

PROSPÈRE 

CEDEC | A BETTER ECONOMY
FOR BETTER LIVES

THE ROAD TO PROSPERITY

THE 2026-2028 OLMCQ COLLABORATIVE
ECONOMIC DEVELOPMENT ROADMAP

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John Buck, President and CEO

Quebec's economy is entering a period of profound transformation.

Artificial intelligence, demographic change, labour shortages, climate transition, digitalization, supply chain restructuring, and new forms of entrepreneurship are reshaping how economies function and how communities participate within them. These are not things that might happen in the future. They are already reorganizing economic life across Quebec.

For the Official Language Minority Community of Quebec (OLMCQ), this moment is particularly important. The English-speaking community possesses many of the very assets that will help Quebec compete and prosper in a changing economy. It is highly bilingual, well-educated, entrepreneurial, adaptive, supported by a province-wide institutional infrastructure, and can operate across linguistic, regional, and sectoral boundaries. Yet the OLMCQ continues to experience persistent economic disparities in employment, income, workforce participation, and access to opportunity.

The question before the OLMCQ and Quebec society more broadly is whether we possess the collective willingness, discipline, and collaborative spirit to work together to capitalize on emerging opportunities in ways that deliver measurable economic outcomes for all.

CEDEC believes that by working together across public, private, and civil society sectors, we have the capacity to build collaborative economic development efforts that strengthen participation, unlock innovation, expand opportunity, and generate meaningful economic benefits for individuals, communities, and regions across Quebec. Together, we can help build a stronger, more productive, and more prosperous economy that benefits Quebec as a whole.

This Roadmap proposes developing scalable Collaborative Economic Development Ventures that can organize and align public, private, and civil society assets to generate stronger economic participation, enterprise growth, productivity, investment, and long-term economic vitality across Quebec.

At its core, this Roadmap reflects a simple principle that has guided CEDEC's work for many years:

A BETTER ECONOMY CREATES BETTER LIVES.

The Road to Prosperity: The 2026–2028 OLMCQ Collaborative Economic Development Roadmap represents the next major stage in implementing **CEDEC’s OLMCQ Ten-Year Collaborative Economic Development Plan**. It is grounded in a central proposition: the long-term vitality of Quebec’s Official Language Minority Community and the long-term strength of Quebec’s economy are deeply interconnected.

The Roadmap seeks to take advantage of the profound economic transformation occurring across Quebec, shaped by artificial intelligence, demographic change, labour shortages, the climate transition, digitalization, entrepreneurship, and regional economic restructuring. These forces are already reshaping how Quebec’s economy functions and how communities participate within it.

The Roadmap proposes that stronger economic outcomes can no longer be achieved primarily through fragmented projects, isolated interventions, or disconnected initiatives. **Increasingly, economic competitiveness depends upon collaboration, coordination, ecosystem development, workforce participation, commercialization, investment activation, and the ability to organize existing assets more productively at scale.** The Roadmap, therefore, introduces a Collaborative Economic Development Model centred on scalable public, private, and civil society Ventures

that can collaboratively organize workforce systems, technologies, infrastructure, enterprises, institutions, and communities around shared economic opportunities.

The Roadmap identifies ten interconnected opportunities and Venture developments linked directly to the major forces reshaping Quebec’s economy, including the following:

Workforce development and labour market participation
Graduate entrepreneurship
Seniors’ economic participation
Agriculture
Agri-food recovery
Tourism
Culture
Care
Green housing development
Next-generation transportation and logistics systems

Together, these opportunities form an integrated implementation architecture designed to strengthen the following:

Workforce participation
Enterprise creation
Productivity
Regional economic participation
Investment attraction
Sustainability
Innovation
Logistics coordination
Tourism activation
Cultural commercialization
Housing development
Long-term economic resilience across Quebec

Importantly, these opportunities are grounded in identifiable economic activity **already occurring within Quebec’s evolving economy.**

The implementation of the Roadmap will be guided by a four-stage developmental logic moving opportunities from incubation and pilot deployment

to commercialization and operational viability, to replication and regional expansion, and ultimately to provincial-scale impact. The objective is not simply to launch projects, but to build durable Collaborative Economic Development capacities capable of generating measurable economic value over time.

The Roadmap also advances a broader proposition: **collaboration itself is increasingly becoming a strategic economic capability.** In an economy shaped by interconnected systems, integrated supply chains, digital coordination, and ecosystem-based innovation, stronger economic outcomes increasingly depend upon the ability to align institutions, enterprises, technologies, workforce systems, infrastructure, capital, and communities around shared economic objectives.

Ultimately, the Roadmap advances a simple but important proposition: **Quebec’s economy can generate stronger, broader prosperity when its existing assets are organized more collaboratively, more strategically, and at greater scale.**

The Roadmap demonstrates that the Official Language Minority Community of Quebec is not peripheral to Quebec’s economic future, but a meaningful contributor to workforce development, entrepreneurship, innovation, regional vitality, and long-term economic resilience.

UNLOCKING THE ECONOMIC DEVELOPMENT POTENTIAL OF THE ENGLISH-SPEAKING COMMUNITY

The Official Language Minority Community of Quebec (OLMCQ) is one of the most important and strategically positioned Official Language Minority Communities in Canada. The OLMCQ comprises approximately 1.25 million English-speaking Quebecers distributed across urban, rural, and regional communities throughout the province. It represents a significant demographic, economic, institutional, and workforce presence within Quebec's broader economy.

The community is highly diverse, highly bilingual, and increasingly entrepreneurial. It is strongly connected to many of the sectors shaping Quebec's future economic development. English-speaking Quebecers are substantially represented across professional and technical services, health care, education, manufacturing, tourism, entrepreneurship, transportation, digital industries, and regional economic activity.

The community also benefits from strong educational attainment, extensive institutional infrastructure, growing entrepreneurial participation, and significant experience operating across linguistic, regional, cultural, and economic boundaries.

All of this positions the OLMCQ not simply as a linguistic minority community existing alongside Quebec's economy, but as a meaningful and strategic contributor to it. In fact, the economic

contribution of the OLMCQ already extends well beyond the community itself.

The community's high level of bilingualism strengthens Quebec's ability to connect to Canadian, North American, and international markets.

Its concentration in professional, scientific, technical, educational, and care-related sectors contributes directly to areas of the economy facing increasing labour shortages and productivity pressures.

Its immigrant population, entrepreneurial activity, institutional infrastructure, and regional networks contribute to workforce development, trade, enterprise creation, community vitality, and regional economic participation across Quebec.

At the same time, **the community continues to experience persistent and measurable economic disparities.** Despite strong educational attainment and high levels of human capital, English-speaking Quebecers experience higher unemployment rates, lower median employment income, and higher poverty rates than their Francophone counterparts. Research cited in CEDEC's economic analyses demonstrates that these disparities persist even when controlling for education, age, and immigration status.

In this context, the Roadmap is built upon the following core proposition:

The central economic development challenge facing the OLMCQ is not simply one of reducing economic disparity, important though that objective remains. More fundamentally, it is about strengthening the community's participation in and contribution to Quebec's evolving economy in ways that generate measurable economic value for both the community and the province as a whole. Economic disparities are ultimately symptoms of a deeper challenge: the underutilization of the talents, capacities, and economic potential of a large, educated, bilingual, entrepreneurial, and strategically positioned population.

At its core, the challenge is, therefore, one of economic participation and value creation. The more fully the OLMCQ is able to contribute to workforce development, entrepreneurship, innovation, enterprise growth, investment attraction, and regional economic activity, the greater its capacity to generate prosperity for both itself and Quebec. Conversely, when the community's human, institutional, and economic assets remain underleveraged, the costs are borne not only by the community itself, but also by the broader Quebec economy through lost productivity, reduced competitiveness, forgone innovation, and slower economic growth.

This is why the challenge cannot be understood solely as an OLMCQ issue. It is a broader societal and economic imperative. At a time when Quebec faces significant demographic pressures, labour shortages, productivity challenges, and increasing global competition, the province cannot afford to leave such substantial human and economic capacity underutilized. Strengthening the economic contribution of the OLMCQ is, therefore, not simply a means of supporting one community; it is an investment in Quebec's broader economic resilience.

Importantly, a stronger contribution to Quebec's economy is also the most sustainable pathway to addressing the persistent economic disparities experienced by the community itself. As English-speaking Quebecers participate more fully in the sectors, industries, and opportunities driving Quebec's future growth, they strengthen employment outcomes, increase income generation, expand entrepreneurship, build wealth, and improve long-term economic security.

In this sense, the prosperity of the OLMCQ and the prosperity of Quebec are mutually reinforcing.

The strongest guarantee of reducing economic disparity within the community is dependent on growing an increasingly significant contribution to the economic development, productivity, and prosperity of Quebec as a whole.

THE STRONGER THE COMMUNITY'S CONTRIBUTION TO QUEBEC BECOMES, THE STRONGER ITS OWN FUTURE BECOMES IN RETURN. AND THIS IS A COLLECTIVE CHALLENGE FOR THE OLMCQ, QUEBEC SOCIETY, AND FOR CANADA AS A WHOLE.

BUILDING THE LONG-TERM FOUNDATIONS OF COLLABORATIVE ECONOMIC PROSPERITY

The **OLMCQ Ten-Year Collaborative Economic Development Plan** exists because the long-term vitality of Quebec’s English-speaking Community and the long-term strength of Quebec’s economy are deeply interconnected. The Plan begins from a simple but important premise: **community vitality cannot be separated from economic participation, and economic participation cannot be strengthened through fragmented or isolated action alone.**

The Ten-Year Plan seeks to move beyond short-term, fragmented, and program-driven approaches toward a more disciplined, coordinated, scalable, and economically focused model of Collaborative Economic Development. The Plan recognizes that stronger economic outcomes require a range of factors:

- Stronger participation in labour markets
- Entrepreneurship
- Enterprise development
- Investment attraction
- Innovation
- Regional economic activity
- Collaborative ecosystem development

IT RECOGNIZES THAT MEANINGFUL ECONOMIC BENEFITS AND IMPACTS REQUIRE A SUFFICIENT SCALE OF POOLED INVESTMENT AND COLLABORATIVE EFFORT. MEANINGFUL AND LASTING ECONOMIC GAINS TAKE COLLABORATION ACROSS PUBLIC, PRIVATE, AND CIVIL SOCIETY SECTORS. THIS MEANS STRONGER COLLABORATION BETWEEN THE OLMCQ AND FRANCOPHONE QUEBECERS AROUND SHARED ECONOMIC OPPORTUNITIES AND INTERESTS.

The Plan, therefore, positions Collaborative Economic Development as one of the principal foundations upon which long-term community vitality must increasingly be built. The Plan proposes a series of long-range strategic targets to be achieved by 2033:

- Fill 1,000 jobs
- Create or expand 250 businesses and social enterprises
- Reduce economic disparity in the OLMCQ by 50%
- Attract \$5 million in new investment
- Create a \$25 million Collaborative Economic Development Incentive Fund
- Scale Collaborative Economic Development across Quebec, Canada, and internationally

These targets matter because they connect community vitality to measurable economic outcomes. They establish clear benchmarks for employment, entrepreneurship, investment, enterprise growth, workforce participation, and economic inclusion. They transform broad aspirations into practical objectives that guide action, strengthen accountability, and focus collective effort.

The Plan also establishes the core operating logic that underpins this Roadmap. It recognizes that economic development is increasingly dependent on the following:

- ▮ Strong intelligence
- ▮ Effective partnerships
- ▮ Coordinated workforce systems
- ▮ Aligned policies
- ▮ Access to capital
- ▮ Healthy economic ecosystems
- ▮ Ability to implement and scale successful models

Accordingly, CEDEC’s work focuses on strengthening the relationships, institutions, workforce systems, investment pathways, and collaborative capacity required to organize economic activity more productively and generate sustained economic growth over time.

The value of the Ten-Year Plan ultimately lies in its ability to move the OLMCQ and its partners from fragmented efforts toward disciplined economic transformation. It provides a coherent framework for understanding

why collaboration, scale, and economic participation matter, and why stronger alignment among public, private, and civil society actors will increasingly shape the ability of both the OLMCQ and Quebec to prosper in a rapidly changing economy.

The Plan serves as CEDEC’s long-term economic framework, and a call to collective action:

Citizens	Entrepreneurs
Community leaders	Institutions
Educational organizations	Investors
Employers	Governments

The Roadmap asks all Quebecers to recognize a simple reality: Quebec’s economy is strongest when all of its talent, regions, communities, and economic potential are fully engaged.

THE 2026-2028 OLMCQ COLLABORATIVE ECONOMIC DEVELOPMENT ROADMAP REPRESENTS THE NEXT MAJOR IMPLEMENTATION STAGE OF THE LONG-RANGE VISION OUTLINED IN THE TEN-YEAR PLAN.

THE OPPORTUNITIES PRESENTED IN THE PAGES OF THE ROADMAP ARE PRACTICAL EXPRESSIONS OF THE TEN-YEAR PLAN. THE TASK NOW IS TO ORGANIZE COLLECTIVELY AROUND IT WITH AMBITION, DISCIPLINE, COLLABORATION, AND SCALE TO PRODUCE MEANINGFUL AND LASTING ECONOMIC RESULTS.

WHY THIS ROADMAP MATTERS NOW

QUEBEC'S ECONOMY IS ENTERING A PERIOD OF PROFOUND AND ACCELERATED TRANSFORMATION

Artificial intelligence, demographic change, labour shortages, climate transition, digitalization, supply chain restructuring, regional economic pressures, and new forms of entrepreneurship are reshaping how Quebec's economy functions and how communities successfully participate within it. These forces are no longer distant or theoretical. They are already reorganizing economic life across Quebec.

This Roadmap matters because it responds directly to that reality. It recognizes that many of the assets needed to achieve stronger economic outcomes already exist throughout Quebec's economy. **The challenge is that these assets often remain fragmented, insufficiently coordinated, unevenly connected, and difficult to scale effectively:**

- Workforce systems remain disconnected from labour-market demand
- Tourism assets often operate independently rather than as a coordinated visitors' sector
- Cultural producers struggle to convert creative activity into sustainable income
- Regional transportation and logistics systems remain fragmented
- Housing financing pathways remain difficult to navigate

- Care systems remain difficult to coordinate
- Entrepreneurship-support environments often remain disconnected from practical commercialization and market participation

The Roadmap matters because it proposes something larger than a collection of isolated projects or disconnected sector initiatives. It proposes developing scalable Collaborative Economic Development Ventures that organize public, private, and civil society assets into coordinated economic operating Ventures that take full advantage of emerging opportunities to generate measurable economic participation, enterprise growth, productivity, workforce development, investment activation, regional economic activity, and long-term economic resilience.

The Roadmap also matters because collaboration itself is increasingly becoming a strategic economic capability. In an economy shaped by interconnected systems, integrated supply chains, digital coordination, and ecosystem-based innovation, no single institution, enterprise, organization, or community can independently capitalize on emerging opportunities at sufficient scale.

STRONGER ECONOMIC OUTCOMES INCREASINGLY DEPEND UPON THE ABILITY TO ALIGN INSTITUTIONS, ENTERPRISES, TECHNOLOGIES, WORKFORCE SYSTEMS, INFRASTRUCTURE, CAPITAL, AND COMMUNITIES AROUND SHARED ECONOMIC OBJECTIVES.

WHY THIS ROADMAP MATTERS NOW

The opportunities identified throughout this Roadmap, therefore, represent more than sector-specific initiatives. Together, they form an interconnected implementation architecture designed to strengthen Quebec's evolving economy while increasing the OLMCQ's participation and contribution within it. The opportunities are grounded in identifiable economic activity already occurring across Quebec's economy and seek to leverage the growth potential of emerging and evolving sectors and subsectors through stronger collaboration, coordination, activation, and scale.

The Roadmap matters now because all Quebecers are living through a transformative economic moment. The opportunities being created by the forces shaping Quebec's economy are real. The challenge is whether Quebec, including the OLMCQ, can organize itself collaboratively enough to realize the full economic potential of our current economic moment.



FROM OPPORTUNITY IDENTIFICATION TO PROVINCIAL ECONOMIC IMPACT

The Road to Prosperity: The 2026-2028 OLMCQ Collaborative Economic Development Roadmap is built upon a clear and disciplined operating logic:

It recognizes that meaningful economic transformation rarely occurs through isolated projects, disconnected interventions, or fragmented initiatives.

Lasting economic gains increasingly depend upon the ability to organize and coordinate existing assets, institutions, workforce systems, enterprises, technologies, infrastructure, and investment into collaborative economic operating environments capable of generating measurable outcomes at scale.

At the centre of this framework is the concept of the Collaborative Economic Development Venture. A Venture is not simply a project, a funding stream, or a short-term initiative. It is a structured Public, Private, and Civil Society Partnership designed to organize around one or more identifiable economic development opportunities and build the capacity required to successfully capitalize on them over time.

Each Venture functions as a coordinated economic development capacity. Ventures align stakeholders,

workforce participation, technology, infrastructure, enterprise activity, investment, regional participation, and market activation to create more productive and economically sustainable economic benefits for individuals and their communities.

The Roadmap recognizes that economic opportunities do not automatically generate economic outcomes. Opportunities must be deliberately activated through:

- Collaboration and coordination
- Workforce participation
- Enterprise development
- Commercialization
- Investment
- Operational capacity
- Scalable implementation systems

This understanding gives rise to the Roadmap's four-stage developmental and scaling model.

STAGE ONE: INCUBATION AND PILOT

The first stage focuses on identifying promising opportunities and testing them under real operating conditions. The objective is not to scale at this stage. **The objective is proof of concept.**

Ventures must demonstrate that they can organize fragmented assets more effectively, improve coordination, generate measurable value, and produce practical outcomes under real economic conditions.

Pilot activity allows stakeholders to:

- Test operating models
- Build relationships
- Identify weaknesses
- Strengthen governance
- Refine implementation approaches
- Establish early evidence of economic value

STAGE TWO: COMMERCIALIZATION AND OPERATIONAL VIABILITY

Once pilot environments demonstrate measurable value, the focus shifts toward operational and economic viability.

At this stage, Ventures must demonstrate that they can:

- Sustain participation
- Generate recurring value
- Establish stable governance
- Maintain reliable operations
- Support longer-term implementation

Ventures must move beyond experimentation and establish themselves as functioning economic development capacities capable of supporting enterprise participation, workforce coordination, investment activation, and measurable economic outcomes over time.

STAGE THREE: REPLICATION AND REGIONAL EXPANSION

Replication begins when a Venture demonstrates that its operating model can expand into additional regions, sectors, communities, institutions, or markets without losing effectiveness. At this stage, the Roadmap emphasizes a key operating principle: **centralized intelligence, expertise, infrastructure, and support with localized and regional activation and delivery.**

Shared standards, data systems, analytics, governance, and coordination frameworks become increasingly centralized, while local and regional partners continue managing implementation, relationships, participation, and regional activation activities. Replication allows successful operating models to generate broader regional economic impact while preserving local responsiveness and regional identity.

STAGE FOUR: PROVINCIAL SCALE AND SYSTEM-LEVEL IMPACT

The final stage is reached when Ventures evolve into durable economic development capacities operating across Quebec. At this point, the Venture no longer functions as a pilot initiative or isolated operating model. It becomes an integrated component of Quebec's broader economic landscape capable of strengthening workforce participation, enterprise development, productivity, investment attraction, regional economic activity, infrastructure utilization, and long-term economic resilience at scale.

THE ROADMAP'S CORE COLLABORATIVE ECONOMIC DEVELOPMENT LOGIC

Importantly, the Roadmap's developmental logic applies consistently across all ten opportunities in the 2026-2028 portfolio. Whether focused on workforce participation, entrepreneurship, tourism, agriculture, culture, care, logistics, housing, or sustainability, each opportunity follows the same underlying Collaborative Economic Development architecture.

This is why concepts such as collaboration, ecosystem development, commercialization, workforce participation, activation, productivity, scaling, and coordinated implementation appear repeatedly throughout the Roadmap.

The repetition is intentional because all opportunities operate within one integrated Collaborative Economic Development Model (CEDM).

The Roadmap, therefore, provides more than a collection of sector opportunities. It provides a disciplined implementation architecture capable of moving opportunities from analysis to activation, from activation to commercialization, from commercialization to replication, and from replication to measurable provincial economic impact.



OVERVIEW OF THE OPPORTUNITY AND VENTURE DEVELOPMENT PORTFOLIO

The Road to Prosperity: The 2026-2028 OLMCQ Collaborative Economic Development Roadmap constitutes a **portfolio of interconnected Collaborative Economic Development Ventures**. **The portfolio includes ten major opportunities and Venture areas**. This portfolio should be understood not as a series of disconnected initiatives competing for attention, but as mutually reinforcing components of a broader effort to strengthen Quebec's evolving economy while improving the OLMCQ's participation and contribution within it.

The opportunities identified throughout the Roadmap are grounded in identifiable economic activity already occurring within Quebec's evolving economy. They are linked directly to major economic drivers reshaping the province, including:

Artificial intelligence and digital transformation
Demographic transition and workforce restructuring
Sustainability and green economic transition
Inter-regional economic collaboration and participation
Entrepreneurship and innovation
Evolving and modern forms of economic coordination and mobility

Collectively, the portfolio seeks to:

Strengthen workforce participation
Increase enterprise creation and expansion
Improve productivity
Attract investment
Support commercialization
Strengthen inter-regional economic collaboration and participation
Build and leverage shared infrastructure
Generate stronger long-term economic resilience across Quebec

Importantly, it is essential to continually stress that the opportunities in the Roadmap are not designed to operate in isolation. Together, they form an interconnected implementation architecture through which public, private, and civil society actors can organize existing assets more collaboratively and productively.

WORKFORCE DEVELOPMENT AND LABOUR MARKET PARTICIPATION

This Venture focuses on improving workforce participation, labour-market coordination, education-to-employment pathways, employer engagement, workforce matching, workforce readiness, labour-market intelligence, and regional labour-market activation across Quebec.

Through the Employment Assistance Services Capacity Development Initiative (EASCDI), the Provincial Talent Placement Platform, AI-enabled labour-market matching, workforce analytics, and coordinated partnerships between employers and workforce developers, the Venture seeks to strengthen connections among job seekers, talent developers, employers, workforce organizations, educational institutions, and economic opportunity across Quebec.

The Venture is designed as a scalable, collaborative workforce-participation capacity that can organize fragmented labour-market assets into a more coordinated and economically productive operating model.

It supports soon-to-be graduates, unemployed, underemployed, and structurally disadvantaged English-speaking Quebecers by improving access to employment pathways, workforce supports, employer networks, training opportunities, and long-term economic participation.

At the same time, it helps employers, particularly SMEs, improve recruitment, workforce planning,

retention, and productivity through stronger labour market coordination and greater access to talent.

The Venture also places strong emphasis on strengthening education-to-employment pathways by improving collaboration among employers, educational institutions, workforce organizations, and community partners. Through work-integrated learning, AI-assisted workforce navigation, labour-market intelligence, and coordinated placement activity, the Venture seeks to accomplish the following:

- Improve workforce readiness
- Reduce hiring friction
- Strengthen workforce matching
- Increase long-term labour-market participation across Quebec

GRADUATE ENTREPRENEURSHIP AND STARTUP DEVELOPMENT

This Venture recognizes that Quebec already possesses many of the assets required to support entrepreneurship successfully, including educational institutions, mentorship networks, incubators, accelerators, financing programs, and entrepreneurial support organizations. The challenge is that these assets often operate in fragmented ways, making entrepreneurial pathways difficult to navigate and scale.

The Venture focuses, therefore, on helping graduates transform creativity, technical skills,

TEN MAJOR OPPORTUNITY AND VENTURE DEVELOPMENT AREAS

bilingual capacity, innovation, and entrepreneurial ambition into sustainable economic activity, enterprise creation, revenue generation, and long-term economic participation. It functions as a coordinated entrepreneurial pathway, leveraging the following core functions:

Entrepreneurial navigation
Mentorship coordination
Enterprise incubation
Financing readiness
Business model development
Commercialization support
Market access
AI-enabled entrepreneurial tools
Digital platform participation
Performance management

The Venture also seeks to strengthen regional entrepreneurship ecosystems by connecting graduates, entrepreneurs, investors, educational institutions, community organizations, and enterprises at the regional level.

ENCORE SENIORS COOPERATIVE

This Venture focuses on mobilizing underutilized senior human capital to strengthen workforce participation, mentorship, entrepreneurship, consulting, advisory services, productivity,

intergenerational knowledge transfer, and regional economic participation across Quebec.

It seeks to reposition senior experience, expertise, leadership capacity, and bilingual capability as active economic assets that support workforce renewal, enterprise growth, mentorship, and organizational performance.

The Venture recognizes that many seniors continue to possess significant professional expertise, operational judgment, sector knowledge, entrepreneurial potential, and mentorship capacity, yet often lack structured pathways through which to remain economically active.

The Encore Seniors Cooperative, therefore, creates coordinated participation pathways through which seniors can contribute to economic development through flexible work, advisory services, consulting, governance participation, mentorship, entrepreneurship, training, and intergenerational knowledge transfer. Core Venture functions include the following:

Skills mapping
Opportunity matching
Workforce coordination
Mentorship pathways
Entrepreneurship support
Consulting marketplaces
Digital and AI-readiness training
Regional engagement

The Venture also supports SMEs, entrepreneurs, workforce organizations, and community institutions by improving access to experienced talent and operational expertise.

SMART_FARM

This Venture focuses on improving agricultural profitability, productivity, workforce deployment, operational coordination, equipment utilization, succession planning, administrative efficiency, and long-term farm sustainability through collaborative coordination and AI-enabled operational intelligence.

The Venture seeks to organize labour, equipment, administrative support, operational planning, workforce coordination, and productivity-enhancing practices into a more cohesive agricultural operating environment that strengthens profitability, resilience, and long-term sustainability across Quebec’s agricultural economy. **The Venture places particular emphasis on supporting smaller and medium-sized farms that often lack the scale to independently access advanced technologies, workforce coordination systems, shared equipment environments, and productivity-enhancing infrastructure.**

Through collaborative coordination, participating farms can improve labour deployment, reduce administrative burden, strengthen access to seasonal and skilled labour, optimize equipment usage, improve operational planning, and strengthen succession pathways for the next generation of producers. Core Venture functions include the following:

Workforce coordination
Equipment-sharing systems
Administrative automation
Operational intelligence
Logistics support
Succession planning
Agricultural data and analytics
Training
Regional coordination

The Venture also seeks to strengthen agricultural resilience and long-term competitiveness by improving the organization, coordination, and deployment of agricultural resources across participating farms and regions.

AGRI_VALUE RECOVERY & BIOTRANSFORMATION

This Venture seeks to transform agricultural and food residuals into productive economic assets through coordinated recovery, aggregation, logistics, redistribution, processing, bioenergy production, circular-economy activity, and value-added transformation. It focuses on converting underutilized agricultural and food materials into new enterprise activity, logistics coordination, environmental sustainability, regional economic participation, and circular-economy development across Quebec’s agri-food economy.

The Venture recognizes that substantial economic value already exists within agricultural and food waste streams, but that these resources often remain fragmented, dispersed, and insufficiently coordinated.

The Venture therefore creates collaborative operating environments that aggregate supply, coordinate logistics, support processing infrastructure, enable redistribution, connect materials to markets, and create new economic pathways linked to bioenergy, food recovery, secondary processing, composting, biomass, and resource transformation.

The Venture’s work will be especially important for small and medium-sized farms, food processors, distributors, recovery operators, aggregators, and regional logistics enterprises. These often face the greatest barriers to participating effectively in coordinated recovery and value-transformation activities. Many lack the scale, infrastructure, logistics capacity, processing volume, market access, technology, and operational coordination required to independently capture economic value from recoverable materials.

The Venture will create opportunities for these enterprises to participate within a shared collaborative operating environment that improves access to aggregation systems, logistics coordination, processing pathways, market connections, redistribution networks, AI-enabled operational intelligence, and shared infrastructure.

In doing so, the Venture can help smaller and medium-sized enterprises reduce disposal costs, improve resource utilization, generate new revenue streams, strengthen operational efficiency, increase

participation in emerging circular-economy markets, and improve long-term economic sustainability within Quebec’s evolving agri-food economy. Core functions include the following:

Waste-stream mapping
Aggregation and collection coordination
Logistics optimization
Processing coordination
Market activation
Redistribution systems
Bioenergy support
AI-enabled coordination tools
Performance intelligence

The Venture also seeks to create new enterprises, improve resource utilization, strengthen regional value chains, reduce disposal costs, and improve environmental sustainability while simultaneously strengthening the economic performance of Quebec’s agri-food economy.

SMART_TOURISM

This Venture focuses on coordinated tourism activation, integrated visitor journeys, AI-enabled tourism engagement, transportation coordination, regional storytelling, tourism data infrastructure, corridor-scale tourism development, and SME participation in tourism.

It seeks to transform fragmented tourism activity into a coordinated tourism activation model that generates stronger visitor engagement, increased spending, longer stays, improved regional participation, and more sustainable tourism growth across Quebec.

Tourism is one of Quebec's most important economic sectors and a major source of employment, entrepreneurship, regional economic activity, cultural promotion, and SME development across the province. Thousands of small and medium-sized tourism businesses, family enterprises, cultural organizations, hospitality operators, restaurants, attractions, guides, artisans, festivals, transportation operators, outfitters, and community-based social enterprises depend directly on tourism activity for their economic sustainability and long-term viability.

Yet many of these organizations continue to face significant barriers to visibility, digital readiness, market access, seasonal instability, fragmented promotion, transportation coordination, workforce shortages, and limited capacity to participate effectively in increasingly competitive, digitally driven tourism markets. **The Venture places particular emphasis on strengthening the capacity of smaller and community-based tourism enterprises to participate more effectively in coordinated visitor economies that generate stronger, more broadly distributed economic value across Quebec.**

The Venture integrates tourism operators, transportation systems, accommodations,

attractions, cultural experiences, Indigenous tourism assets, municipalities, regional tourism organizations, workforce partners, and AI-enabled visitor engagement tools into a single collaborative tourism Venture. Particular emphasis is placed on integrated visitor journeys, tourism corridor development, transportation alignment, multilingual visitor engagement, tourism analytics, SME readiness, and coordinated regional activation.

The Venture also seeks to help smaller tourism enterprises and social economy actors improve market visibility, strengthen digital participation, increase booking and conversion opportunities, improve tourism packaging and itinerary participation, strengthen tourism workforce readiness, and reduce the economic disadvantages associated with operating independently in fragmented regional tourism environments.

Through coordinated tourism activation, shared digital infrastructure, AI-enabled engagement tools, integrated itineraries, and regional collaboration, smaller operators can gain access to larger visitor flows, stronger tourism markets, and more sustainable participation within Quebec's evolving tourism economy.

Through integrated itineraries, transportation coordination, regional tourism sequencing, visitor analytics, and corridor-scale activation, the Venture seeks to convert concentrated visitor flows into distributed regional economic value across multiple communities and tourism environments.

SMART_CULTURE

This Venture focuses on increasing artist income, strengthening cultural entrepreneurship, expanding digital commercialization, improving audience engagement, integrating cultural tourism, strengthening production and supply coordination, and improving long-term participation within Quebec’s cultural and creative economy. It seeks to transform fragmented cultural activity into a coordinated cultural market and supply environment capable of generating stronger economic outcomes for artists, cultural producers, cultural enterprises, and regional cultural economies.

The Venture integrates AI-enabled cultural marketplaces, e-commerce functionality, digital audience engagement, tourism integration, production support, logistics coordination, funding navigation, supplier intelligence, and support for cultural entrepreneurship within a single collaborative operating environment. The objective is not merely to increase visibility for artists and cultural producers, but to improve their ability to generate sustainable income, reduce production costs, strengthen market access, and participate more effectively in Quebec’s evolving cultural economy. Core Venture functions include the following:

AI-assisted marketing and audience development	Production and supplier intelligence
Bilingual digital marketplaces	Grant and financing navigation

Cultural tourism integration	Onboarding and adoption support
Logistics coordination	Performance analytics

The Venture also strengthens regional tourism participation, local storytelling, creative-sector entrepreneurship, and cultural enterprise development across Quebec.

SMART_CARE

This Venture seeks to improve access to care, workforce deployment, care coordination, AI-enabled navigation, service matching, care enterprise development, and care-sector innovation across Quebec’s evolving care economy. It combines care coordination, workforce participation, enterprise development, technological innovation, and commercialization within a single collaborative operating model that improves care access while supporting workforce participation, productivity growth, enterprise incubation, and long-term care-sector resilience.

The Venture recognizes that Quebec’s care economy already contains many of the institutional, workforce, technological, and community assets required for stronger performance, but that these assets often remain fragmented and insufficiently coordinated. The Venture creates coordinated pathways through which users, providers, workforce organizations, innovators, entrepreneurs, public institutions, and community organizations can participate in a single integrated Smart Care environment. Core functions include the following:

TEN MAJOR OPPORTUNITY AND VENTURE DEVELOPMENT AREAS

Care navigation and coordination	Enterprise incubation
AI-enabled service matching	Financing and commercialization support
Workforce deployment	Pilot and validation environments
Provider-network development	Workforce analytics
Care-sector workforce pathways	Performance learning

The Venture also seeks to incubate and scale Smart Care enterprises that improve care access, reduce service fragmentation, strengthen workforce participation, and support long-term economic and social resilience across Quebec’s care economy.

GREEN_BUILD

This Venture focuses on improving access to financing, accelerating sustainable housing development, strengthening project activation, improving stakeholder coordination, and increasing long-term investment in green housing and sustainable construction across Quebec. It seeks to organize financing pathways, development expertise, institutional coordination, sustainability investments, project acceleration, and housing development activity into a more coordinated and productive housing development environment.

The Venture recognizes that substantial financing capacity, housing demand, institutional infrastructure, sustainability programs, and development expertise already exist across Quebec’s housing and construction sectors. However, financing pathways, regulatory coordination, project development, and stakeholder alignment are fragmented and difficult to navigate. The Venture serves as a collaborative financing and project-activation capability designed to reduce friction, accelerate project advancement, improve access to financing, and strengthen green housing development across multiple regions and communities. Core functions include the following:

Financing and financing intelligence gathering and navigation	Project acceleration
Project advisory support	Sustainability alignment
Stakeholder coordination	Housing analytics
Administrative simplification	Performance management

The Venture also seeks to strengthen workforce participation, construction-sector activity, regional economic development, and long-term housing accessibility through coordinated investment activation and sustainable development.

NEXT_GEN: RT DRONES & ELECTRIC AVIATION

(RURAL TRANSPORTATION)

This Venture seeks to enhance regional connectivity, logistics coordination, aviation operations, workforce participation, health-care logistics, infrastructure utilization, transportation responsiveness, and regional economic participation across remote and underserved regions of Quebec.

Through coordinated drone logistics, electric aviation systems, infrastructure operations, workforce development, logistics intelligence, and digital coordination environments, the Venture aims to strengthen regional mobility resilience, supply chain continuity, public service delivery, and long-term regional economic participation.

The Venture integrates drone-delivery systems, electric-aviation connectivity, regional logistics hubs, transportation coordination, digital routing systems, infrastructure operations, workforce development, aviation training, and logistics analytics into a single collaborative regional mobility architecture. It recognizes that transportation and logistics are no longer simply operational functions, but increasingly foundational economic coordination capabilities that shape regional participation, health-care responsiveness, enterprise development, workforce mobility, and long-term regional resilience. Core Venture functions include the following:

Drone logistics coordination
Electric aviation operations
Infrastructure management
Logistics intelligence
Regional operating support
Workforce participation
Technical training
Performance measurement

The Venture also seeks to reduce transportation inefficiencies, improve logistics responsiveness, strengthen infrastructure utilization, support health care and emergency logistics, and improve the ability of remote and underserved communities to participate more fully in Quebec's broader economy.

WHAT SUCCESS LOOKS LIKE IN 2028

By 2028, success will be measured in many ways, including by the number of initiatives launched, platforms deployed, and partnerships announced. More importantly, success will be measured by whether the Roadmap strengthens Quebec's economic performance through more coordinated participation, stronger collaboration, and measurable economic outcomes across multiple sectors, regions, and communities. Success means the following:

- Collaborative Economic Development is viewed as an essential economic development capacity across Quebec
- Workforce participation pathways are clearer and more effective because employers, educational institutions, workforce organizations, and communities are better connected through coordinated labour-market systems capable of improving hiring outcomes, workforce readiness, and economic participation
- Entrepreneurship and enterprise creation are more accessible, more coordinated, and more sustainable
- Graduates, seniors, artists, innovators, and regional enterprises have stronger access to commercialization support, mentorship, financing pathways, tourism participation, digital engagement, and collaborative market environments
- Tourism, culture, agriculture, care, logistics, housing, and regional mobility increasingly function through integrated operating models

capable of generating and scaling productivity, enterprise participation, workforce engagement, and more regional and inter-regional economic value

- The OLMCQ is increasingly recognized as a linguistic community and as an active contributor to Quebec's workforce capacity, innovation economy, entrepreneurship, regional vitality, and long-term economic resilience

Most importantly, success means the Roadmap begins to produce meaningful, demonstrable progress toward achieving the Ten-Year Plan's targets:

Sustainable collaboration between the OLMQ and the Francophone community of Quebec
Stronger workforce participation
Increased enterprise creation and expansion
Reduced economic disparity
Increased investment
Stronger long-term community vitality through meaningful economic participation

The Roadmap is ambitious and intentionally practical. It begins from the recognition that many of the assets required to generate stronger economic outcomes already exist, such as institutions, enterprises, workforce organizations, educational systems, tourism operators, agricultural producers, transportation infrastructure, entrepreneurs, care providers, technology builders and operators, community organizations, and regional development networks.

The challenge, according to CEDEC, is the willingness and the commitment of stakeholders to work collaboratively together to leverage existing assets and take full advantage of emerging opportunities at scale. Progress will depend heavily on sustained collaboration across public, private, and civil society sectors. **No single actor can achieve the level of coordination, participation, investment, and scale required to fully capitalize on these opportunities by themselves.** Governments, educational institutions, enterprises, investors, workforce organizations, municipalities, community actors, and regional stakeholders must increasingly operate within shared implementation environments rather than through disconnected interventions.

The Roadmap also recognizes that progress must be earned. Scaling depends on measurable results, operational reliability, stakeholder trust, enterprise participation, workforce engagement, and the ability to demonstrate that collaborative economic development generates stronger economic outcomes than fragmented activity alone.

The Roadmap is, therefore, designed as a living implementation framework capable of

continuous refinement, adaptation, and growth as conditions evolve and lessons are learned through implementation.

CONCLUSION AND CALL TO ACTION

The Road to Prosperity: The 2026-2028 OLMCQ Collaborative Economic Development Roadmap advances a clear and urgent proposition: **Quebec's economy can generate stronger, more broadly shared prosperity when its existing assets, talents, institutions, enterprises, regions, and communities are organized more collaboratively, more strategically, and at greater scale.**

The Roadmap demonstrates that the Official Language Minority Community of Quebec is not peripheral to Quebec's economic future. It is a significant economic actor with the talent, bilingual capacity, institutional networks, entrepreneurial energy, and regional presence required to help strengthen Quebec's workforce, expand enterprise growth, improve productivity, activate emerging opportunities, and build long-term economic resilience. When the OLMCQ contributes more fully to Quebec's economy, both the community and Quebec are stronger.

HOWEVER, THE ROADMAP IS SELF-EXECUTING. ITS PROMISE WILL NOT BE REALIZED BY CEDEC ALONE, NOR BY ANY SINGLE GOVERNMENT, INSTITUTION, BUSINESS, FUNDER, COMMUNITY ORGANIZATION, OR SECTOR LEADER ACTING INDEPENDENTLY.

THE PATH FORWARD FROM TODAY

The opportunities identified in this Roadmap require shared leadership. They require partners willing to contribute expertise, relationships, resources, influence, infrastructure, investment, and implementation capacity. They require public, private, and civil society sector actors prepared to move beyond endorsement and into action.

This is the invitation at the heart of the Roadmap:

CEDEC is calling on governments, employers, investors, educational institutions, municipalities, sector organizations, entrepreneurs, community leaders, funders, and civil society partners to help transform these opportunities into functioning Collaborative Economic Development Ventures.

These Ventures must be built, tested, refined, financed, implemented, and scaled.

They must be strong enough to generate measurable economic benefits for individuals, enterprises, communities, and regions across Quebec.

They must be ambitious enough to contribute to the Ten-Year Plan's long-term targets.

They must be practical enough to produce tangible economic benefits and impacts over the next two years.

THE TASK AHEAD IS BOTH DEMANDING AND HOPEFUL. IT CALLS FOR DISCIPLINE, TRUST, IMAGINATION, AND SUSTAINED COLLABORATION. IT ASKS STAKEHOLDERS TO RECOGNIZE THAT QUEBEC'S FUTURE PROSPERITY DEPENDS NOT ONLY ON THE STRENGTH OF ITS LARGEST INSTITUTIONS OR MOST ESTABLISHED SECTORS, BUT ON THE ABILITY OF ALL COMMUNITIES, REGIONS, ENTERPRISES, AND TALENTS TO PARTICIPATE FULLY IN THE ECONOMY WE ARE BUILDING TOGETHER.

The Roadmap identifies the opportunities. It provides the logic, structure, and pathway for action. What is required now is the collective will to implement this plan.

For CEDEC, this is the next stage of our work.

For the OLMCQ, it is an opportunity to deepen its contribution to Quebec's prosperity while strengthening its own long-term viability.

For Quebec, it is an invitation to build a more productive, inclusive, innovative, and resilient economy by mobilizing more fully the talents and capacities of all who call this province home.

The Roadmap begins with a simple belief: a better economy creates better lives. Its implementation now depends on those willing to help turn that belief into practical action, durable Ventures, measurable outcomes, and shared prosperity for Quebec.

CEDEC | A BETTER ECONOMY
FOR BETTER LIVES