quebec’s 104 regional county municipalities (RCMs). <p>According to this index, a region’s economic development is based on its advantages and ability to exploit them. A region with few advantages or difficulties in exploiting them will have low potential for economic growth. This index enables CED to adapt its interventions based on the needs of different regions and their specific opportunities and to propose making its usual parameters more flexible.</p>		<p>First, for the new Initiative to Support Economic Development in Montréal’s East End (ISEDME), announced in November 2023, GBA+ has allowed for the development of delivery parameters that contribute to increasing the inclusion and participation of diverse underrepresented groups in the economic growth and diversification of Montréal’s East End.</p> <p>For the Tourism Growth Program (TGP), new GBA+ performance measurement indicators have been integrated to support Indigenous communities or beneficiaries, as well as remote rural regions.</p> <p>Furthermore, to improve the ability to report on the impact of its programs and initiatives on underrepresented groups, in accordance with GBA+, CED collaborated with supported intermediary groups to improve the reliability of the data collected on their clients. In this regard, CED has revised its annual data collection tools, used by the intermediary groups it supports, in order to adequately capture its intervention with the new categories of underrepresented groups introduced in 2021.</p> <p>The following is the breakdown of investments in 2023–24 divided into the nine categories of underrepresented groups identified by CED. The definitions can be found on our website. The amounts below should not be added since customers can self-declare as belonging to more than one group:</p> <ul style="list-style-type: none"> ○ 2SLGBTQI+: 9 SME projects (\$1.4M) and 20 NPO projects (\$5.4M) ○ Indigenous peoples: 18 SME projects (\$9.4M) and 52 NPO projects (\$13.8M) ○ Women: 77 SME projects (\$15.3M) and 172 NPO projects (\$68.9M) ○ Youth: 58 SME projects (\$7.4M) and 62 NPO projects (\$15.2M) ○ Racialized communities: 14 SME projects (\$3.9M) and 10 NPO projects (\$3.3M) ○ Black communities: 4 SME projects (\$449,623) and 15 NPO projects (\$8.7M) ○ OLMCs: 7 SME projects (\$4.8M) and 36 NPO projects (\$7.7M) ○ Newcomers to Canada and immigrants: 15 SME projects (\$14.5M) and 20 NPO projects (\$6M) ○ Persons with a disability: one SME project (\$42,031) and 15 NPO projects (\$3.5M) <p>In 2023–24, CED continued the implementation of its GBA+ approach applicable to its entire clientele and programs—an approach that stems from the findings of the GBA+ analyses conducted by CED:</p> <p>EDI Annex in the assistance application aimed at raising awareness among CED clients about the importance of EDI and assessing its integration.</p> <p>Of the 468 SME and NPO projects that completed the form in 2023–24, 331 projects (71%) indicate that they include an EDI component in their organizational practices or that they intend to make efforts to do so.</p>

PLANNED INITIATIVES	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
		<p>Client resources:</p> <p>The awareness tools on the competitive advantages of CED made available to CED clients are among the most visited pages on the CED website.</p> <p>Finally, based on the EDI, CED identifies the RCMs with lower economic growth potential and applies more flexible intervention parameters in its regular programs to expand its scope of action and support projects that are relevant to their development.</p>

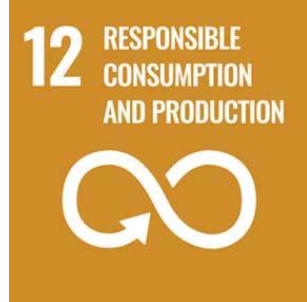


GOAL 11: IMPROVE ACCESS TO AFFORDABLE HOUSING, CLEAN AIR, TRANSPORTATION, PARKS, AND GREEN SPACES, AS WELL AS CULTURAL HERITAGE IN CANADA

Initiatives advancing Canada’s 2030 Agenda and SDG 11 – Sustainable cities and communities

The following table shows how CED’s initiative supports the 2030 Agenda and SDG 11.

PLANNED INITIATIVE	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
<p>Canada Community Revitalization Fund – Quebec (CCRF – Quebec), implemented through the QEDP.</p> <p>(Please refer to the description of this initiative under Goal 8)</p>	<p><i>National ambition (CIF):</i> Canadians live in healthy, accessible, and sustainable cities and communities.</p> <p><i>Global Target (GIF):</i> Target 11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.</p>	<p>As part of the Canada Community Revitalization Fund, contributing to SDG 11, CED supported 196 projects with total expenditures of \$45.7 million in 2023–24.</p> <p>This program is designed to improve access to safe and inclusive community spaces, thereby contributing to community revitalization. Through its investments, CED has helped many communities across Quebec to carry out and improve community infrastructure projects, particularly to recover from the effects of the COVID-19 pandemic.</p>



GOAL 12: REDUCE WASTE AND TRANSITION TO ZERO-EMISSION VEHICLES

FSDS Context:

Although waste management is the responsibility of Brookfield Global Integrated Solutions (BGIS) and Public Services and Procurement Canada (PSPC), CED participates in its partners' efforts. With respect to fleet management, CED's sustainable management context is influenced by the Greening Government Strategy, the FSDS and PSPC's procurement principles, which incorporate environmental considerations into the development of common-use procurement instruments, particularly those enabling the adoption of zero-emission vehicles (ZEVs) across government fleets, including CED. In order to deliver concrete results, CED has put in place an internal directive on fleet management, which incorporates the objectives of government strategies and policies.

Target theme: Federal Leadership on Responsible Consumption

Target: The Government of Canada’s procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy (All Ministers)

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS	RESULTS ACHIEVED
<p>Transform the federal light-duty fleet</p>	<p>In line with the Greening Government Strategy, ensure that all new fleet vehicle purchases are zero-emission or hybrid.</p> <p>Program: Internal Services</p>	<p>Performance indicator: Percentage of zero-emission or hybrid vehicles in the fleet</p> <p>Starting point: 5% in 2022-23</p> <p>Target: 20% by March 31, 2024, and 35% by March 31, 2027</p>	<p>CED plays a role in achieving federal net-zero targets. Since fleet management is centralized in administrative services, CED is able to establish a fleet transformation strategy and ensure that new purchases follow that strategy.</p> <p>Relevant targets or ambitions: <i>CIF ambition:</i> Canadians consume in a sustainable manner.</p> <p><i>CIF target:</i> Target 12.1: Zero-emission vehicles represent 10% of new light-duty vehicle sales by 2025, 30% by 2030 and 100% by 2040.</p>	<p>Indicator result: 15.4% as of March 31, 2024</p> <p>Notes: During 2023-24, two gasoline vehicles were replaced with hybrid vehicles, which represents 15.4% of the organization’s total vehicle fleet.</p> <p>DEC’s strategy is for 100% of its new vehicles to be zero-emission or hybrid vehicles.</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS	RESULTS ACHIEVED
Strengthen green procurement criteria	<p>Departmental action 1: Incorporate environmental considerations into procurement management processes and controls, specifically by optimizing the use of Public Services and Procurement Canada (PSPC) procurement instruments and ensuring that bids submitted through competitive tendering processes comply with the Policy on Green Procurement and are submitted electronically, whenever possible.</p> <p>Program: Internal Services</p> <p>Departmental action 2: Ensure that all employees on the procurement team have completed training on green procurement.</p> <p>Program: Internal Services</p>	<p>Performance indicator 1A: Proportion of contracts issued for the acquisition of professional goods and services using PSPC standing offers</p> <p>Starting point 1A: 60% in 2022-23</p> <p>Target 1A: 100% each year⁴</p> <p>Performance indicator 1B: Percentage of tenders submitted in electronic format for contracts and through public procurement</p> <p>Starting point 1B: 100% by 2022-23</p> <p>Target 1B: 100% each year</p> <p>Performance indicator 2: Percentage of procurement team employees who have completed the Canada School of Public Service Green Procurement course</p> <p>Starting point 2: 100% by 2022-23</p> <p>Target 2: 100% each year</p>	<p>Green procurement incorporates environmental considerations into purchasing decisions and is expected to motivate suppliers to adopt environmental protection activities or management practices.</p> <p>Relevant targets or ambitions: <i>CIF ambition:</i> Canadians consume in a sustainable manner.</p> <p><i>CIC indicator:</i> Indicator 12.2.1: Proportion of businesses that adopted selected environmental protection activities and management practices</p> <p><i>GIF target:</i> Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	<p>Indicator result 1A: 100% in 2023-24</p> <p>Notes: To the extent possible, mandatory and non-mandatory SOs were used for all contracts issued by CED.</p> <p>Indicator result 1B: 100% in 2023-24</p> <p>Notes: During 2023-24, all submissions were sent electronically for contracts and call for tenders.</p> <p>Indicator result 2: 100% in 2023-24</p> <p>Notes: All employees in the procurement team have completed the Green Procurement Training Course at the Canada School of Public Service from 2023 to 2024.</p>



GOAL 13: TAKE ACTION ON CLIMATE CHANGE AND ITS IMPACTS

FSDS Context:

The real property work context is shared between departments and the facilities management service provider, BGIS and PSPC. CED is responsible for the real property aspects within its facilities. Although efforts to reduce waste or GHG emissions are directed by the owners, CED is committed to promoting the implementation of waste/consumption reduction and reuse strategies.

With respect to fleet management, CED's sustainable management context is influenced by the Greening Government Strategy, the FSDS and PSPC's procurement principles, which incorporate environmental considerations into the development of common-use procurement instruments, particularly those enabling the adoption of zero-emission vehicles (ZEVs) across government of Canada fleets, including CED. In order to deliver concrete results, CED has put in place an internal directive on fleet management, which incorporates the objectives of government strategies and policies.

⁴ PSPC standing offers (SOs) are used differently based on the nature of the procurement requirements. CED routinely uses mandatory and non-mandatory SOs, wherever possible, to obtain best value and ensure the timeliness and cost effectiveness of each contract. Our target includes only purchases that can be made using SOs wherever possible.

Target theme: Federal Leadership on Greenhouse Gas Emissions Reductions and Climate Resilience

Target: The Government of Canada will transition to net-zero carbon operations for facilities and conventional fleets by 2050 (all Ministers)

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS	RESULTS ACHIEVED
<p>Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government’s overall operations</p>	<p>In line with the Greening Government Strategy, ensure that every new vehicle in the fleet is zero emission or hybrid.</p> <p>Program: Internal Services</p>	<p>Performance indicator: Percentage reduction of GHG emissions produced by the motor vehicle fleet</p> <p>Starting point: 22.2 tonnes in 2022–23</p> <p>Target: 15% reduction in GHG fleet emissions between fiscal years 2022–23 and 2026–27</p>	<p>CED plays a role in achieving federal net-zero emissions targets, and the fleet directly affects our greenhouse gas emissions. Since fleet management is centralized in administrative services, CED is able to establish a fleet transformation strategy that reduces GHG emissions.</p> <p>Relevant targets or ambitions:</p> <p><i>CIF ambition:</i> Canadians reduce their greenhouse gas emissions.</p> <p><i>CIF target:</i> Target 13.1: By 2030, reduce Canada’s total greenhouse gas emissions by 40% to 45% compared to 2005 emission levels. By 2050, achieve economy-wide net-zero greenhouse gas emissions.</p> <p><i>GIF target:</i> Target 13.2: Integrate climate change measures into national policies, strategies and planning.</p>	<p>Indicator result: 52.7% increase in 2023–24</p> <p>Notes: In 2023–24, CED produced 33.9 tonnes of GHG compared to 22.2 tonnes in 2022–23.</p> <p>The results are influenced by the fact that business trips with clients had not fully resumed following the pandemic in the reference year.</p> <p>Overall, with the gradual replacement of its vehicle fleet and its ZEV procurement strategy, CED aims to achieve the target of a 15% reduction in its GHG emissions by the end of the 2026–27 fiscal year.</p>

Integrating Sustainable Development

Whenever CED develops a new program or initiative and is required to submit its proposal to Cabinet and seek implementation authority from Treasury Board, a strategic environmental assessment (SEA) is systematically carried out. CED conducted a strategic environmental assessment of the Quebec Economic Development Program and updated it in accordance with the *Impact Assessment Act* (IAA), which came into force in 2019 and replaces the *Canadian Environmental Assessment Act, 2012* (CEAA). The assessment concluded that the program's implementation was not likely to generate significant environmental effects.

CED will continue to ensure that its decision-making process includes consideration of FSDS goals and targets through the SEA process. An SEA for a policy, plan or program proposal includes an analysis of the impacts of the given proposal on the environment, including on relevant FSDS goals and targets. In accordance with the [Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals](#), the Agency draws up a public statement concerning environmental impact after a strategic environmental assessment or a preliminary scan has been conducted. Public statements on the results of CED's assessments are made public when an initiative that has undergone a detailed SEA (see [here](#)). The purpose of the public statement is to demonstrate that the environmental effects, including the impacts on achieving the FSDS goals and targets, of the approved policy, plan or program have been considered during proposal development and decision-making.



To comply with the IAA, CED has put in place internal tools and a process for analyzing the projects to be funded in order to conduct a preliminary assessment of their impact on the environment and Indigenous rights. CED carries out these activities in partnership with Public Services and Procurement Canada. For each project, the process identifies whether an environmental assessment is required. If so, CED ensures that it complies with the IAA (signage, environmental study, etc.) and that it follows up with the developer on applicable mitigation measures.

CED did not conduct a detailed SEA in 2023–24.