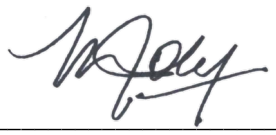
Canada Economic Development for Quebec Regions | Développement économique Canada pour les régions du Québec

Canada Economic Development for Quebec Regions

2025–26 Departmental Results Report



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' 2025-26 Departmental Results Report

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At a glance

This departmental results report details Canada Economic Development for Quebec Regions (CED)'s actual accomplishments against the plans, priorities and expected results outlined in its 2025–26 Departmental Plan.

These results align with the priorities outlined in the May 21, 2025, mandate letter from the Prime Minister, as well as with CED's vision, mission, raison d'être and operating context.

Key priority

CED identified the following key priority for 2025–26:

- Continue our strategic interventions tailored to SMEs and communities in all regions of Quebec in order to foster long-term growth.

Highlights

In 2025–26, in an economic and geopolitical context marked by uncertainty, trade tensions and the rapid transformation of key sectors of the economy, CED continued its strategic interventions and adapted its service offering to support small and medium-sized enterprises (SMEs) and communities in Quebec. CED's activities saw significant growth during 2025–26 compared to the previous year. Indeed, this growth is reflected in a more than 30% increase in the number of projects that received funding during the year.

By relying on its network of business offices and its approach adapted to regional realities, CED helped strengthen the economic resilience of the regions and position them advantageously to seize long-term growth opportunities, helping to build a strong and resilient economy.

CED's presence on the ground and its close ties with local stakeholders enable it to play a key role in implementing the Government of Canada's priorities in Quebec's regions. In 2025-2026, this capability included the rollout of two new initiatives: the Regional Tariff Response Initiative (RTRI) and the Regional Defence Investment Initiative (RDII).

The RTRI supported businesses affected by trade tensions and tariffs by helping them improve their productivity, diversify their markets and maintain their competitiveness in an ever-changing business environment. For its part, the RDII supported businesses and organizations seeking to increase their participation in defence sector supply chains, particularly by developing strategic industrial and technological capabilities. This initiative is part of a broader whole-of-government approach to strengthen Canada's sovereign defence capability while strengthening its industrial capacity.

CED also continued its efforts to position Quebec businesses and regions in growth sectors. Through its regular programs and targeted initiatives in strategic sectors such as artificial intelligence and quantum, CED supported projects that promoted the development, adoption and commercialization of leading-edge technologies. These interventions helped to strengthen the innovation capacity of Quebec businesses, accelerate their integration into emerging value chains—particularly in the context of interprovincial trade—and consolidate Canada's position in strategic sectors with high growth potential.

- Total actual spending (including internal services): $419,706,692
- Total full-time equivalent staff (including internal services): 344

For detailed information on CED’s total spending and human resources, read the Spending and human resources section of this report.

Summary of results

The following provides a summary of the results the department achieved in 2025–26 under its "core responsibility" (its main area of activity).

Core responsibility 1: Develop Quebec's economy

Actual spending: $397,331,106

Actual human resources: 199

CED assists and supports businesses and communities in Quebec in developing and implementing their growth, innovation, and diversification projects through an integrated approach that combines information, advice, and financing. With its 12 regionally focused offices, CED maintains a strong on-the-ground presence and serves as the primary gateway to federal support. In this capacity, CED continuously monitors an investment portfolio of over $3B, ensuring the sound management of public funds, particularly through the collection of repayable contributions.

In 2025–26, CED's support included $369.1M invested in 1,203 projects across Quebec. These projects contribute to promoting business growth and competitiveness, stimulating innovation and developing new markets, among other things.

In addition to the amounts invested directly by CED, the 556 new funding agreements signed during the year will ultimately help create or maintain more than 5,300 jobs and mobilize investments totalling $1,309M from CED and other partners. This ability to act in complementarity with the various stakeholders in the field—whether federal, provincial or municipal—allows CED to expand the scope of its interventions and the benefits of the projects it supports.

The following is an overview of the results achieved in 2025–26 across various key themes.

Tariffs

In 2025–26, CED helped manufacturing SMEs affected by trade tensions and tariffs adapt to a changing business environment. By deploying the Regional Tariff Response Initiative (RTRI), CED supported their efforts to diversify their markets, improve their productivity, and strengthen their resilience and competitiveness. This temporary initiative is part of a broader suite of measures being deployed by federal, provincial and territorial governments to support Canadian businesses affected by tariffs.

Defence

CED also rolled out the Regional Defence Investment Initiative (RDII), a key measure of the Government of Canada's Defence Industrial Strategy (DIS). The goal of this initiative is to increase industrial and innovation capabilities and accelerate the integration of regional businesses and ecosystems into domestic and international defence supply chains. It also supports the Government of Canada's commitment to achieving NATO's defence target and is aligned with DIS priorities to strengthen Canada's defence industrial base.

In this context, CED has made targeted investments to strengthen the innovation, production and marketing capacities of Quebec businesses, while showcasing regional expertise with major prime contractors and strategic partners. In this regard, CED continued its efforts to better integrate Quebec SMEs into strategic supply chains and to increase the economic benefits associated with the Industrial and Technological Benefits Policy (ITB), particularly in the defence industry.

Artificial Intelligence

CED continued its efforts to position Quebec in strategic sectors with high added value, particularly artificial intelligence (AI). Through the Regional Artificial Intelligence Initiative (RAII), CED supported businesses, organizations and research institutions to stimulate innovation, support the commercialization of AI technologies and promote the adoption of AI by Quebec businesses. These interventions have promoted the commercialization of new technologies, the strengthening of specialized capacities and the promotion of Quebec's know-how in areas critical to the economy of tomorrow.

Business Innovation, Productivity and Growth

CED supported the growth and competitiveness of SMEs by helping them improve their productivity, modernize their operations and access new markets. The investments made have led to the adoption of more efficient equipment and processes, the automation of activities and the increase of businesses' production capacity. CED also continued to implement the Regional Homebuilding Innovation Initiative (RHII) to stimulate innovation, productivity and growth in innovative manufacturers in the residential construction industry.

Inclusive Economy

CED promotes a more inclusive economy by supporting the economic vitality and development of Quebec communities and the participation of under-represented groups. CED has invested in almost all of Quebec's regional county municipalities (RCMs), reflecting the scope of its intervention in the province's various regions. In particular, it has supported local development projects and regional tourism destination improvements.

CED also continued its efforts to promote the economic participation of underrepresented groups, in accordance with its commitments to equity, diversity and inclusion (EDI). With this in mind, CED has launched a new call for projects for the Black Entrepreneurship Program (BEP), which supports entrepreneurship among people from Black communities.

Green Economy

In accordance with its 2023–2027 Departmental Sustainable Development Strategy and its Accelerating the Green Transition Action Plan, CED continued to support SMEs and regional economies, thereby contributing to Canada's objectives in the fight against climate change and environmental preservation. The organization funded 181 green projects for a total of $61.3M, including $16.6M dedicated to clean technologies, thereby helping to improve the environmental performance of businesses and communities. This financial assistance has supported projects that, for example, significantly reduce environmental impacts, limit greenhouse gas emissions, minimize the degradation of natural environments or optimize the use of resources. CED exceeded

its investment target and continued to relax its funding conditions to encourage businesses to take action.

Business Information Services

Quebec's small businesses and aspiring entrepreneurs were able to count on CED's Business Information Services. This one-stop shop guides them and directs them toward funding programs, including those of CED, as well as to resources tailored to their business needs. In addition, the team continued its efforts to simplify and improve access to its services. The online request for information form has been reviewed and optimized, and the updating of some 100 resource directories is now automated. These improvements provide businesses with ongoing access to up-to-date, reliable and relevant information, including referral services and market intelligence.

For more information on CED's activities related to Develop Quebec's economy core responsibility, read the "Results: What we achieved" section of this report.

From the Minister



The Honourable Mélanie Joly
Minister of Industry and Minister responsible for Canada Economic Development for Quebec Regions

I am pleased to present the Canada Economic Development for Quebec Regions (CED) 2025–26 Departmental Results Report. This report outlines CED's accomplishments and presents the results achieved in relation to the priorities and objectives established for this exercise.

In an uncertain economic and geopolitical context where trade tensions and the rapid transformation of key sectors have become the norm, it is more essential than ever for Canada to build a strong and resilient economy and communities. It is with this in mind that CED has pursued its strategic interventions with small and medium-sized enterprises and communities in Quebec.

During 2025–26, CED was active on the ground to achieve the Government of Canada's economic vision and implement its priorities for Quebec's regions. The Agency has been able to nimbly deploy actions adapted to changing realities in order to foster long-term growth that is resilient to cyclical upheavals.

This approach has materialized notably through the rollout of two new initiatives: the Regional Tariff Response Initiative (RTRI), which supported businesses affected by trade tensions and tariffs; and the Regional Defence Investment Initiative (RDII), stemming from Canada's Defence Industrial Strategy, which supported businesses and organizations seeking to increase their participation in the defence sector supply chains.

Through its regular programs and targeted initiatives, CED supported projects that promote the development, adoption and commercialization of cutting-edge technologies. These interventions enabled businesses across the province to strengthen their capacity to innovate, become more productive, break into new markets and accelerate their integration into emerging supply chains, including by promoting domestic trade.

With its in-depth knowledge of the field and its network of business offices, CED remains a key federal partner in regional economic development in Quebec. By focusing on close collaboration with a wide range of economic stakeholders and regional partners, the Agency has contributed to the growth, diversification and strengthening of the competitiveness of the SMEs and communities it supports. These results provide a solid foundation for advancing the Government of Canada's ambitions and fostering sustainable prosperity for the benefit of the entire population.

I invite you to explore the report.

Results: What we achieved

Core responsibility and internal services

- Core responsibility 1: Develop Quebec’s economy
- Internal services

Core responsibility 1: Develop Quebec’s economy

In this section

- Description
- Quality of life impacts
- Progress on results
- Details on results
- Key risks
- Resources required to achieve results
- Related government priorities
- Program inventory

Description

Support Quebec's economic growth, job creation and economic prosperity through inclusive clean growth; help small and medium-sized enterprises (SMEs) grow through trade and innovation; leverage regional competitive strengths.

Quality of life impacts

CED's core responsibility contributes primarily to the "Prosperity" domain of the Canada's Quality of Life Framework, and more specifically to the indicators "Firm dynamism," "Employment," "Productivity," "Gross domestic product (GDP) per Capita" and "Investment in in-house research and development." The benefits generated by CED's activities over the past year have fostered sustainable economic growth across all regions of Quebec, thereby helping to improve the prosperity of Canadians.

At the same time, CED's core responsibility 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 improve the participation of various under-represented groups in all regions of Quebec.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 1: Develop Quebec's economy.

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under departmental result 1 "Quebec businesses are innovative and growing" in the last three fiscal years.

Table 1: Quebec businesses are innovative and growing

Departmental result indicator	Target	Date to achieve target	Actual result
Number of high-growth businesses in Quebec	3,420	March 31, 2026	2023-24: 4,700* (2022) 2024-25: 7,490* (2023) 2025-26: Not updated**
Value of Quebec's goods exports (in dollars)	$100B	March 31, 2026	2023-24: $114B* (2023) 2024-25: $122B* (2024) 2025-26: $120B* (2025)
Value of Quebec's clean technology exports (in dollars)	$2.3B	March 31, 2026	2023-24: $2.6B* (2022) 2024-25: $2.6B* (2023) 2025-26: $2.5B* (2024)
Revenue growth rate of enterprises supported by CED programs	4.0%	March 31, 2026	2023-24: 8.5% (2023) 2024-25: 2.6% (2024) 2025-26: Not updated**
* The data in the table are the latest results published by Statistics Canada. The figures presented for previous years are those available and may be updated in the current or future fiscal year. ** "Not updated" indicates that the data have not been updated by Statistics Canada since the last results presented in the table.			

Table 2 shows the target, the date to achieve the target and actual result for each indicator under departmental result 2 “Communities are economically diversified in Quebec” in the last three fiscal years.

Table 2: Communities are economically diversified in Quebec

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of small and medium-sized enterprises majority-owned by women, Indigenous people, youth, members of visible minorities or persons with disabilities in Quebec	Women: 16.0% Indigenous peoples: 1.1% Youth: 14.4% Visible minorities: 4.3% Persons with disabilities: 0.4%	March 31, 2026	Women: 2023-24: Not available* 2024-25: 15.6%** (2023) 2025-26: Not updated*** Indigenous peoples: 2023-24: Not available* 2024-25: 0.8%** (2023) 2025-26: Not updated*** Youth: 2023-24: Not available* 2024-25: 16.8%** (2023) 2025-26: Not updated*** Visible minorities: 2023-24: Not available* 2024-25: 6.1%** (2023) 2025-26: Not updated*** Persons with disabilities: 2023-24: Not available* 2024-25: 0.3%** (2023) 2025-26: Not updated***
Percentage of professional, science and technology jobs in the Quebec economy	36.0%	March 31, 2026	2023-24: 36.8%** (2023) 2024-25: 37.5%** (2024) 2025-26: 37.7%** (2025)
Amount leveraged per dollar invested by CED in community projects	$2.20	March 31, 2026	2023-24: $3.01 (2024) 2024-25: $4.66 (2025) 2025-26: $4.53 (2026)

* "Not available" indicates that the data will never be published for the years in question, as the Statistics Canada survey is conducted on a triennial basis.
** The data in the table are the latest results published by Statistics Canada. The figures presented for previous years are those available and may be updated in the current or future fiscal year.
*** "Not updated" indicates that the data have not been updated by Statistics Canada since the last results presented in the table.

Table 3 shows the target, the date to achieve the target and actual result for each indicator under departmental result 3 “Businesses invest in the development and commercialization of innovative technologies in Quebec” in the last three fiscal years.

Table 3: Communities are economically diversified in Quebec

Departmental result indicator	Target	Date to achieve target	Actual result
Value of research and development spending by businesses receiving CED program funding (in dollars)	$225M	March 31, 2026	2023-24: $227M* (2021) 2024-25: $331M* (2022) 2025-26: $220M* (2023)
Percentage of businesses that collaborate with Quebec institutions of higher learning	22.0%	March 31, 2026	2023-24: 17.3%* (2020-2022) 2024-25: Not updated** 2025-26: Not updated**
* The data in the table are the latest results published by Statistics Canada, following a revision of CED's methodological approach. The figures presented for previous years are those available and may be updated in the current or future fiscal year. ** "Not updated" indicates that the data have not been updated by Statistics Canada since the last results presented in the table.			

In addition to the information presented in the Departmental Results Framework (DRF) mentioned above, CED monitors and evaluates several program performance indicators for each of its supported projects, while striving for continuous improvement of its performance measurement practices in order to support evidence-based decision-making and promote results-based management.

In fiscal year 2025–26, CED completed the review of its DRF, the results of which will be presented for the first time in the 2026–27 Departmental Results Report (DRR). CED's new DRF aims to enable a more direct attribution of the results obtained from its interventions and to increase control over the achievement of annual targets.

The Results section of the Infographic for CED on GC Infobase provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for the core responsibility Develop Quebec’s economy in 2025–26 compared with the planned results set out in CED’s departmental plan for the year.

Departmental result 1: Quebec businesses are innovative and growing

Results achieved

Through the Regional Economic Growth through Innovation (REGI) program and related temporary initiatives, CED supported the growth and innovation of Quebec businesses by helping them increase their productivity, strengthen their competitiveness and access new markets. This

support represents $250.7M invested in 854 projects carried out by both SMEs and non-profit organizations (NPOs) that provide business support services. In addition to the funds invested by CED, the 496 new funding agreements carried out during the year under the REGI program and its associated temporary initiatives will ultimately help create or maintain close to 5,000 jobs, more than half of which are related to projects supported through the Regional Tariff Response Initiative (RTRI).

Through this program, CED supported the acceleration of businesses' digital transition and the adoption of cutting-edge technologies, promoting the robotization and automation of their production activities, particularly in the manufacturing sector. In this way, CED helped to address structural issues such as labour shortages and lagging productivity of businesses in certain sectors, while Quebec businesses remained affected by uncertainty and trade tensions.

In this context, CED also supported the efforts of businesses to diversify their markets and strengthen their commercial ties within Canada. In addition to adapting its program parameters to support internal trade, CED participated, along with the other regional development agencies (RDAs), in the creation of the Domestic Trade Commissioner Network in spring 2026. Comprised of federal, provincial and territorial representatives, this network aims to help SMEs from across Canada establish connections with new customers and suppliers in the country.

The following are the key results achieved in 2025–26 through the REGI and related temporary and targeted initiatives:

- **Regional Tariff Response Initiative (RTRI): $54.4M invested in 227 projects.** By promoting improvements in the performance, productivity and competitiveness of SMEs and supply chains affected by tariffs, as well as diversify their markets, CED helped mitigate the impacts of tariffs and strengthen the resilience of businesses and the Canadian economy.
- **Regional Defence Investment Initiative (RDII): $30.1M invested in 44 projects.** By fostering the development and integration of Quebec SMEs into defence supply chains, as well as strengthening their industrial and innovation capacities, CED contributed to the implementation of Canada's Defence Industrial Strategy.
- **Regional Artificial Intelligence Initiative (RAII): $6.9M on invested in 70 projects.** By promoting the integration of artificial intelligence (AI) technologies in strategic sectors by supporting transformative projects aimed at the development, commercialization and adoption of AI solutions by SMEs, CED helped increase the productivity, competitiveness and innovation capacity of Quebec businesses. This temporary initiative is part of Canada's National Artificial Intelligence Strategy.
- **Regional Homebuilding Innovation Initiative (RHII): $6.8M invested in 11 projects.** As part of this temporary initiative, which ended on March 31, 2026, CED supported manufacturing SMEs and NPOs developing innovative solutions for the multi-unit residential construction sector and its supply chain. CED thus contributed to Canada's Housing Plan to address the housing crisis by facilitating access for Canadians.
- **Initiative to Support Economic Development in Montréal's East End (ISEDMEE): $7.8M invested in 32 projects**. Through the REGI and temporary initiatives, CED has thus

promoted the revitalization, attractiveness and sustainable reindustrialization of Montréal's East End, an area that has been grappling with significant socio-economic challenges for several years.

- **Support for NPOs in support of regional economic development: $61.9M invested in 117 projects.** CED provided funding to several NPOs to create, strengthen or maintain regional economic development ecosystems. These projects—led by NPOs that provide services to businesses to support their business projects—include technology development, adoption, adaptation and commercialization. In 2025–26, these NPOs provided services to nearly 7,735 clients, thereby meeting businesses need for support while fostering an entrepreneurial environment conducive to innovation, growth and competitiveness.
- **Business environmental transition: $58.0M invested in 166 projects.** CED has supported projects aimed at the development and adoption of clean technologies and the modification of business practices with a view to sustainable growth. In addition to having a positive impact on the economic development of their region, these projects contribute to the reduction of greenhouse gases, the manufacture of cleaner products, the development of bioenergy, alternative energies and electric vehicles, as well as the improvement of energy efficiency.

Examples of projects under Departmental Result 1
Advanced Technology Adoption Project **Where**: Shawinigan, supported by the Mauricie Business Office (BO) **Who**: Visio Inna - Assemblage Inc. is a start-up company specializing in the manufacture and assembly of electronic products intended primarily for the medical, military and automotive sectors. **What**: The $1.5M in repayable contribution is intended to support the business start-up through the acquisition of state-of-the-art production equipment incorporating artificial intelligence.
Project funded by the RTRI **Where**: Sept-Îles, supported by the Côte-Nord BO **Who**: Métal 7 Inc. manufactures specialized industrial mining equipment. **What**: The $1M in non-repayable contribution is intended to improve productivity and production capacity and diversify the company's markets through the acquisition of production equipment and the implementation of a commercialization strategy.
Project funded by RDII **Where**: Gaspé, supported by the Gaspésie–Îles-de-la-Madeleine BO **Who**: Chantier Naval Forillon specializes in the repair and construction of fishing vessels and, more recently, coast guard vessels. **What**: The repayable contribution of $1,151,250 is intended to improve the productivity and competitiveness of the business by modernizing the boat launch.

Project funded by the RAII

Where: Laval, supported by the Greater Montréal BO

Who: Matador.IA Inc. is an information technology company that develops and markets an artificial intelligence software platform for automotive dealerships.

What: The repayable contribution of $280,000 is intended to support the client's market diversification activities.

Project funded by RHII

Where: Matane, supported by the Bas—Saint-Laurent BO

Who: Les Habitations Mont Carleton Inc. is an innovative manufacturing SME specializing in factory-built modular housing for single-family, multi-unit and commercial sectors.

What: The repayable contribution of $1.5M is intended to increase production capacity and productivity through the acquisition of digital equipment for a new robotic plant for the manufacture of modular housing.

NPO project funded by REGI

Where: All of Quebec, supported by the Abitibi-Témiscamingue—Nord-du-Québec BO

Who: The Consortium for Precompetitive Research in Mineral Processing and Transformation (COREM) is a world-renowned centre of expertise in mineral processing that works to strengthen the mining industry's competitiveness and sustainable transition, particularly through the recovery of critical and strategic minerals (CSMs).

What: The $1M in non-repayable contribution is intended to strengthen the organization's capacity for innovation and technology transfer to SMEs in the sector in order to accelerate the development and increase domestic production of CSMs.

Green transition project funded by REGI

Where: Lachute, supported by the Outaouais BO

Who: Recytronique Inc. is a start-up specializing in the manufacture of composite materials from recycled electronic boards.

What: The repayable contribution of $306,000 is for the business start-up through the acquisition of manufacturing equipment.

In 2025–26, CED stepped up its interventions in the defence and security sector, a priority of the Government of Canada. CED has strengthened its collaboration with government partners and industry, and increased its support for SMEs, research centres and major prime contractors. Under the Industrial and Technological Benefits Policy (ITB), CED has, in particular, helped Quebec companies seize the business opportunities generated by major defence investments, while showcasing their expertise and capabilities to prime contractors.

CED also fostered connections between Quebec businesses and industry players by participating in key industry events. During the World Defence and Security Event in Canada (CANSEC), CED participated in a networking event that brought together more than 250 industry representatives. These efforts, combined with the investments stemming from the ITB Policy, have contributed to the implementation of structuring projects in Quebec, particularly in the aerospace sector, and to maximizing the economic benefits of major defence investments.

Departmental result 2: Communities are economically diversified in Quebec

Results achieved

Through the Quebec Economic Development Program (QEDP) and related temporary initiatives, CED invested $83.4M in 280 projects designed to help communities seize promising economic development and diversification opportunities for the future. As part of its mandate, CED pays special attention to less economically dynamic communities. To support them, CED has focused its support on local and regional business projects, the development of regional tourism, the marketing of national and international tourist attractions to stimulate spending by tourists from outside Quebec, and efforts to attract foreign investment.

Here are the main results achieved in 2025–26 through the QEDP and related temporary and targeted initiatives:

- **Tourism Growth Program – Quebec (TGP): $13.0M invested in 57 projects.** CED helped build the capacity of local attractions to build and consolidate a high-potential offer to attract tourists from outside Quebec in all regions. This one-time initiative, which ended on March 31, 2026, aims to develop and improve regional tourism destinations in order to increase the competitiveness of Quebec's regions as international tourism destinations.
- **Initiative to Support Economic Development in Montréal's East End (ISEDMEE): $1.3M invested in 11 projects**. Through the QEDP, CED has promoted the revitalization, attractiveness and sustainable reindustrialization of Montréal's East End, an area that has been grappling with significant socio-economic challenges for several years.
- **Support for NPOs in support of regional economic development: Some 7,187 clients received various services under 235 projects.** Each year, CED provides funding to a number of NPOs to create, develop or maintain regional economic development ecosystems that meet business needs and foster an entrepreneurial environment conducive to the economic development and diversification of Quebec's regions.
- **Business environmental transition: $3.3M invested in 15 projects.** CED continued its commitment to fostering the environmental transition of Quebec businesses, specifically by helping them fund their green transition and acquire the expertise needed to achieve it, thereby contributing to the sustainable development of communities.

Examples of projects under Departmental Result 2
Project funded by the TGP **Where**: Grandes-Rivières Regional Park, supported by the Saguenay—Lac-Saint-Jean BO **Who**: Société de gestion du Parc régional des Grandes-Rivières de la MRC Maria-Chapdelaine has the mission of showcasing and managing the territory and the various components integrated and associated with the regional park. **What**: The goal of the $250,000 in non-repayable contribution is to enhance the offer of tourism products and experiences in the Regional Park through the construction of a pedestrian bridge to complete a walking trail.
Project funded by ISEDMEE **Where**: East Montreal, supported by the Greater Montréal BO **Who:** Les Laboratoires MZL inc (MZL) is an innovative and growing company that offers a wide range of personal hygiene products and eco-conscious cleansers. **What**: The $1.3M in repayable contribution is intended to improve the productivity and production capacity of the company's environmentally friendly products through the acquisition of digital equipment and the implementation of a marketing strategy.
Project funded by NICI* **Where**: Inukjuak, supported by the Abitibi-Témiscamingue—Nord-du-Québec BO **Who**: Sirivik is an organization that implements a wide range of programs focused on food sovereignty in the region. **What**: The $400,000 in non-repayable contribution is intended to enhance the organization's capacity to support the establishment of an Inuit food security centre in order to provide the local population with services such as community cooking activities and fresh greenhouse garden products such as berries, salad and tomatoes.
NPO project funded by QEDP **Where**: All of Quebec, supported by the Inter-Regional Initiatives Directorate **Who**: Indigenous Tourism Quebec (ITQ) is a sectoral tourism association (STA) whose mission is to guide and propel Indigenous entrepreneurs into tourism markets. **What**: The non-repayable contribution of $1.7M over four years (2023-2027) is intended to provide support to Indigenous-owned businesses in the development and structuring of the tourism and marketing offer.

* More information on the Northern Isolated Communities Initiatives Fund (NICI) can be found in the box below on the inclusive economy.

The Community Futures Program (CFP) supports local economic development by helping communities develop and implement local solutions to local issues. Through it, CED supported the operations of Community Futures Development Corporations (CFDCs) and Business Development Centres (BDCs), which provide financing and technical assistance to SMEs and support various

local economic development initiatives. CED's annual investment of $35.1M enabled these organizations to support local projects and pursue their mission of supporting the economic development of SMEs and communities in Quebec's rural regions. During the year, the CFDCs and BDCs invested $76.8M in loans and $0.4M in technical assistance to support 2,924 businesses in the regions of Quebec. In addition, the CFDCs' and BDCs' commitment to the vitality of the communities they serve has led to the launch of 383 local economic development projects this year. In total, these projects represent investments of $1.4M.

Inclusive Economy

In 2025–26, CED promoted more inclusive economic growth by supporting businesses led by individuals from under-represented groups, as well as projects with a positive impact on the entire population, including Indigenous communities (First Nations, Inuit and Métis).

- **Economic Development Initiative – Official Languages (EDI-OL): $4.4M invested in 25 projects** aimed at fostering the economic development of official language minority communities (OLMCs) through various activities, including innovation, entrepreneurship, partnerships and diversification of economic activities.
- **Black Entrepreneurship Program (BEP) – Ecosystem Fund: $4.6M invested in 9 projects** with Black-led organizations to enable them to develop new services or expand existing ones, such as mentorship, networking, financial planning and business management support for Black entrepreneurs. A new call for projects has been launched. The selected projects will begin their coaching activities in 2026–27 for a period of four years.
- **Northern Isolated Communities Initiatives Fund (NICI): $0.8M invested in 4 projects** to support existing and new food security initiatives, thereby helping to strengthen and diversify economic activity in Nunavik.
- **Tourism Growth Program - Quebec (TGP) – Funds dedicated to Indigenous tourism projects**: **$2.6M invested in a project** to strengthen Indigenous tourism attractions in Quebec, or more than 20% of all CED spending under the TGP.
- **Quebec Green Initiative (QGI): $2.1M invested under the Strategic Partnerships Initiative in 15 projects administered jointly by CED and Indigenous Services Canada (ISC)**. The two organizations work in synergy to enable Indigenous communities to seize the economic opportunities associated with green energy and participate in Quebec's energy transition. This collaboration results in the identification, analysis and recommendation of projects that generate jobs, promote business creation and increase community revenues.

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

Results achieved

Through REGI, CED invested $24.0M in 45 innovation development and technology transfer projects and $18.5M in 123 projects aimed at commercialization and expansion of innovation markets. These investments have helped Quebec businesses develop their markets, access new customers and become more integrated into global value chains, as well as seize opportunities offered by public procurement and the Industrial and Technological Benefits Policy (ITB).

CED also supported projects to develop and market new sustainable technologies to accelerate the green transition of the economy in Quebec's regions, in accordance with its Action Plan to Accelerate the Green Transition.

As part of the Regional Quantum Innovation (RQI), CED has targeted its support to this technological sector with high growth potential. It invested $7.5M in 11 projects to help Quebec businesses expand and commercialize quantum technologies through the main regional centres of quantum expertise. This intervention contributes to the commercialization component of Canada's National Quantum Strategy and to the development of technologies that have the potential to transform key sectors such as information technology, communications, cybersecurity, detection, imaging and innovative materials.

CED also supported the strengthening of SMEs' capacity to commercialize innovation products as part of the Regional Artificial Intelligence Initiative (RAII) and the Regional Homebuilding Innovation Initiative (RHII), the results of which were presented above. These initiatives have helped Quebec SMEs adopt and scale up new methods and technologies and commercialize their innovations.

Examples of projects under Departmental Result 3
Innovation Commercialization Project Funded
Where: Quebec City, supported by the Québec–Chaudière-Appalaches BO
Who: McNicoll Surgical Inc. is a start-up company specializing in the development of implantable orthopedic medical devices.
What: The $400,000 in non-repayable contribution is intended to increase the business's sales through the implementation of a commercialization strategy.

Project funded by the RQI

Where: Sherbrooke, supported by the Eastern Townships BO

Who: Nord Quantique inc. is a young SME specializing in quantum error correction and working on the development and manufacture of the first reliable quantum computer.

What: The $1.8M in repayable contribution will be used to acquire the equipment needed to produce and market its innovation.

Key risks

Over the past year, CED continued its commitment to implementing measures to mitigate the main risks likely to impact the achievement of its results. In a context marked by rapidly changing economic realities and technologies, the organization continued to adapt its interventions and strengthen its capacities in order to support the delivery of its programs and services while ensuring the security and resilience of its operations.

More specifically, the following are the measures put in place to address the two risks related to the achievement of CED's core responsibility.

Risk "Programs and services"

In 2025–26, the economic and geopolitical context remained marked by uncertainty, trade tensions and the rapid transformation of key sectors of the economy. In this context, CED continued its efforts to adapt its interventions to regional realities and the emerging needs of its clients.

Through its network of business offices in all regions of Quebec and close collaboration with local, provincial and federal partners, CED supported businesses, organizations and communities in carrying out projects that contributed to regional economic development and the diversification of Quebec's economy. Its integrated approach, combining information, coaching and financial support, allowed it to adjust its intervention to changing needs.

These measures have enabled CED to remain well positioned to meet the evolving needs of its clients and to support the government's economic priorities in an ever-changing environment.

Cyber security risk

In 2025-26, cyber threats continued to grow in complexity and frequency, without impacting CED's operations. To reduce the risk of incidents that could affect its operations or reputation, CED continued to implement cyber security measures to strengthen prevention, particularly through awareness measures and detection.

In particular, the organization has maintained its awareness and training activities for staff to promote the adoption of safe behaviours and increase vigilance in the face of emerging threats. These efforts were supported by maintaining and improving technical controls to safeguard the organization's systems and information.

These measures have enabled CED to pursue its digital transformation activities while maintaining a secure and resilient technological environment, supporting the delivery of its programs and services.

Resources required to achieve results

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

Table 4: Snapshot of resources required for Develop Quebec's economy

Resource	Planned	Actual
Spending	$307,850,857	$397,331,106
Full-time equivalents	206	199

The Finances section of the Infographic for CED on GC Infobase page and the People section of the Infographic for CED on GC Infobase page provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

CED pursued the implementation of its Gender-Based Analysis Plus (GBA Plus) policy and governance framework to systematically integrate gender and diversity issues into the design of policies, programs, internal practices and client services. GBA Plus was incorporated into new programs and initiatives designed during the year, as per requirements.

CED also implemented the GBA Plus national recommendations from the 2023 Regional Economic Growth through Innovation - National Evaluation, particularly with respect to harmonizing data collection and sharing best practices among RDAs on this priority.

In addition, CED continued to implement its EDI approach applicable to all of its clients and programs—an approach that stems from the findings of a GBA Plus completed in 2018:

- **EDI annex in the funding application, to raise awareness among CED clients of the importance of EDI and to estimate its integration**: Of the 556 projects carried out by SMEs and NPOs that were approved in 2025-26, 169 (30%) indicate that an EDI component is present in their organizational practices and 359 (65%) indicate that they intend to initiate or continue EDI efforts.
- **Client resources:** The tools available to CED clients to raise awareness of the competitive advantages of EDI continue to generate interest to them.

GBA Plus: Highlights of our 2025-26 investments

CED reports on its investments in under-represented groups based primarily on the data collected through the voluntary self-declaration form, in which clients are invited to indicate their belonging to one or more of the targeted groups when submitting their funding application. Since the form is voluntary, there may be gaps in the results due to incomplete, inaccurate or insufficient information. Of all projects approved in 2025-26, 35% featured a proponent from at least one under-represented group.

Funding for SMEs: $48.9M invested in 233 SME projects where the majority owners self-identified as belonging to under-represented groups, i.e. 26% of total investments and 30% of the total number of SME projects.

Funding for NPOs: $91.6M invested in 267 NPO projects led or mostly led by individuals who self-identified as belonging to underrepresented groups, i.e. 51% of total investments and 62% of the total number of NPO projects.

Here is the breakdown of funding in 2025–26, broken down by the nine categories of under-represented groups identified by CED. The definitions can be found on CED website and the following amounts should not be added together, since clients may self-declare as belonging to more than one group:

- 2SLGBTQI+: 34 projects ($10.8M)
- Indigenous peoples: 65 projects ($16.9M);
- Women: 290 projects ($82.6M);
- Youth: 181 projects ($38.1M);
- Racialized communities: 53 projects ($11.1M);
- Black communities: 34 projects ($11.3M);
- OLMCs: 61 projects ($15.6M);
- Newcomers to Canada and immigrants: 54 projects ($15.8M);
- Persons with disabilities: 13 projects ($4.0M).

For more information on CED's intervention with respect to GBA Plus and under-represented groups, please refer to the GBA PLUS Supplementary Information Table.

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

CED continues to subscribe to an economic development approach that contributes to the advancement of Quebec's economy while respecting the environment and ensuring inclusive and sustainable economic growth. CED is challenged by four objectives in the 2022–26 Federal Sustainable Development Strategy, which revolves around the following 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 switch to zero-emission vehicles.
- Goal 13: Take action on climate change and its impacts.

CED also contributes to various goals through some of its temporary initiatives, notably:

- 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 and reports on progress.

Artificial intelligence

Use of artificial intelligence in 2025-26
In 2025–26, CED has pursued a gradual and supervised approach to the integration of artificial intelligence (AI) based on experimentation and organizational learning. Fourteen generative AI initiatives have been completed or initiated in various sectors to assess its potential to support productivity, improve internal processes, and support service delivery or client experience.

These experiments have demonstrated productivity and efficiency gains in a number of activities, while providing a better understanding of the benefits, limitations and risks associated with the use of AI in a government context. They also confirmed the importance of human supervision in ensuring the quality, reliability, and responsible use of AI outputs. At all times, decision-making remained the responsibility of the employees, who are still fully accountable for the deliverables produced. AI has been used only as a tool to support the analysis and performance of certain tasks, and is not a substitute for professional judgment or human responsibility.

Actions taken to prepare the workforce and organization for AI adoption
At the same time, CED continued its efforts to prepare the organization and its workforce for a gradual, safe and responsible adoption of AI. As part of its Digital Strategy 2024–27, CED strengthened its digital skills framework by launching learning paths and awareness activities on topics such as AI, cybersecurity, information management and privacy.

CED has favoured an approach based on team coaching, experimentation and sharing of learning. The work also strengthened the foundation for responsible AI integration, including governance, information management, security, and supervised access to approved tools.

Program inventory

The core responsibility Develop Quebec's economy is supported by the following programs:

- Program: Regional Innovation
- Program: Community Vitality

- Program: Targeted or Temporary Support

Additional information related to the program inventory for Develop Quebec's economy is available on the Results page on GC InfoBase.

Internal services

In this section

- Description
- Progress on results
- Resources required to achieve results
- Risk and compliance process
- Contracts awarded to Indigenous businesses

Description

Internal services are the activities and resources that support a department in meeting its corporate obligations and delivering its programs. The 10 categories of internal services are:

- acquisition management services
- communications 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

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

In 2025–26, CED continued to implement CED 2027, its three-year strategic plan to strengthen its organizational capacity and support the achievement of its mission with Quebec businesses, communities and regions. This second year of implementation saw concrete progress in terms of inclusion, digital empowerment and continuous improvement of processes and services.

In this regard, here are some examples of achievements in 2025-26:

- **In terms of inclusion and collaboration:** CED continued its efforts to promote an organizational culture based on respect, openness and diversity. This included supporting equity-seeking employee networks and activities through the Equity, Diversity and Inclusion (EDI) Championship, helping to create safe spaces for dialogue, sharing of experiences and

awareness of EDI issues. These initiatives also supported the implementation of the 2025-28 EDI Plan and the 2026-29 Accessibility Plan.

- **In terms of digital empowerment:** CED continued to strengthen the digital empowerment of its employees to enable them to take better advantage of the technologies and tools at their disposal. The organization implemented the Digital Hub to provide employees with a simplified point of access to digital services and resources. By deploying new data management and visualization tools, it has also experimented with solutions based on artificial intelligence and strengthened its information environment. These initiatives have helped increase staff autonomy, improve access to information, and support a culture that is more digitally and data-driven.
- **In terms of continuous improvement of processes and services:** CED continued its efforts to optimize operational tools and processes to improve organizational efficiency and the client experience. Several administrative processes were simplified or automated, while new data-driven management tools were deployed to support decision-making. CED also continued to modernize its programs and services by deploying its Client Space transactional portal in all business offices, simplifying online applications and advancing work related to electronic signatures in funding agreements.

Initiatives carried out during the year strengthened collaboration and inclusion within the organization, increased the digital capacity of staff, and modernized processes that support the delivery of CED programs and services

Resources required to achieve results

Table 5 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 5: Resources required for internal services for 2025–26

Resource	Planned	Actual
Spending	$23,378,466	$22,375,586
Full-time equivalents	164	145

The Finances section of the Infographic for CED on GC Infobase and the People section of the Infographic for CED on GC Infobase provide complete financial and human resources information related to its program inventory.

Risk and compliance process

The Risk and Compliance Process (RCP) is a self-assessment designed to help deputy heads verify that they have controls and practices in place to meet their accountabilities under legislation and Treasury Board policy, and to effectively manage risks in their organizations.

In 2025–26, CED completed the RCP self-assessment.

The results show that CED has implemented adequate practices and controls in a number of areas, while highlighting certain opportunities to improve management practices.

CED has taken the necessary measures to ensure its compliance and strengthen its management practices. As part of the overall exercise, three non-compliances related to the security component were identified. Concrete measures have been implemented to correct these shortcomings and strengthen the controls in place.

In this regard, the Departmental Security Plan has been updated. This plan outlines security governance, including strategies, priorities, responsibilities and timelines. It also aims to support the maintenance, strengthening, monitoring and continuous improvement of security practices, particularly in relation to established controls.

Furthermore, all assessed components were discussed by CED's Executive Committee. These discussions not only ensured compliance, but also made use of the results of the self-assessments in order to increase, where relevant, the level of organizational maturity with regard to the various components assessed.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

As shown in Table 6, CED awarded 10.53% of the total value of all contracts to Indigenous businesses for the fiscal year.

Table 6: Total value of contracts awarded to Indigenous businesses

Contracting performance indicator	2025–26 result
Total value of contracts awarded to Indigenous businesses (A)	$174,860.01
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$1,660,212.44
Value of exceptions approved by deputy head (C)	$0
Proportion of contracts awarded to Indigenous businesses [A / (B−C) × 100]	10.53%

Notes

For the purposes of the minimum 5% target, Indigenous Services Canada defines “Indigenous businesses” as:

- businesses owned and operated by Elders, band and tribal councils
- businesses registered in the Government of Canada’s Indigenous Business Directory
- registered on a modern treaty beneficiary business list

A “contract” is a binding agreement for the procurement of a good, service or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than $10,000.

In its 2026–27 Departmental Plan, CED estimated that it would award 7% of the total value of its contracts to Indigenous businesses by the end of 2025–26.

The result achieved exceeds the target of 5% and the planned result of 7% indicated in the 2026-27 Departmental Plan, for the 2025-26 fiscal year. This performance is attributable to the ongoing collaboration among the various directorates and the renewal of strategies put in place by the Department, including:

- The integration of awareness sessions into annual presentations on procurement, intended for managers as well as employees whose functions are directly related to the purchase of goods or contracting, highlighting the importance and obligation of systematically verifying whether Indigenous businesses are able to meet the organization's needs for goods and services.
- Maintaining CED's strategic procurement plan under the Procurement Strategy for Indigenous Business (PSIB), based on the following key actions:
    - Determine at the outset of the procurement process whether the Indigenous market is able to meet them.
    - Systematically check the Indigenous Business Directory to identify qualified suppliers in various sectors.
    - Use mandatory standing offers (SOs) containing PSIB clauses for the acquisition of goods. In this regard, the majority of CED’s purchases of information technology (IT) are made from identified Indigenous suppliers.
    - Use set-aside methods (mandatory, voluntary or conditional).
    - Inform and invite unregistered Indigenous businesses, identified during the searches conducted, to register in the Indigenous Business Directory in order to meet the recognition criteria required for government contracts.

Spending and human resources

In this section

- Spending
- Funding
- Financial statement highlights
- Human resources

Spending

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

Budgetary performance summary

Table 7 shows the money that CED spent in each of the past three years on its core responsibility and on internal services.

Table 7: Actual three-year spending on core responsibility and internal services (dollars)

Core responsibility and internal services	2025–26 Main Estimates	2025–26 total authorities available for use	Actual spending over three years (authorities used)
Develop Quebec's economy	$307,850,857	$400,414,142	• 2023-24: $536,169,207 • 2024-25: $312,884,341 • 2025-26: $397,331,106
Internal services	$23,378,466	$24,863,822	• 2023-24: $27,013,595 • 2024-25: $24,746,099 • 2025-26: $22,375,586
Total	**$331,229,323**	**$425,277,964**	• 2023-24: $563,182,802 • 2024-25: $337,630,440 • 2025-26: $419,706,692

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 temporary and targeted initiatives. The budget varies according to the initiatives that CED must implement in response to economic conditions or events that have a significant impact on Quebec businesses or communities.

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

The year 2024-25, meanwhile, recorded lower expenditures 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 year 2025-26 was marked by the implementation of U.S.-imposed tariffs and the Government of Canada's desire to refocus business activities on sectors that are strategic for Canada's future. CED is participating in these efforts through two new initiatives: the Regional Tariff Response Initiative and the Regional Defence Investment Initiative. These initiatives will enable businesses to be resilient in the face of an ever-changing economic context.

The Finances section of the Infographic for CED on GC Infobase provides more financial information from previous years.

Planned spending for next three years

Table 8 shows CED's planned spending for each of the next three years on its core responsibility and on internal services.

Table 8: Planned three-year spending on core responsibility and internal services (dollars)

Core responsibility and internal services	2026–27 planned spending	2027–28 planned spending	2028–29 planned spending
Develop Quebec's economy	$390,355,805	$375,566,345	$273,048,352
Internal services	$25,481,705	$24,935,524	$21,228,609
Total	**$415,837,510**	**$400,501,869**	**$294,276,961**

Analysis of the next three years of planned spending

In 2026–27 and 2027–28, in accordance with government priorities, CED will continue to implement temporary national initiatives to, in particular, at reorienting the Canadian economy.

The year 2028–29 will mark the end of most of these temporary initiatives, resulting in a return to baseline funding levels for CED. These temporary and targeted initiatives will end in the following order:

- Northern Isolated Community Initiatives (NICI) Fund (2026-2027)
- Regional Quantum Innovation Initiative (RQI) (2027-2028);
- The Regional Defence Investment Initiative (RDII) (2027-2028);
- The Regional Tariff Response Initiative (RTRI) (2027-2028);
- The Regional Artificial Intelligence Initiative (RAII) (2028-2029);
- The Black Entrepreneurship Program (BEP) (2029-2030).

Furthermore, starting in 2026–27 and for subsequent years, the measures resulting from the Comprehensive Expenditure Review will come into effect. This in-depth review of government-wide programs and spending seeks to strike a balance between fiscal discipline, quality service delivery to Canadians, and acting as a catalyst for economic growth. This exercise will ensure that government spending is sustainable and directed to programs and activities that are consistent with government priorities. These reductions, which will be phased in until 2028–29 and permanent thereafter, will have an impact on CED's available budgets for the coming years.

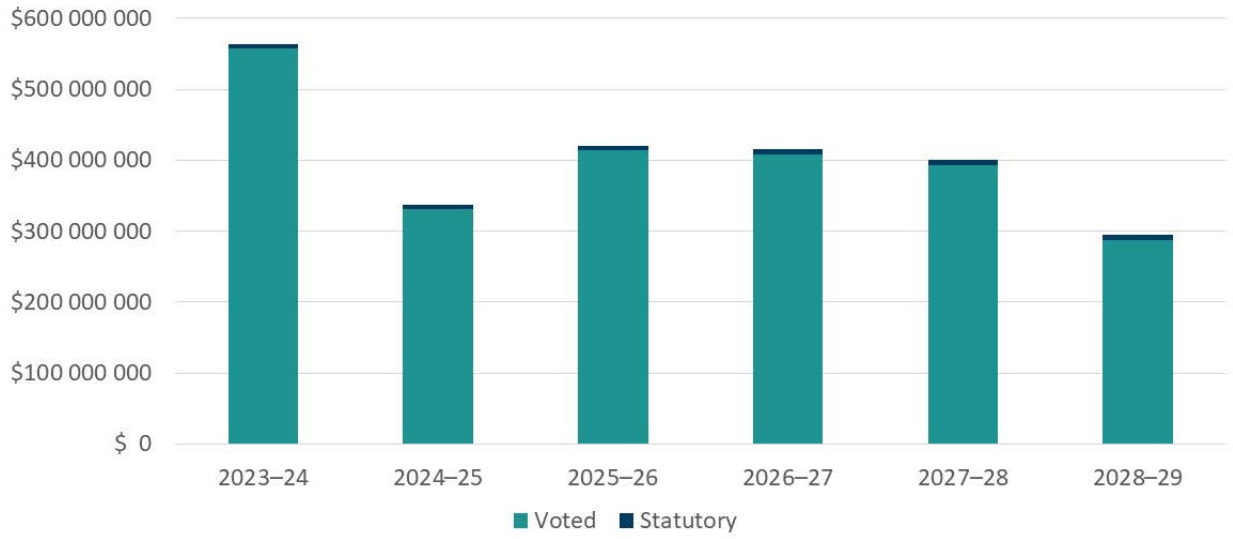
The Finances section of the Infographic for CED on GC Infobase provides more detailed financial information related to future years.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibility and for internal services

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

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



Text version of Graph 1

Fiscal year	Voted	Statutory	Total
2023–24	$556,986,030	$6,196,772	$563,182,802
2024–25	$331,562,334	$6,068,106	$337,630,440
2025–26	$413,805,481	$5,901,211	$419,706,692
2026–27	$408,738,988	$7,098,522	$415,837,510
2027–28	$393,524,253	$6,977,616	$400,501,869
2028–29	$287,983,355	$6,293,606	$294,276,961

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

CED spending varies over time, mainly due to temporary and targeted funding received to support temporary initiatives, in response to economic conditions or to events with a significant impact on Quebec businesses or communities. For more details on the fluctuation in expenditures over the six years in question, see the sections above.

Voted appropriations correspond to funding approved by parliamentary vote each year as part of the budget bill. These appropriations are allocated to finance the Department's programs and activities, whether regular or temporary.

Statutory items, on the other hand, refer to funding previously established by existing legislation and that does not require annual parliamentary approval. At CED, statutory funding refers primarily to the employee benefit plan.

Consult the Public Accounts of Canada for further information on CED's departmental voted and statutory expenditures.

Financial statement highlights

This section presents CED's Financial statements (unaudited) for the year ended March 31, 2026.

Table 9 summarizes the expenses and revenues for 2025–26, which net to the cost of operations before government funding and transfers.

Table 9: Condensed Statement of Operations (unaudited) for the year ended March 31, 2026 (dollars)

Financial information	2025–26 actual results	2025–26 planned results	Difference (actual results minus planned)
Total expenses	$281,843,332	$234,284,486	$47,558,846
Total revenues	$0	$0	$0
Net cost of operations before government funding and transfers	$281,843,332	$234,284,486	$47,558,846

Analysis of expenses and revenues for 2025–26

The difference between actual expenses in 2025-26 is 47.6 million (20.3%) compared to net planned expenses, mainly due to higher than forecast transfer payments (243 million in actual spending compared to 202 million in planned spending).

The 2025–26 planned results information is provided in CED's Future-Oriented Statement of Operations and Notes 2025–26.

Table 10 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Table 10: Condensed Statement of Operations (unaudited) for 2024–25 and 2025–26 (dollars)

Financial information	2025–26 actual results	2024–25 actual results	Difference (2025–26 minus 2024–25)
Total expenses	$281,843,332	$213,522,467	$68,320,865
Total revenues	$0	$0	$0
Net cost of operations before government funding and transfers	$281,843,332	$213,522,467	$68,320,865

Analysis of differences in expenses and revenues between 2024–25 and 2025–26

Expenses

In 2025–26, CED's total expenses were $281.8M, an increase of $68.3M from the previous fiscal year. This 32% increase is mainly due to an increase in transfer payments. CED received additional

funding to continue delivering temporary and targeted initiatives, which explains the increase in expenditures.

Transfer payment expenses of $223.4M increased by 47.66% between 2024–25 and 2025–26.

Operating expenses amounted to $58.5M, down 6.08% from last year.

Revenues
Once returned to the Treasury, CED's revenues are reported in its financial statements as being earned on behalf of the government. The organization's total net revenues are therefore zero. Revenues consist mainly of interest charges billed in the event of default.

Table 11 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Table 11: Condensed Statement of Financial Position (unaudited) as at March 31, 2026 (dollars)

Financial information	Actual fiscal year (2025–26)	Previous fiscal year (2024–25)	Difference (2025–26 minus 2024–25)
Total net liabilities	$24,285,594	$19,165,226	$5,120,368
Total net financial assets	$20,691,094	$15,514,703	$5,176,391
Departmental net debt	$3,594,500	$3,650,522	($56,022)
Total non-financial assets	$646,484	$1,249,062	($602,578)
Departmental net financial position	($2,949,016)	($2,401,461)	($547,555)

Analysis of department’s liabilities and assets since last fiscal year

Liabilities
As of March 31, 2026, CED's net liabilities amounted to $24.3M, an increase of 26.7% from 2024–25. This increase is mainly attributable to an increase in net accounts payable and accrued liabilities, which represent 85.2% ($20.7M) of total net liabilities.

Vacation pay and compensatory leave, as well as employee future benefits account for 11.5% ($2.8M) and 2.65% ($3.3M) of the organization's net liabilities, respectively.

Assets
As of March 31, 2026, net financial assets amounted to $20.7M, an increase of 33.4% from the previous year's total. This increase is mainly attributable to an increase of $4.9M, an increase of 31.8% in amounts receivable from the Treasury to settle net liabilities, which also rose.

Furthermore, CED's non-financial assets stood at $0.6M as of March 31, 2026, down 48.2% from the previous fiscal year. This decrease is due to a 56.7% reduction in tangible capital assets.

Human resources

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

Table 12 shows a summary in full-time equivalents of human resources for CED's core responsibility and for its internal services for the previous three fiscal years.

Table 12: Actual human resources for core responsibility and internal services for the last three years

Core responsibility and internal services	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents	2025–26 actual full-time equivalents
Develop Quebec's economy	215	211	199
Internal services	164	167	145
Total	**379**	**378**	**344**

Analysis of human resources for the last three years

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

In 2025–26, the Responsible Public 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 spending review as early as 2026–27.

Table 13 shows the planned full-time equivalents for each of CED's core responsibility and for its internal services for the next three years. Human resources for the current fiscal year are projected based on data from the fiscal year to date.

Table 13: Human resources planning summary for core responsibility and internal services for the next three years

Core responsibility and internal services	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents	2028–29 planned full-time equivalents
Develop Quebec's economy	213	204	179
Internal services	144	136	128
Total	**357**	**340**	**307**

Analysis of human resources for the next three years

In 2026–27 and 2027–28, the workforce will remain stable compared to 2025–2026, despite the measures put in place as part of the comprehensive expenditure review and the end of the Tourism Growth Program (TBP) and the Regional Economic Growth through Innovation (REGI) program top-up. This stability can be explained by the implementation of two flagship one-off national initiatives adapted 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. Consequently, CED will see a decrease in its full-time equivalents over the 2028–29 fiscal year. This year will also be the most significant phase of workforce reduction in the context of the comprehensive expenditure review.

Supplementary information tables

The following supplementary information tables are available on CED's website:

- Details on transfer payment programs
- Gender-based Analysis Plus
- Response to Parliamentary committees and external audits

Federal 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 or commencement: 2005

Departmental contact information

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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 of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a three-year period. Departmental Plans are usually tabled in Parliament in spring.

departmental priority (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward 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 outlining a department's accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus 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.

government priorities (priorités pangouvernementales)

For the purpose of the 2025–26 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda as announced in the 2025 Speech from the Throne.

horizontal initiative (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

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)

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

performance (rendement)

What 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 measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

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 the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.