



Canada Economic  
Development  
for Quebec Regions

Développement  
économique Canada  
pour les régions du Québec

# **Canada Economic Development for Quebec Regions 2026–27 Departmental Plan**

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**The Honourable Mélanie Joly**

Minister of Industry and Minister responsible for Canada Economic  
Development for Quebec Regions

Canada 

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# Canada Economic Development for Quebec Regions' 2026–27 Departmental Plan

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## At a glance

This departmental plan details Canada Economic Development for Quebec Regions' (CED) priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the Mandate Letters, as well as CED's [vision, mission, raison d'être](#) and [operating context](#).

## Key priorities

CED identified the following key priorities for 2026–27:

CED will prioritize strategic and tailored investments that:

- Will help SMEs and communities in Quebec face the uncertain and challenging geopolitical and economic context; and
- Will help realign the Canadian economy, seize new opportunities and leverage the Canadian advantage in strategic sectors such as defence, quantum technologies and artificial intelligence, to contribute to government missions with a view to long-term regional economic development.

## Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

As part of meeting this commitment, CED is planning the following spending reductions:

- **2026–27:** \$24,382,000
- **2027–28:** \$32,510,000
- **2028–29:** \$48,764,000

It is anticipated that these spending reductions will involve a decrease of approximately 49 full-time equivalents by 2028–29.

CED will achieve these reductions by doing the following:

- With respect to its grant and contribution budgets, CED will focus on its core mandate, managing a reduction in the funding available for its regular programs and the end of the following one-time initiatives, whose funding will end within the next three years:
  - Supplementary funding for the Regional Economic Growth through Innovation (REGI) Program
  - Tourism Growth Program (TGP)
  - Northern Isolated Communities Initiatives (NICI) Fund
  - Support for Regional Quantum Innovation (RQI)

As part of its regular programming, CED will be able to continue to support the types of projects targeted by these initiatives, to the extent that they align with priorities and available budgets.

The figures in this departmental plan reflect these reductions.

### Highlights for Canada Economic Development for Quebec Regions in 2026–27

In a context of disruption and economic and geopolitical uncertainty, 2026–27 is shaping up to be a period of transition, marked by the transformation of industrial sectors and the consolidation of value chains. CED will continue to adapt its service offerings to government priorities and emerging issues to flexibly support small and medium enterprises (SMEs) and communities in Quebec.

CED will continue to contribute to the Defence Industrial Strategy (DIS), particularly through the implementation of the [Regional Defence Investment Initiative](#) (RDII), delivered by all regional development agencies (RDAs), including CED.

With a budget of \$357.7 million in contributions over three years (2025–26 to 2027–28), including \$64.9 million for CED, the RDII aims to accelerate the integration of businesses, primarily SMEs, and regional ecosystems into domestic and international defence supply chains and to increase their industrial and innovation capacity. The Initiative aims to support the Government of Canada's commitment to meet NATO's defence investment target and is aligned with DIS priorities to strengthen the defence industrial base in Canada.

In addition, as part of the series of measures announced by the government to support workers and businesses negatively affected by the Canada-U.S. tariffs, CED will continue to implement the [Regional Tariff Response Initiative](#) (RTRI). With a budget of \$1 billion over three years (2025–28) for all RDAs, this initiative helps SMEs and affected industries invest to remain competitive in the long term by boosting their productivity, growth and market diversification. CED will also remain attentive to the impacts in the regions and potential emerging needs related to economic transition and diversification, which may require targeted strategic responses.

Furthermore, in relation to Canada’s strategic vision for key sectors of Artificial Intelligence (AI) and emerging technologies, CED will continue to implement two targeted initiatives, the [Regional Artificial Intelligence Initiative](#) (RAII) and the [support for Regional Quantum Innovation](#) (RQI). With a budget of \$200 million over five years (2024–29) for all RDAs, including \$38.2 million for CED, the RAI aims to encourage SMEs, including startups, to develop and bring new AI technologies and solutions to market, and to speed up their adoption in critical sectors such as agriculture, clean technology, healthcare and manufacturing. The RQI has a budget of \$2.2 million in 2026–27 to support SMEs and NPOs that want to progress in the quantum field by adopting, developing and commercializing this type of innovative technology in order to strengthen Canada's leadership in this priority sector.

Through its regular programs, CED will support the growth, innovation and competitiveness of businesses by promoting the adoption of cutting-edge technologies, the commercialization of innovations and integration into new value chains. CED will also contribute to strengthening the economic vitality of Quebec regions by supporting the development of attractive tourist destinations and encouraging increased participation from rural communities and underrepresented groups.

In 2026–27, total planned spending (including internal services) for CED is \$415,837,510 and total planned full-time equivalent staff (including for internal services) is 357.

## **Summary of planned results**

The following provides a summary of the results the department plans to achieve in 2026–27 under its main areas of activity, called “core responsibilities.”

### **Core responsibility: Developing Quebec’s economy**

In a global context marked by geopolitical instability, trade tensions and technological competition, CED is well positioned to help strengthen Canada’s economic growth and industrial competitiveness.

In 2026–27, CED will continue its support for SMEs negatively impacted by tariffs or Canadian counter-tariffs in all sectors. It will help them improve their competitiveness through increased productivity; facilitate their access to robust national supply chains and enhanced domestic trade; and support their efforts to diversify national and international markets.

To stimulate innovation and business growth among Quebec businesses, CED will support the strengthening of industrial and innovation capacities and the adoption, development and

commercialization of cutting-edge technologies, such as artificial intelligence and quantum computing, that have the potential to transform businesses and make them globally competitive. CED will place particular emphasis on developing and integrating businesses into defence supply chains, both domestic and international.

In addition, to make Quebec businesses more competitive in international markets (in compliance with applicable international agreements), CED will promote the capabilities of SMEs and research centres, particularly in the defence sector, by connecting them with strategic players in their sector and major contractors. This approach will enable them to better position themselves to take advantage of the opportunities offered by the [Industrial and Technological Benefits Policy](#) (ITB).

CED will also maintain its support for all regions and communities in Quebec to help them seize development opportunities in a sustainable and inclusive economy, taking into account the ongoing economic upheavals and their impact on the regions. This includes support for strengthening the entrepreneurship ecosystem for entrepreneurs and business owners from Black communities and food initiatives that enhance and diversify economic activity in Northern Canada.

Planned spending: \$390,355,805

Planned human resources: 213

More information about the core responsibility of [Developing Quebec's economy](#) in the full plan.

For complete information on CED's total planned spending and human resources read the [Planned spending and human resources section](#) of the full plan.

## From the Minister

I am pleased to present the Canada Economic Development for Quebec Regions (CED) 2026–27 Departmental Plan.

This plan outlines the actions that CED will undertake this year to develop communities in Quebec. These actions are rooted in our primary mission: to stimulate the start-up and growth of Quebec businesses and to support transition measures to diversify regional economies to make them more innovative, productive and competitive, and to create good jobs.

In an uncertain global environment, characterized by unprecedented trade tensions and increased technological competition, the Canadian economy must be realigned. To meet these challenges, CED will support small and medium enterprises (SMEs) and communities in Quebec and will continue to implement a coordinated approach tailored to the regional realities of Quebec.

Through its regular programs, CED will intervene strategically to maximize the impact of its investments and strengthen the long-term competitiveness of businesses in Quebec. To this end we will leverage Canada’s competitive advantages in strategic sectors such as defence, artificial intelligence and quantum technologies.

We will also continue our efforts to promote inclusive growth by supporting the participation of underrepresented groups and taking into account the realities specific to rural, northern and economically vulnerable regions. We will focus on protecting and creating jobs that will generate sustainable economic benefits for all regions—while being mindful of the impacts they face from economic upheavals and their changing needs.

In 2026–27, CED will play a key role in boosting the Canadian economy by actively contributing to the implementation of the major measures outlined in Budget 2025.

We will support the implementation of the government's flagship initiatives, whether to implement the Defence Industrial Strategy, support businesses impacted by tariffs or realize Canada’s strategic vision with respect to artificial intelligence and emerging technologies.

We will also participate in government missions to strengthen the Canadian industrial base, promote the integration of Quebec SMEs into strategic supply chains and place Canada in a good position for future sectors.

With its network of 12 business offices throughout the regions of Quebec, CED will continue to listen to needs on the ground and adapt its programs and services to regional economic realities.

To optimize our internal operations and maximize the impact of our interventions, we will continue to modernize by integrating new technologies and simplifying our processes. We will also act in a coordinated and complementary manner with other federal organizations and with regional partners.



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Minister of Industry and Minister  
responsible for Canada Economic  
Development for Quebec Regions

The 2026–27 Departmental Plan is therefore part of this collaborative approach and reflects our commitment to focusing on strategic investments, regional economic diversifying and developing new markets, leveraging cutting-edge and emerging technologies and establishing strong partnerships — a plan that embodies our integrated vision to build a strong, unified and resilient economy for the benefit of all Canadians.

## **Plans to deliver on core responsibilities and internal services**

### **Core responsibilities and internal services**

- [Core responsibility: Developing Quebec’s economy](#)
- [Internal Services](#)

### **Core responsibility: Developing Quebec’s economy**

#### **In this section**

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#### **Description**

Support economic growth and prosperity and job creation in Quebec by means of inclusive clean growth; help small and medium-sized businesses (SMEs) grow through trade and innovation; and build on competitive regional strengths.

#### **Quality of life impacts**

CED’s core responsibility contributes primarily to the “Prosperity” domain in the [Quality of Life Framework for Canada](#) and in particular to the following indicators: firm growth, employment, productivity, GDP per capita, and investment in in-house research and development. The benefits generated by CED’s activities over the coming year will foster sustainable economic growth in all regions of Quebec and help improve the prosperity of Canadians.

This core responsibility also contributes to some extent to the “Environment” domain, since CED supports the improvement of the environmental performance of businesses and communities from a sustainable economic development perspective.

Finally, CED contributes to the cross-cutting “equity and inclusion” perspective by pursuing its efforts to create an inclusive economy and increase the participation of various under-represented groups.

### Indicators, results, and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, and the targets and target dates for Developing Quebec’s economy.

In an uncertain economic context and with the numerous challenges currently faced by businesses and communities in Quebec, the proposed targets reflect a cautious approach based on evidence and the available budget forecasts (amount that CED can invest) when this Plan was prepared. The targets were established based in particular on the analysis of the results from previous fiscal years, Canadian and global economic forecasts and the proportion of investments already committed under the 2026–27 budgets.

**Table 1: Quebec businesses are innovative and growing.**

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Developing Quebec’s economy

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Value of CED investments in projects supporting business innovation and growth (in dollars)	2022–23: \$217.2M 2023–24: \$222.3M 2024–25: \$201.5M	\$150M	March 31, 2027
Total cost of projects supporting business innovation and growth (in dollars)	2022–23: \$1,351.5M 2023–24: \$1,245.7M 2024–25: \$1,214.8M	\$750M	March 31, 2027
Number of jobs created and maintained by projects supporting innovation and business growth	2022–23: 3,670 2023–24: 2,950 2024–25: 2,379	2,000	March 31, 2027
Percentage of businesses and organizations majority-owned by underrepresented groups supported for projects that foster innovation and growth	2022–23: 17.7% 2023–24: 23.7% 2024–25: 33.0%	25%	March 31, 2027
Number of clients served by organizations receiving funding for projects promoting business innovation and growth	2022–23: N/A* 2023–24: 12,259 2024–25: 9,953	8,500	March 31, 2027

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Revenue growth rate of businesses supported by CED	2022–23: 4.4%** (2018) 2023–24: 11.8%** (2022) 2024–25: 8.5%** (2023)	4%	March 31, 2027
Value of exports of businesses supported by CED (in dollars)	2022–23: \$7.0B 2023–24: \$5.3B 2024–25: \$4.8B	\$3B	March 31, 2027
Value of Business Expenditures in Research and Development by businesses supported by CED (in dollars)	2022–23: \$256M (2019) 2023–24: \$290M** (2020) 2024–25: \$227M** (2021)	\$170M	March 31, 2027
<p>* “N/A” indicates that the data is not available for the targeted year due to a refinement of the methodology applied during that period.</p> <p>** The data in the table represents the latest results published by Statistics Canada. The figures presented for previous fiscal years are those available and may be updated during the current or a subsequent fiscal year.</p>			

## Table 2: Communities are economically diversified in Quebec

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Developing Quebec’s economy

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Value of CED investments in projects supporting economic vitality and community resilience (in dollars)	2022–23: \$211.1M 2023–24: \$217.7M 2024–25: \$121.0M	\$70M	March 31, 2027
Total cost of projects supporting economic vitality and community resilience (in dollars)	2022–23: \$1.095.3M 2023–24: \$539.7M 2024–25: \$621.6’	\$280M	March 31, 2027
Number of jobs created and maintained by projects supporting economic vitality and community resilience	2022–23: 2,650 2023–24: 1,177 2024–25: 2,527	1,450	March 31, 2027
Percentage of businesses and organizations majority-owned by underrepresented groups supported for projects that promote economic vitality and community resilience	2022–23: 41.6% 2023–24: 54.5% 2024–25: 57.4%	51%	March 31, 2027

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Number of clients served by organizations receiving funding for projects supporting economic vitality and community resilience	2022–23: N/A* 2023–24: 4,074 2024–25: 6,693	5,700	March 31, 2027
Proportion of CED investments in regional county municipalities with low economic growth potential relative to their demographic weight (as a percentage)	2022–23: 24.0% (CED investments) / 29.5% (2022 population)  2023–24: 62.5% (CED investments) / 29.3% (2023 population)  2024–25: 56.5% (CED investments) / 29.0% (2024 population)	35%	March 31, 2027
* “N/A” indicates that the data is not available for the targeted year due to a refinement of the methodology applied during that period.			

Additional information on the [detailed results and performance information](#) for CED’s program inventory is available on GC InfoBase.

**Plans to achieve results**

The following section describes the planned results for Developing Quebec’s economy in 2026–27.

Working within their respective mandates, CED and the six other RDAs aim to implement the government’s priorities related to the development of the Canadian economy. To this end, the RDAs develop and implement programs and initiatives that promote the economic growth and resilience of communities, based on the specific realities of their regions.

To fulfill its core responsibility, CED seeks to contribute to the two departmental results set out below. In 2026–27, aligned with the priorities of the Government of Canada, CED will prioritize strategic and tailored investments to support SMEs and communities in Quebec in an uncertain and challenging geopolitical and economic environment. CED will also prioritize investments that will help to realign the Canadian economy, seize new opportunities, and leverage Canada’s advantages in strategic sectors, contributing to government missions with a view to long-term regional economic development. To this end, CED will focus on targeted measures in defence, artificial intelligence, quantum technology and market diversification, and, more broadly, support business competitiveness and economic transition measures in regions, taking into account their specific dynamics.

In addition to financing and supporting its customers in the realization of their economic development projects, CED will continue to act as a facilitator, providing businesses with the strategic guidance and market information they need to grow. CED will also continue to act as a

business networking catalyst, bringing the right partners together around promising initiatives, while ensuring thorough monitoring of investments to maximize economic returns.

### **Departmental result 1: Quebec businesses are innovative and growing**

In 2026–27, CED will continue to foster innovative businesses and the ecosystem that supports them, and will adapt its intervention based on the Canada U.S. tariff context, particularly with respect to domestic trade. Through the national program Regional Economic Growth through Innovation (REGI), CED will work to stimulate innovation, productivity, growth and development, and market diversification for businesses in Quebec, in an uncertain economic context.

In particular, CED will support the government’s economic priorities through targeted initiatives for which additional funding has been allocated. This contribution will be reflected in the implementation of the Defence Industrial Strategy (DIS), support for businesses impacted by Canada-U.S. tariffs, and support for the development, adoption and commercialization of innovative technologies in key sectors such as defence, artificial intelligence, quantum computing and cybersecurity.

#### **Results we plan to achieve**

- The development and integration of Quebec SMEs into defence supply chains and the enhancement of their industrial and innovation capacities, particularly through the implementation of the [Regional Defence Investment Initiative](#) (RDII).
- Improved performance, productivity, and competitiveness of SMEs and supply chains impacted by tariffs, and the diversification of their markets, through the [Regional Tariff Response Initiative](#) (RTRI).
- The development, commercialization and increased adoption of artificial intelligence solutions by SMEs, contributing to the growth, productivity and competitiveness of businesses, particularly in the manufacturing sector, through the [Regional Artificial Intelligence Initiative](#) (RAII).
- The adoption, development and commercialization of quantum technologies by SMEs and non-profit organizations to strengthen Quebec’s position in this strategic field, through [support fo Regional Quantum Innovation](#) (RQI).
- The acceleration of the digital transition of businesses and the adoption of cutting-edge technologies, including robotics and the automation of production processes, particularly in the manufacturing sector, contributing to sustainable growth, productivity gains and increased competitiveness.
- Stronger performance by regional innovation ecosystems by supporting innovative businesses and the non-profit organizations that assist them.
- Increased participation of SMEs and research centres in Quebec in the value chains of major contractors and improved utilization of the opportunities offered by the [Industrial and Technological Benefits Policy](#) (ITB) contribute to growth, economic diversification and export development in Quebec.

## **Departmental Result 2: Communities are economically diversified in Quebec**

In 2026–27, CED will support the economic diversification of communities through the [Quebec Economic Development Program](#) (QEDP) and the [Community Futures Program](#) (CFP).

### **Results we plan to achieve**

Under the QEDP, CED will primarily support local and regional business projects, as well as projects in tourism and support for isolated northern communities. Through its support, CED will contribute to achieving the following results.

Through an initiative for which CED received supplementary one-time funding:

- The strengthening and diversification of economic activity in Northern Canada through the [Northern Isolated Communities Initiatives](#) (NICI) Fund. With a financial assistance budget of \$2.6 million in 2026–27, the NICI is part of the [Food Policy for Canada](#). In Quebec, the target territory is Nunavik. Implementation is carried out in collaboration with federal, provincial and regional partners to provide solutions to local and regional food security challenges.

Through an initiative funded from CED budgets:

- The revitalization, attractiveness and sustainable reindustrialization of Montréal’s East End by continuing the implementation of the [Initiative to Support Economic Development in Montréal’s East End](#). With a financial assistance budget of \$30 million over three years (2024-27), the initiative aims to support this area by backing projects from SMEs and NPOs that will have positive economic impacts for Montréal’s East End.

In addition, with \$177 million under the Community Futures Program (CFP) and the renewed agreement covering 2024–29, CED will continue to support the activities of Community Futures Development Corporations (CFDCs) and Business Development Centres (BDCs). These organizations provide financing and technical assistance to small businesses, and support various local economic development initiatives . This assistance also helps organizations build their intervention capacity and invest in the green transition , the digital shift, business transfers in rural areas, and young entrepreneurs. Through the CFP, CED will strengthen the development of SMEs and communities in the rural regions of Quebec.

In addition, CED will continue its commitment to promoting inclusive economic growth by supporting projects that have a positive impact on all Canadians including [under-represented groups](#), by continuing to implement targeted initiatives and measures such as:

- The national program [Economic Development Initiative – Official Languages](#) (EDI-OL), launched in 2008 and implemented by the RDAs and Innovation, Science and Economic Development Canada (ISED), supports the economic development of official language minority communities (OLMCs). This program contributes to the [Action Plan for Official Languages 2023–2028: Protection–promotion–collaboration](#).

- Application of the [Inuit Nunangat Policy](#). Since April 2022, CED has been implementing this policy to ensure an intervention that is tailored to the realities and specific needs of the Inuit across all its services, programs and initiatives.
- The efforts to promote the economic inclusion of Indigenous communities, primarily through strategic partnerships and tailored interventions within its programs and initiatives.
- The special attention given to regions facing economic difficulties by offering [economically vulnerable RCMs in Quebec](#) specific relaxed conditions and targeted support.
- The implementation of the [Ecosystem Fund – Black Entrepreneurship Program](#) (BEP) has been renewed with an investment of \$189 million over five years (2025–30) as part of the 2024 Fall Economic Statement to strengthen the entrepreneurship ecosystem for Black entrepreneurs and business owners across Canada. It enables not-for-profit Black-led organizations to develop new services or expand those they already offer such as mentorship, networking, financial planning and business training for Black entrepreneurs.

### **Gender-based Analysis Plus**

In 2026–27, CED will continue to implement its policy and organizational governance framework with respect to GBA Plus to strengthen the integration of gender and diversity considerations in policy development, program design, internal practices and services offered to clients. Through its GBS Plus coordination centre, CED will continue to integrate GBA Plus into the design and implementation of all new programs, policies or initiatives.

To strengthen its institutional capacity with respect to GBA Plus, CED will act in three areas:

1. A data collection plan for GBA Plus: In accordance with its new results-based management framework approved by the Treasury Board in 2025, CED has established performance measurement targets for SMEs receiving funding that are owned by several underrepresented groups for which it reports.

CED also monitors several GBA Plus indicators through a self-reporting form, including (1) the number and value of projects carried out by SMEs and NPOs that are majority-held or led by women, youth, Indigenous peoples, newcomers to Canada and immigrants, persons with disabilities, members of official language minority communities (OLMCs), and members of Black, racialized and 2SLGBTQI+ communities; and (2) the number and value of projects that directly support these underrepresented groups.

Since 2022–23, through its approach to Equity, Diversity, and Inclusion (EDI), CED has aimed to better understand the progress of its clientele in this area and to consider ways to better support their needs. This information is in addition to that collected through its self-reporting form gathered for statistical purposes to better understand the impacts of programs and initiatives.

In addition, the results of the QEDP five-year review, begun in 2024–25, and the management plan resulting from the REGI evaluation in 2025–26, will help CED identify gaps and opportunities related to GBA Plus.

2. Participation in interdepartmental forums and committees: Through its GBA Plus coordination centre, CED actively participates in several committees and working groups to keep abreast of best practices and opportunities for continuous improvement in the implementation of GBA Plus:
  - o GBA Plus Interdepartmental Committee (Women and Gender Equality Canada);
  - o Federal network for the advancement of gender equality in Quebec and Nunavut (Women and Gender Equality Canada)
  - o EDI working group (Inter-RDA)
  - o Women Entrepreneurship Strategy Interdepartmental Steering Committee (ISED)
  - o Human Trafficking Taskforce (Public Safety Canada)
  - o The Dialogue Days Follow-up Committee with representatives of official language minority communities (OLMCs) in Quebec.
  
3. Staff awareness-raising and training: CED will continue to enhance staff capacity with respect to GBA Plus through targeted communications, mandatory staff participation in the course offered by Women and Gender Equality Canada (Introduction to GBA Plus) and through awareness-raising activities related to GBA Plus.

### Planned resources to achieve results

**Table 3: Planned resources to achieve results for Developing Quebec’s economy**

Table 3 provides a summary of the planned spending and full-time equivalents required to achieve these results.

Resources	Planned
Spending	\$390,355,805
Full-time equivalents	213

Complete [financial](#) and [human resources](#) information for CED’s program inventory is available on GC InfoBase.

### Program Inventory

CED’s core responsibility of Developing Quebec's economy is supported by the following programs:

- Regional Innovation
- Community Vitality
- Temporary or Targeted Support

Additional information related to the program inventory for Developing Quebec’s economy is available on the [Results page on GC InfoBase](#).

## Summary of changes to reporting framework since last year

Following the recent approval by the Canada Treasury Board Secretariat, the new CED Departmental Results Framework (DRF) is presented for the first time in this Departmental Plan. Starting in the fall of 2024, CED had initiated a rigorous review process for its DRF to maximize the attribution of results to the Agency's interventions and to increase control over the achievement of the annual targets presented in the Departmental Plan and the Departmental Results Report. The recent changes include the following improvements:

- While the previous DRF was based mainly on macroeconomic data, recent changes have made it possible to provide data that is more results-oriented, deriving more directly from CED interventions while remaining aligned with government priorities.
- The removal of the previous departmental result related to investments in innovative technologies in Quebec helps avoid the duplication of data included under the result "Quebec businesses are innovative and growing," while gathering the relevant indicators under that result.

Finally, this exercise was carried out to promote evidence-based decision-making, to highlight the actual impacts of the funds invested in the organization's programs and to further leverage the value of the data presented in CED departmental reports.

## Internal services

### In this section

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- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

### Description

Internal services are the services that are provided within a department so that it can meet its obligations and deliver its programs. There are 10 categories of internal services:

- acquisition management services;
- communication services;
- financial management services;
- human resources management services;
- information management services;
- information technology services;
- legal services;
- material management services;
- management and oversight services;
- real property management services.

**Plans to achieve results**

In 2026–27, CED will begin the third and final year of implementing its internal management plan *CED 2027*. Building on the three pillars that structure its actions – our team, our internal services, and our external programs and services – the organization will focus its efforts on consolidating achievements, human leadership and more systematic integration of digital technology into its activities.

CED will continue to implement measures to maintain a healthy, engaging and inclusive work environment, while strengthening organizational capacity, adaptability, and the skills development for staff and managers.

CED will also continue its efforts to simplify, adapt and optimize its processes, policies and tools to enhance the performance of its internal and external services and its programs.

The advancement of these priorities will be supported by the organization’s cross-functional levers — including the 2024–27 Digital Strategy, the 2025–28 Equity, Diversity and Inclusion (EDI) Plan and the Accessibility Plan 2026–29 — which will help strengthen the coherence of internal actions and CED’s capacity to achieve its organizational results and fulfill its mission.

**Planned resources to achieve results**

**Table 4: Planned resources to achieve results for internal services this year**

Table 4 provides a summary of the planned expenditures and the full-time equivalents required to achieve these results.

Resources	Planned
Spending	\$25,481,705
Full-time equivalents	144

Complete [financial](#) and [human resources](#) information for CED’s program inventory is available on GC InfoBase.

**Planning for contracts awarded to Indigenous businesses**

CED maintains the objective of meeting the requirement to achieve the minimal target of awarding 5% of the total value of contracts to Indigenous businesses.

The internal procedures established since 2022–23 are subject to regular updates and reminders. They remain integrated into the operational methodology to support achieving or even exceeding the annual target of 5% of purchases from Indigenous businesses.

Summary of efforts made: CED systematically identifies business opportunities for Indigenous businesses by analyzing its purchasing forecasts, consulting the Indigenous Business Directory (IBD) and constantly monitoring the market.

Methodology and planning assumptions: The expected percentage is based on a review of historical contracting data, annual purchasing forecasts and an analysis of categories in which an

Indigenous offer is available or in development. This approach is also based on internal monitoring and justification tools that ensure systematic consideration of Indigenous concerns.

Exceptions approved by the institutional head: CED did not make use of any exceptions, achieving the annual target for Indigenous business participation without any exceptions.

Strategies to maximize Indigenous participation: CED is modernizing its decision-making tools and encouraging specialized training for operational owners. The data is regularly updated and presented to senior management, allowing for thorough monitoring and the identification of new opportunities in targeted areas, to ensure the continuity and increase of participation from Indigenous businesses.

**Table 5: Percentage of contracts planned and awarded to Indigenous businesses.**

Table 5 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2024–25 Actual Result	2025–26 Forecasted Result	2026–27 Planned Result
<b>Total percentage of contracts with Indigenous businesses</b>	19.47%	7%	6.39%

For 2024–25, CED significantly exceeded its target of 5%. This is explained by a reduction in the total number of contracts awarded by CED this fiscal year relative to the amount allocated to contracts awarded to Indigenous businesses.

**Department-wide considerations**

- [Related government priorities](#)
- [Key risks](#)

**Related government priorities**

**United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals**

CED subscribes to an economic development approach that helps advance Quebec’s economy while respecting the environment and promoting inclusive and sustainable growth. More specifically, CED is subject to four goals set out in the [Federal Sustainable Development Strategy](#), which is structured around the United Nations Sustainable Development Goals:

- Goal 8: Encourage inclusive and sustainable economic growth in Canada.
- Goal 10: Advance reconciliation with Indigenous peoples and take action to reduce inequality.
- Goal 12: Reduce waste and transition to zero-emission vehicles.
- Goal 13: Take action on climate change and its impacts.

Some specific interventions by CED will also contribute, to some extent, to the following goals:

- Goal 9: Foster innovation and green infrastructure in Canada.
- Goal 11: Improve access to affordable housing, clean air, transportation, parks, and green spaces, as well as cultural heritage in Canada.

More information on CED's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

## **Artificial intelligence**

Canada Economic Development for Quebec Regions (CED) intends to adopt an artificial intelligence (AI) approach aimed at creating operational value. To that end, CED plans to implement AI to support the efficiency of financial analysis processes to modernize its practices and improve the speed of monitoring grant and contribution files in its portfolio. These efforts are intended to increase productivity, reduce administrative burden and strengthen the organizational capacity to manage information more effectively and proactively. Ultimately, CED estimates that it will be able to reallocate more than 4,000 hours of monitoring annually.

In other areas of its mandate, CED intends to take a structured approach to the adoption of AI. Focused on skills development, experimentation, and organizational learning, CED will focus its efforts on organizational readiness, risk assessment and the gradual identification of relevant and responsible uses, consistent with its mandate.

In that context, the experimental projects are designed to evaluate how AI could potentially:

- lighten certain repetitive tasks and support team productivity;
- contribute to the automation and simplification of administrative processes to reduce errors and improve efficiency;
- help improve customer experience and reduce processing times;
- support data analysis and strategic decision-making to better target the Department's interventions.

What is learned from these experiments will help inform future decisions related to governance, prioritization and the potential integration of AI solutions into departmental processes. CED prioritizes an approach based on concrete benefits, where the measurement of value and potential impacts, including efficiency gains, quality of deliverables, user satisfaction and optimal use of resources, will guide any decision for larger-scale adoption.

## **Preparations for the adoption of artificial intelligence**

CED is implementing several structural initiatives to enhance its ability to adopt artificial intelligence in a safe, ethical and controlled manner.

### **Training and awareness**

CED supports its teams through digital training pathways, activities to raise awareness about cybersecurity, information management and the responsible use of AI, and through structured

experimentation initiatives aimed at developing knowledge, understanding of risks and organizational trust.

### **Capacity management**

The Department prioritizes a gradual and collaborative approach based on communication, team ownership and learning through experimentation. This approach aims to support the evolution of practices without compromising the quality of services or risk management.

### **Data preparation and governance**

CED continues to strengthen its data governance, information security and data operating framework to ensure the reliability, quality and availability of information. Data structuring work is underway to eventually support the potential use of artificial intelligence tools.

### **Integrated and responsible technological approach**

AI is seen as a complementary lever within a larger technological ecosystem that includes automation and process modernization. This approach is based on a clear guiding principle: use the right tool for the right problem, at the right time and for the right impact, while respecting government guidelines on the ethical and responsible use of artificial intelligence, particularly in relation to risk management, transparency and the safeguarding of information.

These efforts aim to position CED for a gradual, controlled and responsible adoption of artificial intelligence, aligned with the 2024–27 Departmental Digital Strategy and applicable government directions.

### **Key risks**

CED updates its corporate risk profile each year to target the factors that may influence the fulfillment of its mandate and the achievement of its departmental results. The organization is currently operating in a context where the needs of businesses and regions are becoming more complex, while the digital environment remains exposed to increasing threats, particularly amplified by the greater use of advanced technologies such as artificial intelligence. In this context, CED focuses its attention particularly on the risks related to cybersecurity and the delivery of its programs and services.

The scale and variety of challenges faced by businesses and regions in Quebec, particularly due to geopolitical and trade tensions, could dilute the overall impact of CED's interventions. To address this issue, CED will continue to adapt its interventions to regional realities, implement its programs with flexibility and work closely with partners and other levels of government to strengthen the collective capacity to identify and carry out strategic projects. With its 12 regional business offices and its integrated approach to information, support and investment monitoring, CED will continue to support businesses and communities in their diversification and economic development efforts.

Furthermore, like all public organizations, CED remains exposed to cyber threats, and a cybersecurity incident could disrupt its operations and undermine its reputation. To reduce this risk, the organization will continue its active cybersecurity measures, including staff training and awareness to promote safe behaviours, and the ongoing deployment of technical controls aimed at preventing, detecting and effectively managing information security incidents.

## Planned spending and human resources

This section provides an overview of CED’s planned spending and human resources for the next three fiscal years and of planned spending for 2026–27 with actual spending from previous years.

### In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

## Spending

This section presents an overview of the Department’s planned expenditures from 2023–24 to 2028–29.

### Budget performance summary

**Table 6: Three-year spending summary for core responsibilities and internal services (dollars)**

Table 6 presents CED’s spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025–26 fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2023-24 Actual Expenditures	2024-25 Actual Expenditures	2025-26 Forecast Spending
Developing Quebec’s economy	536,169,207	312,884,341	397,201,917
Internal services	27,013,595	24,746,099	23,616,682
<b>Total</b>	<b>563,182,802</b>	<b>337,630,440</b>	<b>420,818,599</b>

### Analysis of the past three years of spending

CED’s budget consists of recurring funding used to deliver its regular programs, and temporary funding intended for one-time and targeted initiatives. The latter varies depending on the specific and targeted initiatives that CED must implement in response to the economic situation or events that have a significant impact on businesses or communities in Quebec.

In recent years, CED has been there to help businesses and communities in Quebec cope with the COVID-19 pandemic. As a result, the 2023–24 fiscal year saw significant levels of spending due to the continuation of economic recovery initiatives.

The 2024–25 fiscal year saw less spending than the previous year, as the economic recovery initiatives ended on March 31, 2024. CED then returned to reference levels comparable to those before the pandemic.

The 2025–26 fiscal year was marked by the implementation of tariffs by the United States and the government's desire to redirect business activities toward sectors important to the future of Canada. CED is participating in the efforts through two new initiatives: the Regional Tariff Response Initiative and the Regional Defence Investment Initiative. These initiatives will allow businesses to be resilient in the face of the constantly changing economic context.

More financial information from previous years is available on the Finances section of [GC InfoBase](#).

**Table 7: Planned three-year spending on core responsibilities and internal services (dollars)**

Table 7 presents CED’s planned spending over the next three years by core responsibilities and for internal services.

Core responsibilities and Internal services	2026–27 Planned Spending	2027–28 Planned Spending	2028–29 Planned Spending
Developing Quebec’s economy	390,355,805	375,566,345	273,048,352
Internal services	25,481,705	24,935,524	21,228,609
<b>Total</b>	<b>415,837,510</b>	<b>400,501,869</b>	<b>294,276,961</b>

### **Analysis of the next three years of spending**

In 2026–27 and 2027–28, in accordance with government priorities, CED will continue to implement temporary initiatives aimed at realigning the Canadian economy. These initiatives will end on March 31, 2028.

The 2028–29 fiscal year also marks the end of most temporary initiatives, returning CED to its baseline levels. These targeted and specific initiatives will end in the following order:

- The Northern Isolated Communities Initiatives (NICI) Fund (2026–27)

- The support for Regional Quantum Innovation (RQI) (2027–28)
- The Regional Defence Investment Initiative (RDII) (2027–28)
- The Regional Tariff Response Initiative (RTRI) (2027–28)
- The Regional Artificial Intelligence Initiative (RAII) (2028–29);
- The Black Entrepreneurship Program (BEP) (2029–30)

Furthermore, starting in 2026–27 and for subsequent years, measures resulting from the comprehensive expenditure review will come into effect. This thorough review of government-wide programs and spending aims to strike a balance between budget discipline, the delivery of quality services to Canadians and the role of a catalyst for economic growth. This exercise will ensure that government spending is sustainable and dedicated to programs and activities that align with the government’s priorities. These reductions, gradual until 2028–29 and permanent thereafter, will have impacts on the budgets available to CED for the coming years.

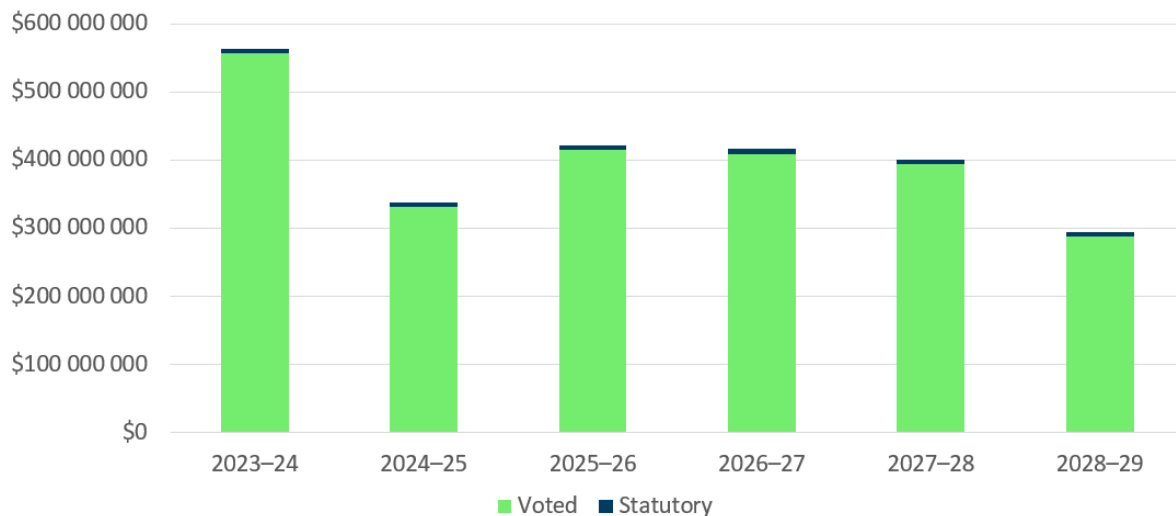
More [detailed financial information on planned spending](#) is available on the Finance section of the GC InfoBase.

## Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

### Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2023–24 to 2028–29.



Text description of graph 1

The graph provides a visual depiction of planned spending by fiscal year for the period from 2023–24 to 2028–29. Spending is divided into two categories: statutory items and voted appropriations.

Stacked bars show statutory items in dark blue, voted appropriations in turquoise and the total amounts. Voted appropriations make up the bulk of spending, with total amounts gradually declining as of 2023–24.

The table beneath the graph details the various amounts, as follows:

- 2023–24: total of \$563,182,802, made up of \$6,196,772 for statutory items and \$556,986,030 for voted appropriations
- 2024–25: total of \$337,630,440, made up of \$6,068,106 for statutory items and \$331,562,334 for voted appropriations
- 2025–26: total of \$420,818,599, made up of \$6,432,862 for statutory items and \$414,385,737 for voted appropriations
- 2026–27: total of \$415,837,510, made up of \$7,098,522 for legislative items and \$408,738,988 for voted credits
- 2027–28: total of \$400,501,869, made up of \$6,977,616 for statutory items and \$393,524,253 for voted appropriations
- 2028–29: total of \$294,276,961, made up of \$6,293,606 for statutory items and \$287,983,355 for voted appropriations

Fiscal year	Total	Voted	Statutory
2023–24	563,182,802	556,986,030	6,196,772
2024–25	337,630,440	331,562,334	6,068,106
2025–26	420,818,599	414,385,737	6,432,862
2026–27	415,837,510	408,738,988	7,098,522
2027–28	400,501,869	393,524,253	6,977,616
2028–29	294,276,961	287,983,355	6,293,606

### **Analysis of statutory and voted funding over a six-year period**

CED’s spending varies over time, primarily as a result of temporary and targeted funding received to support one-time initiatives, in response to the economic situation or events that have a significant impact on businesses or communities in Quebec. For more information on the fluctuation of spending over the six years in question, see the previous sections.

Voted appropriations correspond to the funding approved by parliamentary vote each year as part of the budget bill. These appropriations are allocated to fund the Department’s programs and regular or one-time activities.

Statutory items refer to funding previously established by existing legislation and do not require annual parliamentary approval. At CED, statutory funding primarily refers to the staff benefit plan.

For further information on CED’s departmental appropriations, consult the [2026–27 Main Estimates](#).

**Future-oriented condensed statement of operations**

The future-oriented condensed statement of operations provides an overview of CED’s operations for 2025–26 to 2026–27.

**Table 8: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)**

Table 8 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025–26 to 2026–27. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2025–26 Forecast results	2026–27 Planned results	Difference (Planned results minus forecasted)
Total expenses	264,364,644	287,242,277	22,877,633
Total revenues	0	0	0
Net cost of operations before government funding and transfers	264,364,644	287,242,277	22,877,633

**Analysis of forecasted and planned results**

In 2026–27, CED’s net spending is expected to total \$287.2 million. This is an increase of 8.65% over the previous year. This forecasted increase in spending is explained primarily by a forecasted rise in transfer payments related to the implementation and continuation of initiatives aligned with government priorities, particularly in defence, response to tariff measures and support for artificial intelligence and quantum technologies.

CED’s forecasted spending consists of transfer payments, i.e. costs related to non-repayable and conditionally repayable contributions, as well as salaries and non-salaries (professional and special services). Expenses related to non-repayable and conditionally repayable contributions will

account for the majority of spending and are expected to total \$229.6 million in 2026–27, representing a 10% increase over 2025–26.

Our revenue, returned to the Consolidated Revenue Fund, is declared in our financial statements as having been earned on behalf of the government. Hence, the organization’s total net revenue is zero. It should be noted that CED’s total gross revenues total \$0.6M in 2026–27, representing a decrease of \$0.1M from 2024–25.

A more detailed [Future-Oriented Statement of Operations and associated notes for 2026–27](#), including a reconciliation of the net cost of operations with the requested authorities, is available on CED’s website.

**Human resources**

This section presents an overview of the department’s actual and planned human resources from 2023–24 to 2028–29.

**Table 9: Actual human resources for core responsibilities and internal services**

Table 9 shows a summary of human resources, in full-time equivalents, for CED’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the 2025–26 fiscal year are forecasted based on the year to date.

Core responsibilities and internal services	2023–24 Actual full-time equivalents	2024–25 Actual full-time equivalents	2025–26 Forecasted full-time equivalents
Developing Quebec’s economy	215	211	200
Internal services	164	167	146
<b>Total</b>	<b>379</b>	<b>378</b>	<b>346</b>

**Analysis of human resources over the last three years.**

For 2023–24 and 2024–25, full-time equivalents for CED remained stable.

In 2025–26, the Responsible Government Spending Initiative, aimed at refocusing government spending, gradually reduced the Department’s workforce (notably through attrition). Similarly, CED is also preparing to implement the measures resulting from the comprehensive expenditure review starting in 2026–27.

**Table 10: Human resources planning summary for core responsibilities and internal services**

Table 10 shows information on human resources, in full-time equivalents, for each of CED’s core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2026–27 Planned full-time equivalents	2027–28 Planned full-time equivalents	2028–29 Planned full-time equivalents
Developing Quebec’s economy	213	204	179
Internal services	144	136	128
<b>Total</b>	<b>357</b>	<b>340</b>	<b>307</b>

**Analysis of human resources over the next three years.**

In 2026–27 and 2027–28, the workforce will remain stable compared to 2025–26, despite the measures implemented as part of the comprehensive expenditure review and the end of the Tourism Growth Program (TGP) and the top-up of the Regional Economic Growth through Innovation (REGI) program. This stability can be attributed to the implementation of two flagship one-time initiatives tailored to the current economic context: the Regional Defence Investment Initiative (RDII) and the Regional Tariff Response Initiative (RTRI).

These initiatives will end on March 31, 2028. As a result, CED will experience a decrease in its full-time equivalents in 2028–29. That year will also represent the most significant phase of workforce reduction as part of the comprehensive expenditure review.

**Supplementary Information Tables**

The following supplementary information table is available on the CED website:

- [Details on transfer payment programs](#)

Information on CED’s departmental sustainable development strategy can be found on [CED’s website](#).

**Federal tax expenditures**

CED’s Departmental Plan does not include information on tax expenditures.

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).

This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## **Corporate information**

### **Departmental profile**

Appropriate minister: The Honourable Mélanie Joly

Institutional head: Sony Perron

Ministerial portfolio: Canada Economic Development for Quebec Regions

Enabling instrument: [Economic Development Agency of Canada for the Regions of Quebec Act](#)

Year of incorporation / commencement: 2005

### **Departmental contact information**

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

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TTY: 1-844-805-8727

Fax: 514-283-3302

Website: <https://www.canada.ca/en/economic-development-quebec-regions.html>

## **Definitions**

### **appropriation** (crédit)

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

### **budgetary expenditures** (dépenses budgétaires)

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

### **core responsibility** (responsabilité essentielle)

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

### **Departmental Plan** (plan ministériel)

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

### **departmental result** (résultat ministériel)

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

**departmental result indicator** (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

**departmental results framework** (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

**Departmental Results Report** (rapport sur les résultats ministériels)

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

**full-time equivalent** (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

Is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

**government priorities** (priorités gouvernementales)

For the purpose of the 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 Speech from the Throne](#).

**horizontal initiative** (initiative horizontale)

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

**Indigenous business** (entreprise autochtones)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada [Mandatory minimum 5% Indigenous procurement target](#) website.

**non-budgetary expenditures** (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

**performance** (rendement)

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

**performance indicator** (indicateur de rendement)

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

**plan** (plan)

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

**planned spending** (dépenses prévues)

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

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

**program** (programme)

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

**program inventory** (répertoire des programmes)

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

**result** (résultat)

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

**statutory expenditures** (dépenses législatives)

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

**target** (cible)

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

**voted expenditures** (dépenses votées)

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