



2024 to 2025 Departmental Sustainable Development Strategy Report

Canada Economic Development for Quebec Regions

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Introduction to the 2024 to 2025 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 2024 to 2025.

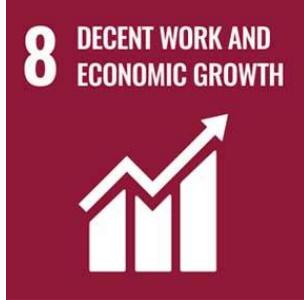
The [Federal Sustainable Development Act](#) also sets out [seven principles](#) that must be considered in the development of the FSDS as well as DSDSs. These basic principles have been considered and incorporated in CED's 2024–25 DSDS.

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 (pending budgetary approval).
- [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 ended on March 31, 2024.
- [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 will end on 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. A call for projects targeting [social innovation for Montréal’s east end](#) has also been completed.
- [Northern Isolated Community Initiatives Fund](#) (NICI): Launched in 2024, this fund aims to improve the overall food sector in the North, support new and existing food security and sovereignty initiatives, and promote economic diversification. The NICI will end on March 31, 2027.

- [Regional Artificial Intelligence Initiative](#) (RAII): The RAII's objective is to strengthen Canada's leadership in AI by fostering innovation, supporting product development and the commercialization of AI-driven technologies and solutions, and accelerating the widespread adoption of AI in critical sectors of Canada's industrial policy. The RAII will end on March 31, 2029.
- [Regional Homebuilding Innovation Initiative](#) (RHII): This initiative provides targeted, one-time regional support for manufacturing SMEs and NPOs developing innovative solutions for the multi-unit residential construction sector and its value chain. The RHII ends on March 31, 2026.
- [Support for Social Economy Mutualization Projects](#) (SSEMP): Following consultations with stakeholders in the social economy sector, CED has allocated funds to support the sharing of equipment and technologies among social economy enterprises in the agri-food, manufacturing, environmental, and sustainable development sectors.

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: \$65.4 million in 2024–25</p> <p>Notes: The higher result includes \$19.4 million in clean technology investments across 36 projects.</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) • Regional Homebuilding Innovation Initiative (RHII) • Regional Artificial Intelligence Initiative (RAII) <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 2024–25, as part of the programs that contribute to SDG 9, a total of \$178.7 million was invested.</p> <p>As part of one-time initiatives, CED made the following investments:</p> <ul style="list-style-type: none"> • \$7.8 million in 14 projects through the RQI; • \$3.1 million in six projects under the RHII; • \$1.7 million in 22 projects stemming from the RAI; • No expenditures were made under the IID, which ended on March 31, 2024. <p>Regarding its regular programming, business growth and innovation remained the primary objective pursued under the REGI. Projects funded by CED supported the development of new products and services, the adoption of new technologies, the stimulation of local manufacturing and the strengthening of supply chains, improvements to cybersecurity, support for e-commerce, acceleration of digital transformation, and stronger positioning in foreign markets.</p>

PLANNED INITIATIVES	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
		<p>Through the REGI, CED notably supported several businesses with \$16.2 million in 125 projects aimed at the commercialization and export of innovation, as well as financial assistance totaling \$29 million in 49 projects for innovation development and technology transfer. At the same time, CED invested \$17.8 million in 54 distinct projects led by non-profit organizations supporting businesses in their projects, including the adoption, adaptation, and commercialization of technologies to improve productivity and accelerate growth.</p> <p>Lastly, 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 2024–25, CED supported 12 accelerator-incubator projects, with investments totalling nearly \$2.7 million.</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 internal priority in its human resources management practices and programs. A concrete example of this commitment is the development of a new departmental EDI action plan, which emphasizes inclusion as a core organizational value. The plan is tailored to the real needs of employees representing CED's diversity and provides concrete measures not only to remove employment barriers but also to support the development and advancement of CED's diverse workforce.

CED recognizes that true inclusion is only possible when diversity is both representative and valued. This is why employment equity remains an organizational priority, with strategies developed and implemented to ensure that Canada's population is reflected across all sectors of CED. The organization is aware that to be inclusive means not only being representative but also putting in place tangible measures to eliminate employment barriers and demonstrate how diversity is valued as an integral part of achieving organizational objectives. To this end, inclusion, as defined by CED's diversity, is embedded across all human resources management processes and programs, from staffing to training, as well as performance and talent management.

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: 19.47% in 2024–25</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: 67% as of March 31, 2025</p> <p>Notes: The result shows sustained progress toward achieving the target, explained in part by the implementation in 2024-25 of a new methodology for tracking mandatory training. This approach enabled CED to better target its awareness efforts related to training on Indigenous cultural bias.</p> <p>CED will continue its efforts to reach the 100% target and to ensure that all its employees are made aware of Indigenous cultural bias.</p>

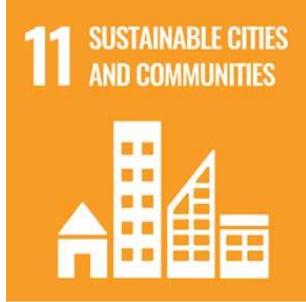
Initiatives advancing Canada’s implementation of SDG 10 – Reduced Inequalities

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) • Hurricane Fiona Recovery Fund (HFRF) (Please refer to the description of this initiative under Goal 8) • Northern Isolated Community Initiatives Fund (NICI) Please refer to the description of this initiative under Goal 8) • Tourism Growth Program (TGP) Please refer to the description of this initiative under Goal 8) 	<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 100 projects with total expenditures of \$22.8 million in 2024–25, including:</p> <ul style="list-style-type: none"> ○ \$7.8 million in 31 projects under the Tourism Growth Program (TGP), including \$1.6 million dedicated to Indigenous Tourism Quebec; ○ \$6.4 million invested in 10 projects through the Black Entrepreneurship Program – Ecosystem Fund (BEP); ○ \$4.7 million allocated to 42 projects through the Economic Development Initiative for East Montréal (ISEDMEE), including 20 projects totaling nearly \$1 million under the social innovation theme; ○ \$2 million invested in 2 projects through the Hurricane Fiona Recovery Fund (HFRF); ○ \$1.8 million in 14 projects under the Economic Development Initiative – Official Languages (EDI); ○ \$97,608 in 1 project through the Northern Isolated Communities Initiatives Fund (NICI); ○ No expenditures were made under the one-off initiatives FEC, ARRI, FAT, IAGFE, and CCRF, which ended on March 31, 2024. <p>These programs help reduce inequalities and disparities in economic opportunities in Quebec regions.</p> <p>In 2024–25, 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 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. Actions taken include the development of communication tools in</p>

PLANNED INITIATIVES	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
<ul style="list-style-type: none"> • Initiative to Support Economic Development in Montréal’s East End (ISEDMEE): including social innovation for Montréal’s east end 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). • 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</p>		<p>Inuktitut, including on its website, and the implementation of NICI in Nunavik in a co-development approach with Inuit stakeholders.</p> <p>CED has also taken an increasingly active role in the Government of Canada’s efforts to advance reconciliation and inclusion of Indigenous peoples in the Canadian economy. In this regard, CED contributed to federal discussions associated with the Economic Reconciliation Framework with Indigenous peoples, particularly in consideration of issues specific to Quebec.</p> <p>Through the Gender-based Analysis Plus (GBA+) approach, CED aims to foster full participation of underrepresented groups by strengthening its ability to identify potential impacts of its interventions and to take mitigating measures where needed. In 2024–25, CED proactively updated the GBA+ analysis for its two main programs (QEDP and REGI) to measure progress in ensuring full participation of underrepresented groups, and to prevent new barriers or negative impacts on these groups in relation to its programs. This report, covering fiscal years 2019–20 to 2023–24, updated and enhanced the data from the last GBA+ report conducted in 2018, providing better insight into the impact of QEDP and REGI across Quebec regions and communities. Findings will support continuous improvement of CED programs to foster full economic participation of underrepresented groups throughout Quebec.</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 2024–25 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+: 26 projects (\$8.3M) ○ Indigenous peoples: 47 projects (\$11.5M) ○ Women: 227 projects (\$63.9M) ○ Youth: 106 projects (\$25.9M) ○ Racialized communities: 34 projects (\$7M) ○ Black communities: 26 projects (\$11M) ○ OLMCs: 47 projects (\$13.7M) ○ Newcomers to Canada and immigrants: 37 projects (\$11.6M) ○ Persons with a disability: 5 project (\$2.4M)

PLANNED INITIATIVES	NATIONAL TARGETS OR AMBITIONS AND/OR ASSOCIATED GLOBAL TARGETS	RESULTS ACHIEVED
<p>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 that 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 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>In 2024–25, 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 609 SME and NPO projects that completed the form in 2024–25, 43% of respondents (262 projects) indicated that an EDI component is present in their organizational practices, and 76% of respondents (465 projects) indicated an intention to initiate or continue efforts in this area.</p> <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’s website according to March 2025 traffic data, collected on a quarterly basis.</p> <p>Finally, based on the EDI, CED identifies 75 RCMs with lower economic growth potential (out of 104 MRCs) 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> <p>Among these 75 MRCs, eight are considered economically vulnerable. CED implemented a targeted support measure for these eight MRCs, enabling enhanced and tailored intervention according to local needs and issues, using more flexible intervention parameters. This three-year pilot project (April 1, 2024 to March 31, 2027) is delivered through CED’s two regular programs (QEDP and REGI).</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>No expenditures were made in 2024–25 under the Canada Community Revitalization Fund, which contributed to SDG 11, as this initiative ended on March 31, 2024.</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
Transform the federal light-duty fleet	<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: 26.7% as of March 31, 2025</p> <p>Notes: During 2024-25, one gasoline vehicle was replaced with a zero-emission vehicle. CED expects to achieve the target through the gradual replacement of gasoline vehicles with zero-emission vehicles, as well as the rationalization of its vehicle fleet.</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
<p>Strengthen green procurement criteria</p>	<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 2024-25</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 2024-25</p> <p>Notes: During 2024-25, all submissions were sent electronically for contracts and call for tenders.</p> <p>Indicator result 2: 100% in 2024-25</p> <p>Notes: All employees in the procurement team have completed the Green Procurement Training Course at the Canada School of Public Service from 2024 to 2025.</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: 28.4% increase in 2024–25</p> <p>Notes: In 2024–25, CED produced 28.5 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 and Economic Assessment (SEEA) is systematically carried out using the Climate, Nature and Economy Lens (CNEL). 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 SEEA process. An SEEA 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 SEEA (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.

CED did not have any proposals subject to a detailed SEEA that were announced or implemented in 2024-25.

