

SADC

Société
d'aide au développement
des collectivités

DE LA RÉGION
DE COATICOOK

2022-2023

ANNUAL REPORT

Gaël Paridaens, co-owner
Moulin de Promelles

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SERGE GOSSELIN

President



JOANNE BEAUDIN

General Manager

On behalf of the General Manager and myself, we are pleased to present you with an overview of the ways in which your SADC has contributed to the development of the Coaticook region and to the well-being of the community this year.

At this juncture, the labour and housing shortages have become two inseparable issues, which are compounded by the lack of daycare spaces. We need to attract newcomers, but we're having trouble accommodating them, and when it comes to families, we're struggling to keep up with the demand for daycare spaces. Along with its partners, the SADC is actively seeking short-, medium- and

Message from the President and the General Manager

long-term solutions. We hired a project manager to follow through on the recommendations arising from the housing consultations and to carry out smaller projects, such as helping newcomers integrate into the job market or launching a campaign to find rooms for rent in local homes. There's no end in sight to this situation, which will force us to come up with new solutions and approaches, as has always been the case when a crisis strikes.

The SADC is no exception. This year, the General Manager had to take several months off work. But thanks to our dedicated permanent staff and the Board of Directors—and with help from a retired general manager—we were able to pull through. We wish to extend our deepest thanks to Louise Paradis for her time, passion and dedication. But we need to stay focused on finding solutions, not only to the staff shortages but also to other types of employee leaves, planned and unplanned.

Despite this, two unexpected issues kept the team busy, on top of ongoing activities. The first was the cybersecurity audit, a prerequisite to implementing the measures needed to comply with Bill 25. The other was the introduction of the Projet d'aide aux petites entreprises touristiques rurales (PAPETR) [Project to help small rural tourism businesses], which allowed us to grant \$277,231 in non-repayable financial assistance to 10 small tourism businesses in a very short period.

During this year's retreat for members of the permanent staff and the Board members, we realized that we'd allocated \$973,000 to the community in 2022. We also looked at ways to increase our organizational efficiency, in particular by acquiring powerful IT solutions, improving our policies to align with the current economic situation (if only by adding sustainable development criteria to our loan process), and helping the next generation of businesses. We will also need to carry out a new strategic planning process following the renewal of our contract with Canada Economic Development (CED) for 2024 to 2029. Finally, we're planning a tour of the municipalities during which we'll meet with elected officials to explain what an incredible resource the SADC is for our community and how they can tap into its full potential.

In closing, we wish to thank CED for letting us pursue our mission, and the Réseau des SADC et CAE du Québec for their support in making it happen.

At a glance

Firmly rooted in its environment, the Coaticook SADC contributes to the development and well-being of its community. It operates in a region committed to preserving its natural, cultural and agricultural heritage. The SADC plays an integral role in this process, by participating in community projects and supporting aspiring entrepreneurs.

Contributing to the economic and social vitality of a territory covering 1,355 km² and comprising nearly 19,000 residents in 12 municipalities, the SADC, its permanent staff and the dedicated members of its Boards of Directors are proud to have been part of the region's history for over three decades now. From Barnston-Ouest to Waterville, the SADC has been, is still and will continue to be a partner in the ambitions of everyone on its territory.

Mission

Firmly rooted in its environment, the Coaticook region SADC contributes to the development and well-being of its community.

Vision

Within a cohesive and mutually supportive community inspired by a shared sustainable vision, to be recognized as a key stakeholder in development thanks to proactive actions to uphold respect for the community and to maintain jobs in, and enhance the attractiveness of, the Coaticook region.

Values

Respect: Treating others with consideration and dignity by creating a harmonious climate.

Integrity: Maintaining uprightness, honesty and transparency in all our actions.

Fairness: Guiding our actions and decisions so as to ensure fair and impartial access to and provision of our services according to needs and resource availability.

Autonomy: Maintaining the independence of actions and decisions by the Board of Directors and permanent staff.

Open-mindedness: Maintaining heightened receptiveness to the opinions of others and to the willingness to take measured risks and to learn on a continual basis, without ever taking the easy road or settling for conformity.



Territory served:
12 municipalities
1,355 km² area
18,906 residents (in 2021)

BARNSTON-OUEST
barnston-ouest.ca
COATICOOK
coaticook.ca

COMPTON
compton.ca
DIXVILLE
dixville.ca

EAST HEREFORD
easthereford.ca
MARTINVILLE
martinville.ca

SAINTE-EDWIDGE-DE-CLIFTON
ste-edwidge.ca
SAINT-HERMÉNÉGILDE
st-hermenegilde.ca

SAINT-MALO
saint-malo.ca
SAINT-VENANT-DE-PAQUETTE
saint-venant-de-paquette.org

STANSTEAD-EST
mrodecoaticook.qc.ca/municipalites/
stanstead-est.php
WATERVILLE
waterville.ca

Economic impact

Each year, the SADC's work has a significant impact on economic development in the region. The vitality of the Coaticook region, combined with the energy and enthusiasm of the SADC, make it possible for important projects to take root and thrive within the community. Our support for a wide range of projects is helping to create a diverse and prosperous local ecosystem that's attracting attention on the regional scene. Here is a summary of the SADC's activities for 2022-2023.

IN TOTAL THIS YEAR,

through the various programs managed by the SADC, we have invested more than **\$973,731** in the Coaticook region to assist

50 entrepreneurial or collective projects

LOCAL ECONOMIC DEVELOPMENT FOR THE WELL-BEING OF THE REGION

The creation of new businesses and jobs in a region as dynamic as Coaticook can only be achieved by all stakeholders working together, in harmony. Our vision of development is based on collaboration and innovation and draws on the strengths of the entire territory we serve. Every SADC-led initiative in the community is designed to stimulate economic, social and cultural development in the region, positioning it favourably on the provincial job market.

Our actions have a major impact, contributing directly to economic vitality and growth, while providing stability for well-established local businesses.



Affûtage Max Schnove

Community support achievements in 2022-2023

The SADC focuses its expertise and financial assistance on a number of different areas, all of which help to establish a clear and constructive plan for the region. Each of these initiatives is designed to promote the development or sustainability of the region's communities, first and foremost. In line with this, we've seen the appearance of "buy local" campaigns and projects focused on a major issue for the region, namely the housing crisis.

TOTAL OF MORE THAN \$141,500 INVESTED IN THE COMMUNITY ACROSS 25 PROJECTS AND INITIATIVES

\$40,000 in local measures related to **5** projects



"Buy local" campaign with Crèmette

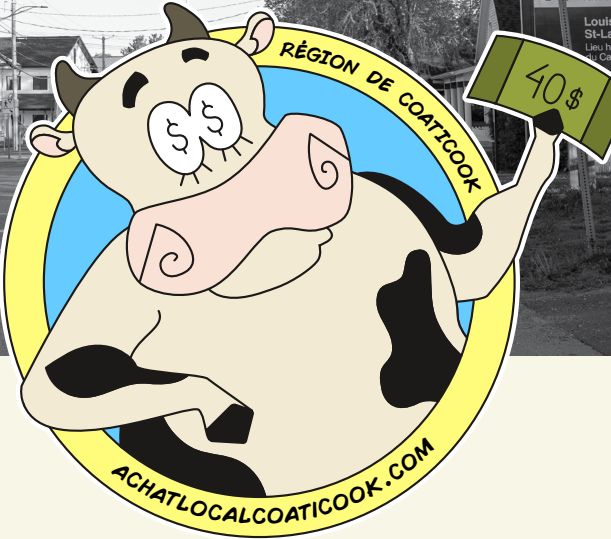
In collaboration with local stakeholders, the SADC helped set up a "buy local" campaign to attract attention for local merchants. As part of the campaign, residents could purchase \$40 gift certificates for the price of \$30 at some 30 participating businesses. The September 2022 arm of the campaign raised more than \$30,000, which was invested back into the community. The SADC helped out by designing the communication tools for the campaign.

Housing project

The housing shortage isn't just a city problem. It's affecting communities across Quebec, and the Coaticook region is no exception. For several years now, the Coaticook SADC has been a member of the Housing monitoring committee, whose mission is to support various housing projects. As such, it contributed \$20,000 toward the salary for the project manager assigned to housing in the MRC de Coaticook.

À bras ouverts and its communication plan

The housing shortage is considered a priority in our action plan. The impacts of the crisis are widespread and directly affect the region's economic potential, severely undermining its ability to attract workers and diminishing its appeal. In exploring different solutions, the Coaticook SADC worked with local stakeholders to establish a communication plan. This led to the À bras ouverts movement, which is based on the principles of hospitality and sharing and encourages people to welcome immigrants into their homes.

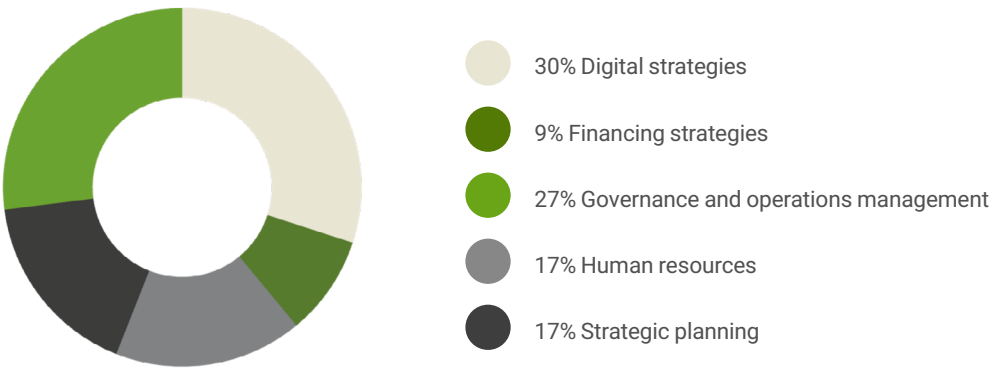


Technical assistance and other LED projects

The business model, technologies and operating tools need to be adapted faster in order to remain competitive in a constantly evolving market. The SADC's technical assistance component helps businesses and organizations get equipped to tackle the many challenges they may encounter.

This year,
16 businesses and organizations
shared a total of
\$42,364
in the following areas

TECHNICAL ASSISTANCE INTERVENTION AREAS



RESULTS OF LOCAL ECONOMIC DEVELOPMENT SUPPORT SINCE 1994

Number of projects:
535
Number of businesses and NPOs supported:
1,497
Total amount invested for the SADC:
\$1.6 M



Photo credit : Stéphane Lafrenière

Business investment and guidance achievements in 2022-2023

This year, our team focused its initiatives on providing personalized guidance for businesses. Given the current economic climate, we wanted to prioritize onsite visits and spend time with each individual business. This gave us better insight into their specific challenges and allowed us to tailor our support, which both increased the chances of their projects succeeding and helped them adapt better to market realities.

The SADC's investment committee granted a total of
\$554,500
leading to the creation of
10 jobs at **7** different businesses
This had a leverage effect of nearly
\$2.1 M



Parage d'onglons
[Hoof trimming]

Financing by fund type

This year,

we were able to invest

\$429,500

in **4** businesses

REGULAR INVESTMENT FUND

The SADC has an investment fund dedicated to SMEs and business leaders to support their acquisition, start-up, expansion, modernization and succession projects. The purpose of this fund is twofold. First, it must ensure that jobs are created or maintained, and that each project being considered for a loan has the potential for profitability and viability.

YOUTH INVESTMENT FUND (STRATÉGIE JEUNESSE)

The goal of the YIF is to encourage young people ages 18 to 39 to start their own business and to complete a project that inspires them, making a dream come true. This fund is a unique financial product that consists of personal loans ranging from \$5,000 to \$25,000. It represents a powerful springboard for large projects.

This year,

investment of

\$125,000

in **5** businesses

RESULTS OF INVESTMENT SUPPORT SINCE 1994

Number of loans:

389

Number of businesses:

268

Total amount loaned:

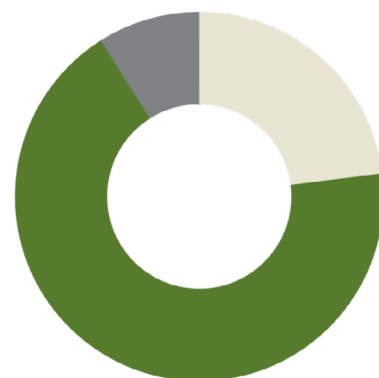
\$15.4 M

PROJECT TYPES



81% Growth
19% Startup

REGULAR INVESTMENT FUND BY SECTOR



9% Agriculture
68% Construction
23% Housing

PROJECT TYPES



12% Growth
88% Startup

YOUTH INVESTMENT FUND BY SECTOR



32% Agriculture
32% Construction
36% Services

Virage vert program

THE VIRAGE VERT PROGRAM IS A TOOL FOR BUSINESSES TO KICKSTART THEIR ECO-RESPONSIBLE BEST PRACTICES.

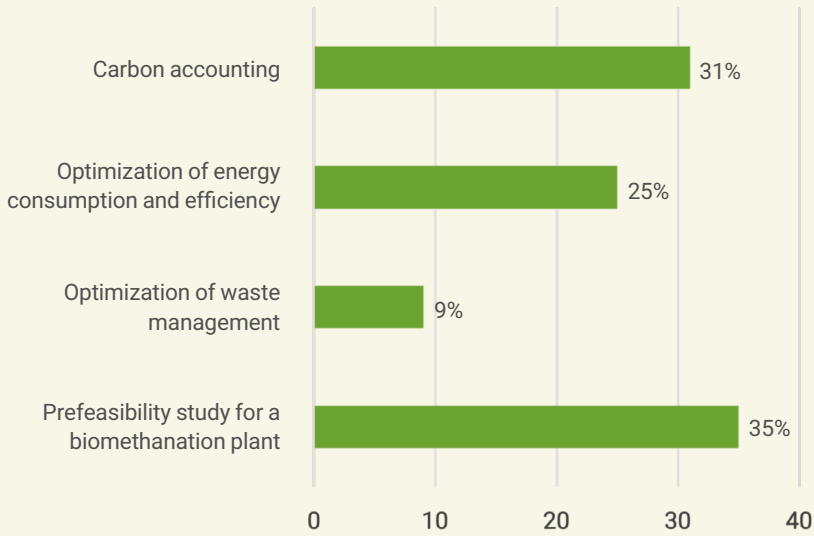
For the second year running, the Virage vert program has proved to be a valuable tool for businesses that want to start transitioning to sustainable development best practices. This program provides specialized expertise to help businesses improve their environmental and economic performance or to get support with collective projects.

More than
\$55,570
was granted to **7** projects

Programme d'accélération
du développement durable
des régions du Québec

VIRAGE > VERT

NATURE OF INTERVENTIONS



Special program

PROJET D'AIDE AUX PETITES
ENTREPRISES TOURISTIQUES
RURALES (PAPETR)
[PROJECT TO HELP SMALL
RURAL TOURISM BUSINESSES]

This special one-time program was designed to provide non-repayable financial assistance to Coaticook-area tourism businesses to help them carry out various types of investment projects. The PAPETR will stimulate projects intended to boost tourism, a sector hit hard by the COVID-19 pandemic.

10 projects supported

Total of
\$277,731

in non-repayable assistance for tourism
businesses in the Coaticook region

Reach

13,448

people visited our website
and socio-economic directory

1,366

Likes and follows on social media

Creation of a LinkedIn page

To better communicate with our clients
and members, we published:

18 newsletters

34 news items on our website

72 Facebook posts



Stéphanie Vachon, Executive Director
L'Éveil, ressource communautaire en santé mentale



Karine Belhadj, Owner
Pour Croissant Faire



France Sénécal, Owner
Camping du lac Lyster



Geneviève Martin, Owner
Rituel G

Production and distribution of 4
Mon aventure entrepreneuriale
videos

featuring passionate women
entrepreneurs in the region

Our team

DEDICATED DIRECTORS

Executive Committee

SERGE GOSSELIN, President

RAYMOND RACICOT, Vice-Chair of Investment

CLAUDE PAQUET, Vice-President of Local Development

JUDITH BOLDUC, Secretary-Treasurer

Investment Committee

RAYMOND RACICOT, Vice-President and representative, Agrifood sector

SERGE GOSSELIN, President and representative, Public sector

JUDITH BOLDUC, Trade & Services sector

SYLVIE FAUTEUX, General Representation

FÉLIX ROY, Youth sector

Local Development Committee

CLAUDE PAQUET, Vice-President and representative, Community sector

SERGE GOSSELIN, President and representative, Public sector

SYLVIE GIGUÈRE, Legal & Finance sector

JOHANNE PROVENCHER, Industry sector

JUDITHE PROVENCHER, Agrifood sector

The vision, dedication and commitment of the Board of Directors are what make the SADC a uniquely outstanding organization of which we are very proud.

THE NINE PASSIONATE DIRECTORS COMPLETED MORE THAN 402 HOURS OF VOLUNTEER WORK.

COMMUNITY INVOLVEMENT

Firmly rooted in its environment, the SADC is involved in the following local and regional committees:

- BD of T@CTIC Itée
- BD of the Pôle d'entrepreneuriat collectif de l'Estrie
- Chantier Habitation, chantier Faire connaître and chantier Conditions facilitantes
- Solidarity and social inclusion consultation committee (CCSIS)
- Workforce issues committee
- Fonds Vitalité des milieux de vie committee
- Cultural diversity committee
- Industry committee
- Place aux jeunes committee

DEDICATED PERMANENT STAFF



Joanne Beaudin
General Manager



Manon Bergeron
Executive Assistant



Andréanne Courchesne
Business Advisor
and Financial Analyst



Marie-Hélène Thériberge
Local Development and
Communications Officer

Wahib Bendhiab
Business Advisor
and Financial Analyst
**From September 11, 2018,
to June 23, 2022**

Special thanks to Louise Paradis

who acted as interim General Manager from October 2022 to March 2023.

Louise's dedication reflects a deep passion for entrepreneurship and for the SADC's mission. The entire team is very grateful for her time and energy.

THANK YOU TO ALL OUR PARTNERS!

**AND ESPECIALLY CANADA ECONOMIC DEVELOPMENT FOR QUEBEC REGIONS
AND THE RÉSEAU DES SADC ET CAE DU QUÉBEC.**

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**CANADA ECONOMIC DEVELOPMENT FOR
QUEBEC REGIONS**

dec.canada.ca/en/

Canada Economic Development for Quebec Regions
offers financial support to the SADC

RÉSEAU DES SADC ET CAE DU QUÉBEC

sadc-cae.ca/en/



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Development
for Quebec Regions

Développement
économique Canada
pour les régions du Québec