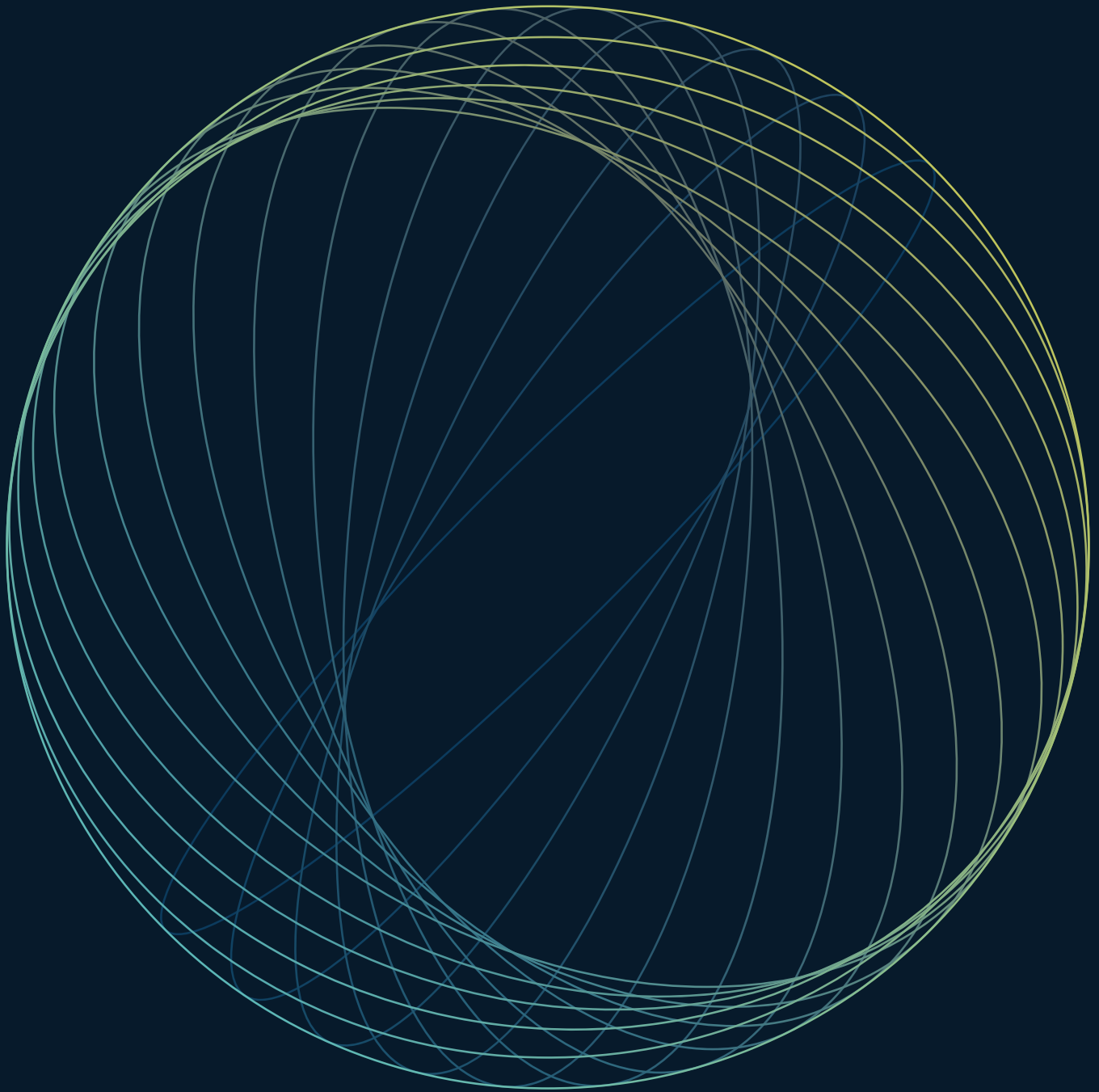




CEDEC | A BETTER ECONOMY
FOR BETTER LIVES

2025-2026 Annual Report **From Insight to Impact**

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The Ten-Year OLMCQ Collaborative Economic Development Plan

CEDEC's 2025–2026 work was guided by the Ten-Year OLMCQ Collaborative Economic Development Plan: a long-range framework for strengthening the vitality of Quebec's Official Language Minority Community (OLMCQ) and increasing its contribution to Quebec's economy.

The Plan is built on a clear vision:

A thriving economy where all Quebecers contribute to, and benefit from, the shared prosperity Canadians create together.

Its mission is equally direct:

To drive public, private, and civil society collaboration for tangible economic benefits that creates lasting impact for individuals and their communities.

At its core, the Ten-Year Plan reflects CEDEC's belief that **community vitality comes from economic participation**. For the OLMCQ, long-term vitality will be strengthened by bringing together people, businesses, and social enterprises, along with institutions, governments, and community partners. Working collaboratively to create jobs, expand enterprises, attract investment, and strengthen workforce participation, will generate measurable economic impact.

The Plan sets bold targets for 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

The Ten-Year Plan turns ambition into direction, collaboration into action, and community vitality into measurable economic progress. It is the heart of everything CEDEC does.

Message from the Chair of the Board of Directors

Dear CEDEC Stakeholders, Partners, and Friends,

On behalf of the Board of Directors, I am pleased to present CEDEC's 2025–2026 Annual Report.

This was a pivotal year for CEDEC. Guided by our Ten-Year Plan, CEDEC continued to strengthen its role as Quebec's leading Collaborative Economic Development catalyst for the OLMCQ. At the heart of this work is a simple conviction: **when English-speaking Quebecers participate more fully in the economy, Quebec is stronger.**

CEDEC's work is grounded in the understanding that **long-term community vitality depends on meaningful economic participation.**

Jobs, enterprise growth, investment, workforce development, innovation, and regional economic activity are not separate from community development. They are central to it.

This is why CEDEC's Collaborative Economic Development approach matters. Collaboration is **an economic development engine.** When organized with discipline and purpose, it brings together public, private, and civil society partners to create practical opportunities, mobilize resources, and strengthen enterprises. It also improves workforce participation and generates measurable economic benefits for individuals and communities.

The Board is proud of the strategic clarity, creativity, and commitment demonstrated by CEDEC's leadership, staff, partners, and funders throughout the year.

Looking ahead, the implementation of The Road to Prosperity: **The 2026–2028 OLMCQ Collaborative Economic Development Roadmap** will be a defining period for CEDEC. It will require focus, confidence, resources, disciplined execution, and sustained collaboration. It will also require strong governance and continued alignment with the Ten-Year Plan.

On behalf of the Board, thank you for helping CEDEC build a better economy for better lives.

Sincerely,



Leslie Acs
Chair, Board
of Directors

Message from the President and Chief Executive Officer

Dear Stakeholders, Partners, and Friends,

In 2025–2026, CEDEC advanced our work with purpose. It was a year of movement from insight to impact. Our focus was on stronger employment, entrepreneurship, and investment, alongside workforce development and local and regional economic activity.

- ▮ We strengthened our research and economic intelligence capacity. We used regional socio-economic profiles, market studies, data tools, and applied analysis to support the collaborative work of our public, private, and civil society Ventures.
- ▮ We convened leaders from multiple economic sectors across the province. At PROSPÈRE Q in February 2026, we validated promising Collaborative Economic Development opportunities for the next two years.
- ▮ We brought together Partners in the Employment Assistance Services Capacity Development Initiative (EASCDI). This province-wide effort is designed to strengthen employment support, job matching and placement, and workforce readiness.
- ▮ We advanced existing Ventures in workforce development and tourism. This demonstrated how collaboration can connect people to jobs, organize regional assets, strengthen businesses, and generate measurable economic benefits.
- ▮ We deepened policy engagement with federal and provincial institutions. By doing so, we reinforced the importance of economic development, workforce participation, and achieving measurable economic outcomes to the long-term vitality of the OLMCQ.

All this work supported our integrated strategy to prepare the way for The Road to Prosperity: The 2026–2028 OLMCQ Collaborative Economic Development Roadmap. The Roadmap will guide CEDEC and its Partners as they turn 10 promising economic opportunities into tangible economic benefits.

I thank our Board, staff, funders, partners, advisors, and stakeholders for their confidence and collaboration throughout 2025–2026. Together, we are building a better economy for better lives.

Sincerely,



John Buck
President and Chief
Executive Officer,
CEDEC

2025–2026 at a Glance

- ▮ Convened 108 participants at PROSPÈRE Q.
- ▮ Validated 24 promising Collaborative Economic Development opportunities across 10 themes through nine Collaborative Economic Development Dialogues (CEDDs) that concluded during 2025-2026.
- ▮ Prepared the foundation for The Road to Prosperity: The 2026–2028 OLMCQ Collaborative Economic Development Roadmap.
- ▮ Rolled out the Employment Assistance Services Capacity Development Initiative (EASCDI).
- ▮ Secured access to \$13.5 million over five years through the Employment Assistance Services Fund to support province-wide Employment Assistance Services.
- ▮ Continued development of the OLMCQ Collaborative Economic Development ECOSystem.
- ▮ Produced socio-economic profiles for multiple regions of Quebec.
- ▮ Presented market studies on Sutton, Quebec, and on Quebec's cruise ship industry.
- ▮ Continued to guide EmployESBC, which supported job seekers looking to secure employment in 2025-2026.
- ▮ Measured EmployESBC's total direct, indirect, and induced economic impact at approximately \$663,000 in 2025-2026.
- ▮ Supported the Côte-Nord – Labrador Interprovincial Tourism Venture.
- ▮ The Côte-Nord – Labrador Interprovincial Tourism Venture leveraged approximately \$1.6 million in contributions in 2025–2026 alone, bringing the total value of contributions to \$2.2 million since 2022.
- ▮ Supported the Magdalen Islands Cruise Ship Tours Venture, which tested its two Grosse-Île tour products.
- ▮ Measured the Magdalen Islands Cruise Ship Tours Venture's total direct, indirect, and induced economic impact, reaching \$13,000 in 2025-2026.
- ▮ Supported the development of the Sutton Tourism Venture.
- ▮ Advanced policy engagement with federal and provincial institutions.
- ▮ Shared CEDEC's stories and supported those of Partners and stakeholders through CEDEC's online network.

2025–2026 at a Glance

The logo for PROSPÈRE Q is displayed on a dark blue background. The word "PROSPÈRE" is in white, uppercase letters, with a small blue accent over the 'E'. To its right is a stylized 'Q' inside a green square, with three horizontal blue lines above it.

With PROSPÈRE Q, its inaugural, bilingual Flagship Workshop, CEDEC created the space for future stakeholder engagement to continually enhance the opportunities outlined in ***The Road to Prosperity: The 2026-2028 OLMCQ Collaborative Economic Development Roadmap***.

JOBS • MATCHES • RESULTS

The logo for EASCDI IDCSAE features the words "EASCDI" and "IDCSAE" stacked vertically. The letters "C" and "D" in "EASCDI" and "I" and "C" in "IDCSAE" are white and set against a blue rectangular background. The other letters are dark blue.

EMPLOIS • JUMELAGES • RÉSULTATS

CEDEC's Employment Assistance Services Capacity Development Initiative (EASCDI) is a five-year program that will contribute significantly to taking advantage of the Workforce Development and Labour Market Participation opportunity in the Roadmap.

Research and Economic Intelligence



RESEARCH AND KNOWLEDGE ARE CENTRAL TO CEDEC'S ECONOMIC DEVELOPMENT MODEL. CEDEC'S WORK STARTS WITH A FOUNDATION OF EVIDENCE, ECONOMIC TRENDS, STAKEHOLDER KNOWLEDGE, LIVED EXPERIENCE, AND MARKET INTELLIGENCE. THIS PAST YEAR, CEDEC CONTINUED TO STRENGTHEN ITS RESEARCH AND INTELLIGENCE CAPACITY.

A key part of CEDEC's process is to compile socio-economic profiles that identify new opportunities and Ventures to be developed. These profiles cover demography, labour force indicators, education, poverty, industry, and occupation. When these profiles are paired with on-the-ground intelligence, CEDEC is better able to understand the key stakeholders, industries, institutions, businesses, and social enterprises in a community.

CEDEC completed socio-economic profiles for the Employment Assistance Services Capacity Development Initiative (EASCDI) Partners covering the province of Quebec, which focused on all or part of 10 administrative regions, which focused on all or part of 10 of the 17 administrative regions. The regions profiled are displayed by their numerical code on the map below.

- 
- A map of the province of Quebec is shown in a light blue-grey color. Overlaid on the map are 12 circular markers, each containing a two-digit number. These markers are placed in various locations across the province, corresponding to the regions listed in the legend. The legend is a dark blue box on the left side of the page. The regions listed are: 01 Bas-Saint-Laurent, 02 Saguenay–Lac-Saint-Jean, 03 Capitale-Nationale, 04 Mauricie, 05 Estrie, 07 Outaouais, 08 Abitibi-Témiscamingue, 09 The Basse-Côte-Nord portion of the Côte-Nord region, 11 Gaspésie–Îles-de-la-Madeleine, and 12 Chaudière-Appalaches. The markers are numbered 01 through 12, with 06 missing.
- 01 Bas-Saint-Laurent
 - 02 Saguenay–Lac-Saint-Jean
 - 03 Capitale-Nationale
 - 04 Mauricie
 - 05 Estrie
 - 07 Outaouais
 - 08 Abitibi-Témiscamingue
 - 09 The Basse-Côte-Nord portion of the Côte-Nord region
 - 11 Gaspésie–Îles-de-la-Madeleine
 - 12 Chaudière-Appalaches

EASCDI Partners better understand their local opportunities and disparities, and where targeted economic development action could have a greater positive effect.

This research and these socio-economic profiles also uncovered vital information.

CEDEC's Sutton market study highlighted the town and surrounding area's rapidly aging population, housing constraints, reliance on tourism, and infrastructure limitations. It also identified opportunities for growth through mixed-use densification, mobility improvements, and entrepreneurship support. These insights provide support for business planning. Through this work, the Venture is looking at filling low-volume weekday tourism moments to grow tourism across all four seasons.

CEDEC's market study on Quebec's cruise ship industry examined the sector's structure, challenges, and long-term growth potential, particularly along the St. Lawrence Corridor. It identified opportunities related to transportation capacity, workforce development, and local business linkages. These provide a foundation for future Smart_Tourism and the development of the St. Lawrence Corridor with information on winter and expedition cruising, and clean port infrastructure.

CEDEC is building other tools, too. In partnership with the Canadian Community Economic Development Network's (CCEDNet) Community Data Program, CEDEC developed a data dashboard to support opportunity identification for Quebec's English-speaking community. The dashboard includes demographic, labour market, and agricultural data, along with broadband and mobile coverage data. It is available at the administrative region, MRC, and municipal levels for English speakers, French speakers, and the overall population. This tool strengthens CEDEC's ability to ground economic development decisions in data.

CEDEC measured, for the third time, the program impact for the SEED Initiative at the School of Continuing Studies at McGill University. This work looked at employment outcomes, income mobility, entrepreneurship outcomes, educational advancement, and barriers to career progression among program participants.

This project shows CEDEC's growing ability to measure the impact of workforce and training initiatives on individuals and the broader economy. It reinforced CEDEC's role as an applied research and impact measurement partner.

Stakeholder Engagement and Mobilization



CEDEC'S COLLABORATIVE ECONOMIC DEVELOPMENT MODEL (CEDM) IS BUILT ON ACTIVE, FORWARD-LOOKING COLLABORATION. IN 2025-2026, CEDEC CONTINUED TO DEMONSTRATE THAT COLLABORATION IS AN ECONOMIC DEVELOPMENT ENGINE.

PROSPÈRE Q: Build Enterprises. Expand Trade. Create Jobs.

On February 16 and 17, 2026, CEDEC hosted PROSPÈRE Q, its bilingual Flagship Workshop that brought together 108 participants from Quebec's public, private, and civil society sectors.

This enabled CEDEC to engage stakeholders and partners through breakout groups in validating economic opportunities shared in the Flagship Report, which emerged through the Collaborative Economic Development Dialogues begun in 2024.

The event aimed to turn promising research into concrete actions for economic development. It enabled stakeholders to assess 24 promising Collaborative Economic Development opportunities across 10 areas:

- ▮ Workforce Development and Labour Market Participation
- ▮ Graduate Entrepreneurship and Startup Development
- ▮ Encore Seniors Cooperative
- ▮ Smart_Farm
- ▮ Agri_Value Recovery & Biotransformation
- ▮ Smart_Tourism
- ▮ Smart_Culture
- ▮ Smart_Care
- ▮ Green_Build
- ▮ Next-gen: RT Drones & Electric Aviation (Rural Transportation)

PROSPÈRE Q brought together assets, insights, and leadership to inform and shape The Road to Prosperity: The 2026–2028 OLMCQ Collaborative Economic Development Roadmap. It also demonstrated CEDEC's ability to bring people together to seek economic opportunities and help the OLMCQ and its Partners shape Quebec's economic future.



Above: Photos from PROSPÈRE Q launch event.

Venture Development and Economic Impact



A VENTURE IS A COLLABORATIVE STRUCTURE THAT UNITES PUBLIC, PRIVATE, AND CIVIL SOCIETY PEOPLE AND RESOURCES TO SEIZE ECONOMIC DEVELOPMENT OPPORTUNITIES. VENTURES ARE NOT PROJECTS; THEY ARE COLLABORATIVE ECONOMIC DEVELOPMENT CAPACITY BUILDERS.

In 2025–2026, several Ventures demonstrated how CEDEC’s Collaborative Economic Development Model (CEDM) works in practice.



Tourism as a Regional Economic Driver

01



Enhancing Employment in Montreal’s Black Community

02



Growing Midweek Tourism Across Four Seasons

03



Leveraging Tourism for Regional Economic Growth

04



Credit: Battle Harbour © Destination Labrador

Tourism as a Regional Economic Driver

01

The Côte-Nord–Labrador Interprovincial Tourism Venture is helping transform a long-distance travel route into a unified regional tourism destination. Working with Partners across Quebec’s Lower North Shore and Labrador, CEDEC supported the development and promotion of Expedition 51°, a tourism brand that connects communities, businesses, attractions, and visitor experiences across two provinces.

In 2025–2026:

- ▮ More than half of 41 businesses surveyed reported direct economic benefits from the Venture, including an overall increase of about 37,000 customers.
- ▮ The Venture leveraged approximately \$1.6 million in contributions in 2025–2026 and, since 2022, has leveraged approximately \$2.2 million.

This Venture demonstrates how working together can help remote tourist attractions and accommodations into a cohesive regional economic development opportunity.



Enhancing Employment in Montreal's Black Community

02

Since 2021, CEDEC, the Black Community Resource Centre, and Public, Private, and Civil Society Partners have developed EmployESBC to connect English-speaking Black job seekers in Greater Montreal with employers seeking talent.

EmployESBC combines community trust, employer engagement, job matching, employability coaching, and upskilling referrals. It shows how targeted workforce development can reduce employment disparities while filling available jobs.

In 2025–2026, EmployESBC:

- ▮ Generated an estimated \$663,000 in economic activity for the province of Quebec by supporting job seekers in securing employment through 15 hires in 2025-2026 and five hires from previous years.
- ▮ Supported 53 job seekers in total.
- ▮ Connected candidates to hundreds of posted or shared job opportunities.
- ▮ Delivered interview preparation, job matching, and a job fair.
- ▮ Referred job seekers to upskilling, business French, and technical training supports.



Credit: Cantons-de-l Est © GouvQc Au Diable Vert Romy Zeitlinger

Growing Midweek Tourism Across Four Seasons

03

In 2025–2026, CEDEC explored how Sutton could generate more economic activity during midweek, non-peak tourism periods across the seasons. An emerging Venture concept focuses on developing three-day, two-night visitor packages combining accommodations, dining, and outdoor activities with themes such as arts and culture, wellness experiences, and local products.

The Venture is exploring practical issues like transportation to and within Sutton, service pairing, lodging capacity, and seasonal workforce requirements. Partners are collaborating to determine and design package pricing, target markets, marketing, and promotion.

This work demonstrates the strength of organizing existing economic assets into a more coordinated midweek economic offer throughout the year.



Credit: Îles-de-la-Madeleine's beach © Quenneville, André

Leveraging Tourism for Regional Economic Growth

04

The Magdalen Islands Cruise Ship Tours Venture began in response to a desire to showcase the history, life, and culture of the mostly English-speaking community of Grosse-Île to cruise ship passengers making their way to the Magdalen Islands. This created an opportunity to develop more local attractions through guided tours.

In the past year and a half, CEDEC worked with regional Partners to develop two proof-of-concept tours: a cultural and heritage tour and a tour of the Cap Dauphin Fishermen's Cooperative lobster plant. These tours highlight local historical, cultural, and economic assets.

In 2025–2026:

- ▮ Two distinct tour products were tested, and 56 cruise ship passengers participated in the pilot.
- ▮ The direct, indirect, and induced economic activity associated with the pilot was estimated at approximately \$13,000.
- ▮ A new cruise line has added the excursions to its passenger offer.

While modest, the initial results are very promising. They showed that cruise ship visitors are interested in authentic local experiences and that multiple stakeholders can benefit from well-designed tourism products.

This Venture is an example of how CEDEC helps communities test market opportunities, learn from evidence, and refine what they offer.

Strengthening Workforce and Labour Market Development



WORKFORCE DEVELOPMENT REMAINS ONE OF CEDEC'S MOST IMPORTANT PRIORITIES. THE ABILITY OF ENGLISH-SPEAKING QUEBECERS TO PARTICIPATE FULLY IN QUEBEC'S LABOUR MARKET IS CENTRAL TO INDIVIDUAL ECONOMIC WELL-BEING, COMMUNITY VITALITY, EMPLOYER COMPETITIVENESS, AND QUEBEC'S BROADER ECONOMIC PERFORMANCE.

The Employment Assistance Services Capacity Development Initiative

In fall 2025, CEDEC started rolling out the province-wide Employment Assistance Services Capacity Development Initiative (EASCDI). This initiative builds on nearly five years of experience piloting job matching and placement services.

It is designed to provide:

- ▀ A job market-driven approach to employment support
- ▀ Enhanced access to employment assistance services (EAS) across Quebec
- ▀ Innovative collaboration across all EASCDI Partners
- ▀ A province-wide online platform to connect talent and employers
- ▀ Local points of service supported by EAS employees in Partner organizations
- ▀ Labour market information to inform and target job matching and placement
- ▀ Collaboration among educational institutions, workforce developers, employers, and community organizations

Current EASCDI Partners include:

- ▀ Black Community Resource Centre
- ▀ Coasters Association
- ▀ Regional Association of West Quebecers
- ▀ TALQ (as a promotional and policy support partner)
- ▀ Valcartier Military Family Resource Centre

EASCDI is expected to contribute directly to the Ten-Year Plan's job and labour market participation targets by March 31, 2030:

4,980	Clients served through employment assistance services
1,500	Clients matched with job opportunities
400	Clients placed in fulltime jobs
1,000	Employers connected to EASCDI services

EASCDI demonstrates how CEDEC is moving from localized Venture experience to province-wide workforce development capacity.

Policy Leadership and Representation



CEDEC'S POLICY LEADERSHIP IS BASED IN ONE CLEAR IDEA: ECONOMIC DEVELOPMENT AND LABOUR MARKET PARTICIPATION ARE ESSENTIAL TO THE VITALITY OF QUEBEC'S ENGLISH- SPEAKING COMMUNITY AND TO THE PROSPERITY OF QUEBEC AS A WHOLE.

Throughout the year, CEDEC represented this view in federal and provincial policy discussions, emphasizing that the OLMCQ is an essential economic partner with assets, talent, institutions, businesses, entrepreneurs, and regional networks that can contribute more fully to Quebec's growth. CEDEC's policy work promoted several connected policy themes.

Economic Development as a Foundation of Community Vitality

CEDEC believes that community vitality depends on meaningful economic participation. Employment, entrepreneurship, workforce development, business growth, investment, and regional economic activity are not separate from language rights or community development. They are essential conditions for individuals, institutions, and communities to endure, grow, and thrive.

This belief guides CEDEC's work with federal institutions, including the Office of the Commissioner of Official Languages, Canadian Heritage, Employment and Social Development Canada, Innovation, Science and Economic Development Canada, and other federal partners.

CEDEC's message is direct:

Rights matter most when they enable people and communities to participate fully in society and the economy.

Collaborative Economic Development as a Policy Model

CEDEC promoted its Collaborative Economic Development Model (CEDM) as a practical policy method to strengthen the OLMCQ. Its central message was that complex economic challenges cannot be solved by a single sector or economic actor. They require intentional collaboration among public, private, and civil society partners.

CEDEC emphasized that collaboration is not automatic. It must be designed, resourced, governed, measured, and sustained. Through its policy engagement, CEDEC argued that collaborative capacity itself should be recognized as a core policy output. This means moving toward coordinated investments that support shared outcomes, including workforce participation, business creation, employment, entrepreneurship, regional development, and measurable reductions in economic disparity.

CEDEC's policy work, therefore, positioned collaboration as economic infrastructure: a disciplined way of aligning people, programs, and institutions, along with employers, funders, and communities, around practical results.

Workforce Development and Labour Market Participation

A major focus of CEDEC's policy leadership was workforce development. CEDEC advocates that workforce development centred on labour market participation is one of the most important pathways for English-speaking Quebecers to improve their economic well-being and contribute to Quebec's productivity and prosperity.

Through its work on Employment Assistance Services, CEDEC promoted timely, coordinated, and "by and for" federal investments that strengthen employment support for the Official Language Minority Community in Quebec (OLMCQ).

CEDEC's policy position was clear:

Federal Official Languages investments intended to strengthen OLMCQ economic and labour market development must reach organizations capable of delivering results, meeting accountability requirements, and serving the community effectively.

Recognition and Inclusion of the English-speaking Community of Quebec

At the provincial level, CEDEC's policy work insisted that the OLMCQ be recognized as a **full participant in Quebec's future**.

In its brief on Bill 1, the proposed Quebec Constitution Act, CEDEC argued that any constitutional vision for Quebec must reflect all who live and work here, including the English-speaking community.

CEDEC's proposals included stronger recognition of the English-speaking community, meaningful consultation, access to justice, protection of federal-provincial cooperation, and mechanisms to ensure that decisions affecting the ESCQ do not weaken it in any way.

Federal-Provincial Cooperation and Economic Development Across Regions

CEDEC also promoted a constructive approach to federal-provincial cooperation. Its message was that **Quebec's prosperity, Canada's economic resilience, and the vitality of the OLMCQ are mutually reinforcing**.

CEDEC argued that this is not a time for fragmentation. Labour shortages, demographic change, productivity pressures, rural development challenges, the green transition, artificial intelligence, entrepreneurship, and regional restructuring all demand stronger coordination across governments, sectors, and communities.

CEDEC's engagement with regional economic development partners, including the **Réseau des SADC et CAE**, reflected this approach. CEDEC emphasized the opportunity to connect existing regional economic development infrastructure with new workforce, talent placement, labour market intelligence, and employer engagement tools such as PROSPÈRE Q.

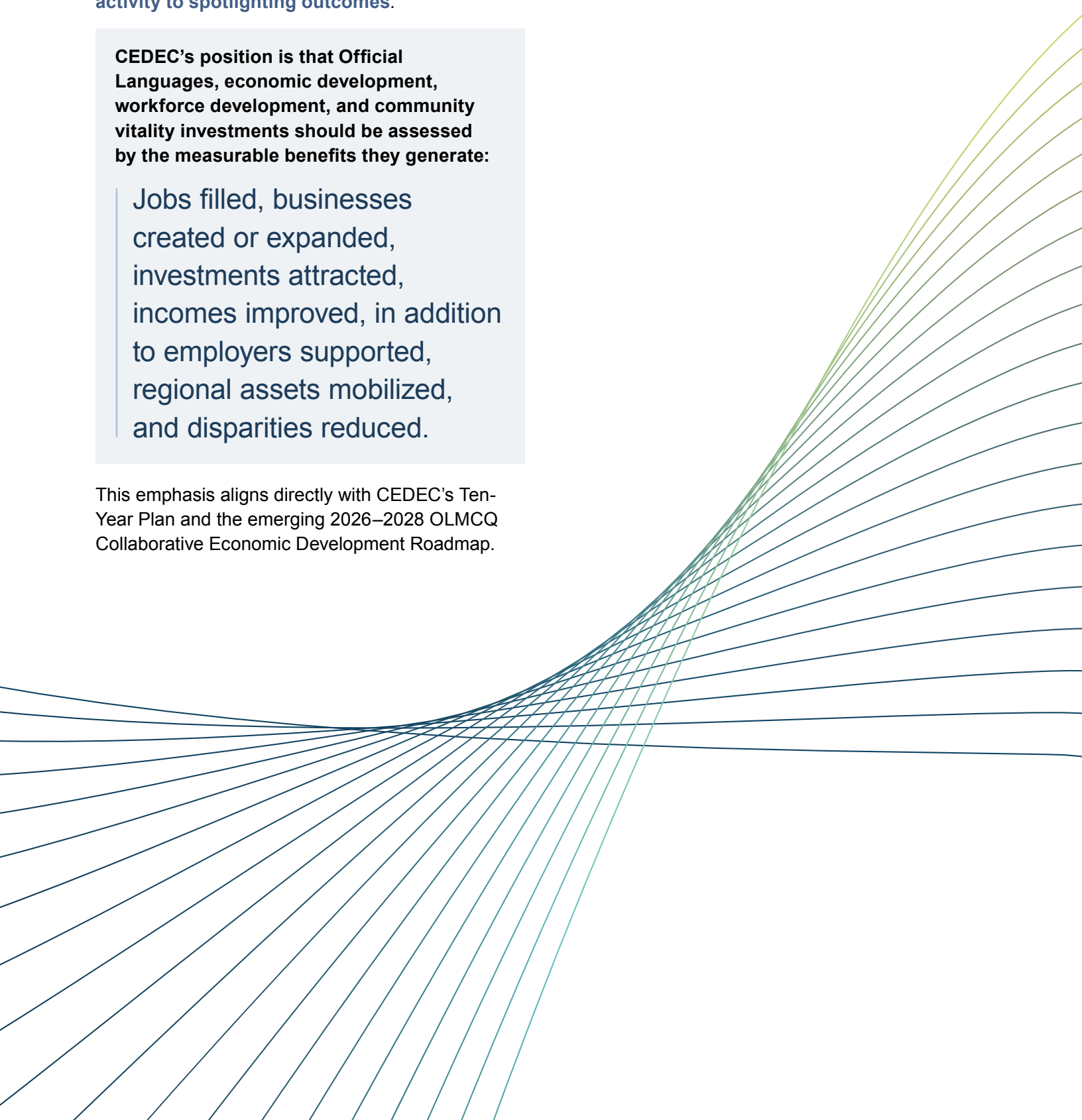
Performance, Accountability, and Measurable Outcomes

Across its policy work, CEDEC continued to promote a **shift from simply reporting activity to spotlighting outcomes**.

CEDEC's position is that Official Languages, economic development, workforce development, and community vitality investments should be assessed by the measurable benefits they generate:

Jobs filled, businesses created or expanded, investments attracted, incomes improved, in addition to employers supported, regional assets mobilized, and disparities reduced.

This emphasis aligns directly with CEDEC's Ten-Year Plan and the emerging 2026–2028 OLMCQ Collaborative Economic Development Roadmap.



Looking Ahead: The Road to Prosperity



THE 2025-2026 BUSINESS YEAR PREPARED THE GROUNDWORK FOR CEDEC'S NEXT MAJOR COLLABORATIVE ECONOMIC DEVELOPMENT IMPLEMENTATION PHASE: THE LAUNCH AND ROLLOUT OF THE ROAD TO PROSPERITY: THE 2026-2028 OLMCQ COLLABORATIVE ECONOMIC DEVELOPMENT ROADMAP.

The Roadmap builds directly on the Ten-Year Plan. It translates long-range targets into a portfolio of ten Collaborative Economic Development Venture areas:

- ▮ Workforce Development and Labour Market Participation
- ▮ Graduate Entrepreneurship and Startup Development
- ▮ Encore Seniors Cooperative
- ▮ Smart_Farm
- ▮ Agri_Value Recovery & Biotransformation
- ▮ Smart_Tourism
- ▮ Smart_Culture
- ▮ Smart_Care
- ▮ Green_Build
- ▮ Next-gen: RT Drones & Electric Aviation (Rural Transportation)

These Ventures are practical economic development capacities that CEDEC, together with its Partners, will seek to build, test, refine, finance, implement, and scale.

The Roadmap is ambitious and practical. It reflects the belief that Quebec's economy can generate stronger, more broadly shared prosperity when its existing assets, institutions, enterprises, communities, and talents are organized more collaboratively and at a greater scale.

Join us in Building a Better Economy for Better Lives



CEDEC'S 2025-2026 WORK DEMONSTRATES THAT COLLABORATIVE ECONOMIC DEVELOPMENT IS A PRACTICAL WAY OF TURNING RESEARCH, OPPORTUNITY, PARTNERSHIP, AND COMMUNITY ASSETS INTO MEASURABLE ECONOMIC ACTION.

The work ahead will require ongoing and enthusiastic support from governments, employers, educational institutions, and municipalities, in addition to community organizations, investors, funders, sector experts, and civil society partners.

CEDEC cannot implement the Roadmap alone. What it can do is identify opportunities, convene partners, build implementation architecture, and support the Ventures required to generate measurable economic benefits.

This is the promise of the Ten-Year Plan.

This is the purpose of the Roadmap.

And this is CEDEC's role.

Join us! Together we can build a better economy for better lives.

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