

SADC

Société
d'aide au développement
de la collectivité

DE LA RÉGION
DE COATICOOK

A man and a woman are standing in a greenhouse, smiling at the camera. They are surrounded by rows of green lettuce plants growing in white trays. The man is wearing a black hoodie and a black baseball cap. The woman is wearing a black hoodie. Both hoodies have a logo on the left chest that reads "S.A.M. LARCHE 2.0 COATICOOK, QC" with a small graphic of a greenhouse above the text. The greenhouse has a metal frame and a translucent covering. The background shows more rows of plants and the structure of the greenhouse.

2024-2025

ANNUAL REPORT

Mathieu Thériault and Carol-Ann Lacroix, owners
of Serres Lamarche 2.0

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SERGE GOSSELIN
President

A word from the President

Here are my final words as President of the Board of Directors of the SADC de la région de Coaticook.

I like to recall all that has been accomplished by our various teams of directors and employees since November 2011, when I was nominated as President.

Our staff will show you our achievements over the past year.

With the addition of new employees to our existing team, our organization has become an essential player in the region. This growth allows us to offer an even wider range of services to the entrepreneurs and organizations of the region.

This year, we proceeded with the implementation of our strategic plan, which enabled us to establish our orientations for the coming years:

- To adopt a discourse that brings together the region's social and economic concerns, both to express the mission of the SADC and to promote a "socio-economic" vision for the development of the Coaticook region.
- Take ownership (in the sense of making it our own) of the ESG approach, making it an integral part of our values and practices, in order to inspire businesses and regional partners to do the same.
- Prioritize investments and support initiatives that foster the development and appeal of village centers.
- To engage in meaningful collective projects, flagship initiatives for the region.
- To adapt the service offering and set investment priorities to better support the long-term sustainability of businesses.

I would like to conclude by thanking all our employees, past and present, for their dedication, expertise and attentiveness to our businesses' needs over the years.

Thank you to all the volunteers who have served on our boards of directors. Without you, our SADC would not have become such a vital organization.

Thank you, and happy reading!



Employees of the SADC de la région de Coaticook



RAFAËL GENDRON

General Manager

A word from our Director

I'm very proud to present the results of my first year as General Manager of the SADC of the Coaticook region. I can sum up the year in one word: **TRANSITION.**

The year 2024-2025 brought many changes for the SADC: a new direction, a new strategic plan, a new agreement with Canada Economic Development and several new funds, all of which required a great deal of adaptation and tolerance for ambiguity from the entire team.

Fortunately, with the support of the Board of Directors, we were able to bring this major organizational change forward to begin 2025-2026, ready to better meet the needs of the Coaticook region.

I'd be lying if I said I wasn't surprised by the results we achieved this year. A number of opportunities and special situations obliged us to anticipate several changes, and several matters had to be worked on simultaneously in an often uncertain context. Despite starting the year with a reduced team, and integrating several new members along the way, the entire team rose to the challenge brilliantly.

Although well underway, the work is far from over. The past year, marked by a number of changes to improve our internal organization, is only the first step. The coming year will be focused on working better **TOGETHER** with our regional partners, to creat a greater impact across the entire community.

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

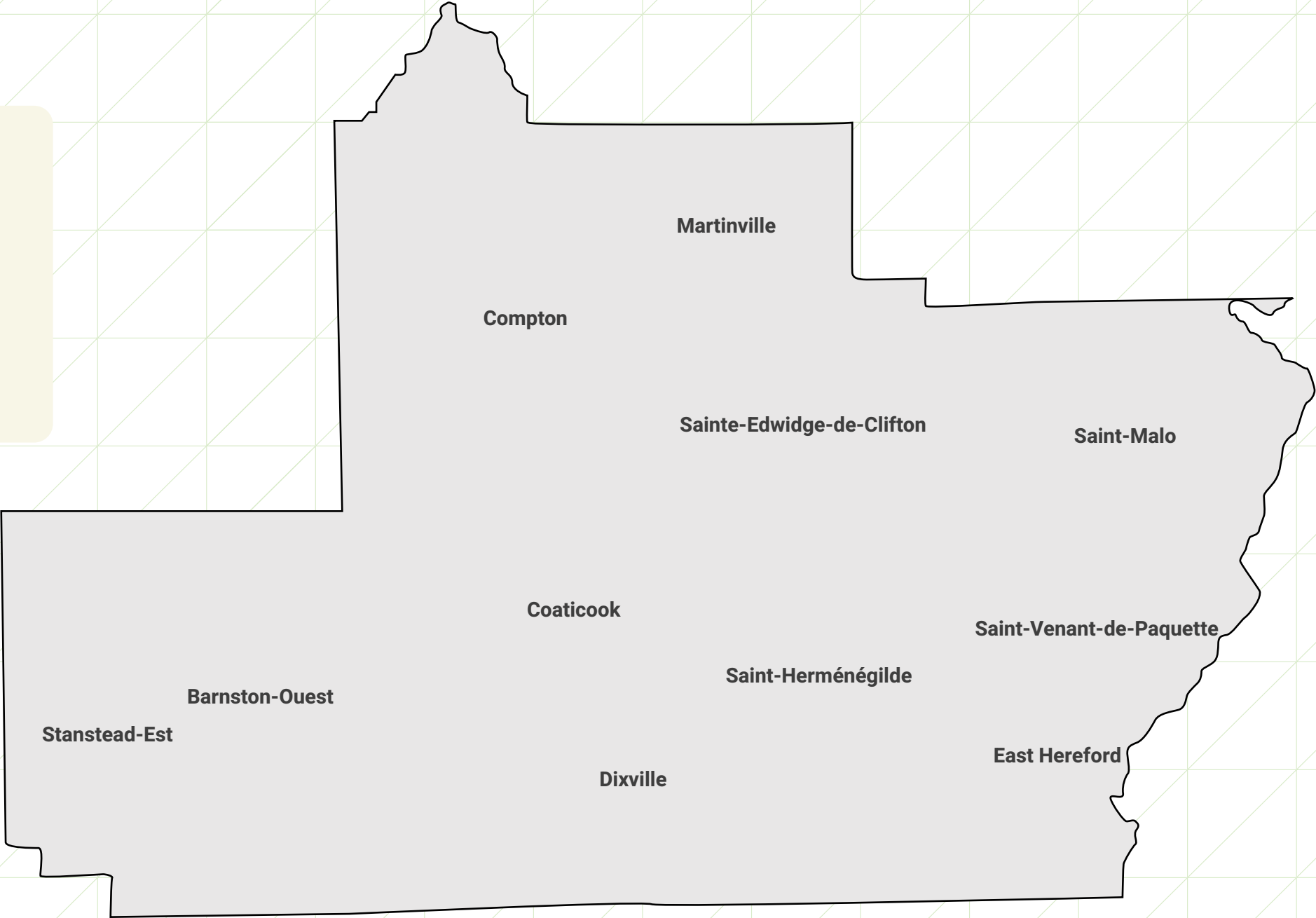
1,355 km²

18,906

municipalities

area

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



Serres Lamarche 2.0 (above and left)

GOVERNANCE

A lot of effort has also been put into the governance overhaul. A reflection on the involvement of the various members as well as on the roles of the different committees was carried out in order to optimize the decision-making bodies. This process has led to several proposed changes to our general regulations, aimed at reducing irritants, improving accessibility for members, modifying and creating several committees, and improving decision-making processes, file follow-up and information dissemination.

ESG

In the course of the new year, we also launched our first workshop on the integration of the environmental, social and governance (ESG) approach, which will have a major impact in the years to come.



Serres Lamarche 2.0 (Mathieu Thériault – owner)

Internal affairs

The year 2024-2025 marks the first year of our new 2024-2029 strategic plan, and significant progress has been made in realigning the organization with the identified objectives.

INTERNAL OPERATIONS AND HR

Significant work was done to overhaul our internal operating procedures, with the aim of focusing on supporting the various projects in the region, while standardizing our processes. As such, the year was marked by a change in the way we deliver our services, in our choices of involvement, and by the creation or restructuring of three positions to better meet the region's needs. The three positions in question are:

- Community Agent
- Project Manager
- Collective Enterprise Agent



Sustainable tourism conference with CAE Memphrémagog

LOCAL DEVELOPMENT PROJECTS

ACHIEVEMENTS IN COMMUNITY SUPPORT IN 2024-2025

Aware that development begins with access to essential needs - particularly stable housing and local services - the SADC acts as a catalyst for socio-economic development by supporting a variety of initiatives.

Each action taken by the SADC is in line with its 2024-2029 strategic orientations, aimed at contributing to the growth and well-being of the community. The following achievements illustrate our commitment to structuring initiatives that generate lasting benefits for the entire region.

A TOTAL OF \$521,235 WAS INVESTED IN 12 PROJECTS AND INITIATIVES BENEFITING THE COMMUNITY



First HR Conference in the Region

Initiatives to support French language acquisition

The SADC has actively contributed to the maintenance of francization training for immigrant workers in the Coaticook region by supporting the implementation of francization workshops.

Carried out in collaboration with the MRC de Coaticook, the Bibliothèque Françoise-Maurice and two specialists in teaching French as a second language, this initiative has enabled the workforce to continue their linguistic integration process. Initially planned as a temporary measure until March 2025, the workshops will be extended this year, due to ongoing demand. These workshops will continue to complement the courses offered by the Centre de services scolaires des Hauts-Cantons, ensuring sustained language support in the region.

HR Conference: *The art of retaining talent*

The first edition of the HR Conference in the Coaticook region was held this year under the theme of employee retention. The SADC was actively involved alongside its partners in ensuring the event's success. Encouraged by the response, a second edition is already scheduled for October 2025, with the theme: *Artificial intelligence and HR practices*.

Sustainable Tourism: A Completed Mobilization

The 7 SADC+CAE of the Estrie region, in collaboration with Tourisme Cantons-de-l'Est and Destination Sherbrooke, have completed the second and final year of the regional sustainable tourism project. The initiative aimed to support tourism businesses in adopting more responsible and sustainable practices.

A total of nine companies from the Coaticook region participated in the various training cohorts offered throughout the project. This initiative is now supported by Tourisme Cantons-de-l'Est, which will continue its efforts initiated with local businesses.



Gala Défi OSEntreprendre

Deployment or Launch of l'Entrée

L'Entrée, a non-profit organization dedicated to affordable housing that grew out of the Chantier de l'habitation (created in 2024), was able to purchase its first 10-unit building in Coaticook thanks to the collective effort of its partners and directors. The SADC contributed directly to the start-up process, both financially and in terms of human resources, enabling this organization to reach this important milestone.

Towards a territorial food system

The SADC is proactively supporting the initiative of the MRC de Coaticook to establish a Territorial Food System (TFS) for the region. The goal is to strengthen resilience, food security and short supply chains by mobilizing players in the agri-food sector.

The SADC will continue to participate in this initiative in order to align its support with the development of local food priorities.

Place aux jeunes - Exploratory stays

With the goal of attracting young people to the Coaticook region and helping them discover the many advantages of life in the region, the SADC provides financial support for the Exploratory Stays organized by Place aux jeunes Coaticook. This year, 10 exploratory stays were held, with the participation of 15 young adults aged 18 to 35.

Campaign *T'es un p'tit qui?*

For the sixth year, the SADC is collaborating with the MRC de Coaticook and Place aux jeunes Coaticook to highlight individuals of immigrant background who live and work in the region. Through entertaining and human video clips, the *T'es un p'tit qui?* campaign lets people discover their backgrounds and preferences, helping to promote diversity and strengthen the sense of belonging to the community.

Survey on the effects of tariffs

In collaboration with the MRC, the SADC conducted a survey among local businesses to assess the impact of customs tariffs on their operations. This initiative enabled us to identify priority actions to be implemented in order to provide tailored support to the entrepreneurs of the region.

Quartier du Plateau

Over the past year, the SADC has become significantly involved in the agri-residential project led by the Centre d'initiatives en agriculture de la région de Coaticook (CIARC). Aware of the structuring potential of this initiative for the region, the SADC intends to actively support the development of this unique living environment over the coming years.

Radio Chronicles of the *ABC de la SADC*

Over the course of the fiscal year, 17 radio segments were produced by the team and broadcast by Radio Coopérative CIGN, with the goal of publicizing the services and expertise of the SADC de la région de Coaticook.

- Business Financing
- Local Economic Development
- Mutualisation of resources
- *Myths or realities?* About the SADC
- Introducing the new general manager
- Campaign *À bras ouverts*
- Review 2023-2024

Season 2: 10 chronicles

- Social Economy (3 chronicles)
- Cost management
- Customer relations
- ESG factors
- Working capital management
- Artificial Intelligence
- EDI factors
- The importance of planning

Local Gala Défi OSEntreprendre

The Défi OSEntreprendre is a major movement that promotes entrepreneurial initiatives across Quebec. For its 27th edition, the SADC took part in organizing the local gala, where we celebrated 10 businesses, 5 of which were selected to move on to the regional level.

Support and technical assistance

What a privilege it is to support collective enterprises that are making a difference right here at home. Supporting social economy projects at every stage: start-up, growth, challenges, wild dreams! We work with entrepreneurs, non-profit organizations and cooperatives to offer them multidisciplinary support, financing and, above all, a vision. For the past six months, we've been working together to meet the needs of the region with concrete, sustainable and humane solutions. And these needs are huge. The shift towards the social economy undertaken by the SADC of the Coaticook region is more than just another business model: it's a way of building our future, collectively and sustainably.

59

businesses received technical assistance, including

12

social economy enterprises



Centre d'art Rozynski

Support
172
hours

Technical Assistant
720
hours



L'Entrée with its Board of Directors

BREAKDOWN OF THE TYPE OF TECHNICAL SUPPORT



- 29% Accounting and finance
- 22% Expansion / Modernization
- 7% Governance
- 30% Pre-start / Start-up
- 12% Business transfer / Succession



Pause Gourmande 2024 SENC (above and left)

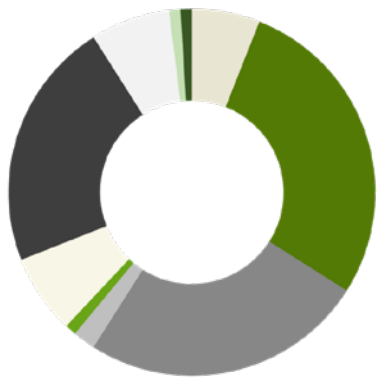
Business financing

REGULAR INVESTMENT FUNDS

The SADC has an investment fund dedicated to supporting SMEs and entrepreneurs in their acquisition, start-up, expansion, odernization or succession projects. The fund has a dual objective. Firstly, it must ensure that jobs are created or maintained and, secondly, that each project demonstrates a potential for profitability and a long-terme viability in order to qualify for a financial loan.

This year,
we were able to invest
\$318,525
in **3** companies

BREAKDOWN OF TOTAL PORTFOLIO BY INDUSTRY SECTOR



- 6% Agriculture and food processing
- 28% Commerce and local services
- 25% Construction and related services
- 2% Snow removal
- 1% Teaching / Education
- 7% Heavy vehicle maintenance and repair
- 22% Accommodation and restaurants
- 7% Cultural and creative industries
- 1% Specialized services
- 1% Plumbing and heating work



Serres Lamarche 2.0

YOUTH INVESTMENT FUND

The Youth Investment Fund is designed to encourage young people between the ages of 18 and 39 to start their own business and bring to life a project that inspires them, turning a dream into reality. The fund is a unique financial product offering a personal loan ranging from \$5,000 to \$25,000. It can be leveraged if the project is on a larger scale.

This year,
we were able to invest
\$150,000
in **5** companies



Serres Lamarche 2.0 (Carol-Ann Lacroix – owner)

NEW FUNDS

Digital Strategy

Whether it's for the implementation of management systems, process automation, robotics, smart home technologies or the optimization of cyber security, this fund supports the adoption of practices and technologies that facilitate the digitization of business activities.

This year,
we were able to invest
\$50,000
in **2** companies

Sustainability Strategy

To encourage the adoption of eco-friendly practices or the implementation of clean technologies in businesses: accelerating the green transition, optimizing energy efficiency, reducing greenhouse gas emissions, improving waste management, and much more.

Business Transfer Strategy

This fund is designed to ensure business continuity: facilitating business acquisition or succession, whether within the family or externally. For both sellers and buyers.

Organizational outreach and visibility



Radio chronicles on CIGN



Bilingual advertorial on the union of economic and community development in the magazine

WEBSITE

48 000
42

views

Web articles

FACEBOOK

784
123

subscribers

publications

LINKEDIN

387
54

subscribers

publications

NEWSLETTER

187
12

subscribers

distributions

PRESS

6
17

press releases

mentions and
interviews

6

advertisements

OFFICIAL LANGUAGES ACT

This year, the team chose to strengthen ties with l'association régionale les Townshippers', which represents the English-speaking community of the Estrie region, in order to better reach and connect with them. The SADC was present at the unveiling of the *Portrait of the English-speaking Community of the MRC de Coaticook*, a valuable tool to increase the impact of the SADC among its English-speaking members. Offering bilingual publications on social media was a new initiative this year. The hiring of a bilingual team member has made internal translation much more efficient and accessible.

24

bilingual
publications

20

web articles in
English

3

press releases
in English

2

ads in English

\$15,591

to provide information in both
official languages

Economic impact

Through the various programs managed by the SADC, we have invested more than

\$1,039,760 in the development of the Coaticook region, supporting

59 businesses (including **12** social economy enterprises) in

12 community projects



Radio chronicles on CIGN



Parc de la Gorge de Coaticook

Our team

BOARD OF DIRECTORS

Executive Committee

Serge GOSSELIN, President
Sylvie FAUTEUX, Vice-President of Investment
Claude PAQUET, Vice-President of Local Development
Judith BOLDUC, Secretary-Treasurer

Investment Committee

Serge GOSSELIN, President and representative, Public Sector
Sylvie FAUTEUX, Vice-President and General Sector
Judith BOLDUC, Trade and Services Sector
Raymond RACICOT, Food Industry Sector
Katherine CHARTIER, Youth Sector (since December 2024)

Strategic Committee

Serge GOSSELIN, President and representative, Public Sector
Claude PAQUET, Vice-President and representative, Public Sector
Sylvie GIGUÈRE, Legal and Finance Sector
Johanne PROVENCHER, Industrial Sector
Judithe PROVENCHER, Food Industry Sector
Catherine QUIRION, Social Economy Sector

The vision, dedication and commitment of the members of the Board of Directors make the SADC a unique and exceptional organization of which we are truly proud.

THE 10 BOARD MEMBERS OF THE BOARD
OF DIRECTORS DEDICATED MORE THAN
373 HOURS OF VOLUNTEER WORK

COMMUNITY INVOLVMENT

Deeply rooted in its community, the SADC de la région de Coaticook is involved in a number of local and regional committees:

- Board of Directors of Pôle d’entrepreneuriat collectif de l’Estrie
- Housing Consultation Committee
- Governance Table (CIUSS)
- Place aux jeunes en région
- Committee recrutement international en développement économique (RIDÉ)
- Committee with Local Development Officer
- Comité de concertation solidarité et inclusion sociale (CCSIS)
- Workforce Issues Committee
- Territorial Food System Advisory Committee (TFS)
- Fonds Vitalité des milieux de vie committee, MRC de Coaticook
- Cultural Diversity Committee
- Industrial Committee
- Committee Fonds québécois d’initiatives sociale (FQIS)
- Investment Committee of the Réseau d’investissement social du Québec (RISQ)
- Consulation Tables Reform Steering Committee
- Estrie SADCs and CAE’s sustainable tourism project steering committee

PERMANENT STAFF



Rafaël GENDRON
General Manager



Manon BERGERON
Administrative Assistant



Hélène GINGRAS
Project Manager



Andréanne COURCHESNE
Business Advisor



Issaka OUMAROU HAROU
Business Adviser



Yannick PIVIN
Collective Enterprise Advisor



Virginie PAUL
Communication Officer
(shared resource)



Andra PETRUCIANU
Community Agent

Joanne BEAUDIN
General Manager
(until May 2024)

Marie-Hélène THÉBERGE
Local Development Agent
(until September 2024)

Véronique CLÉMENT
Community Agent
(from October 2024 until February 2025)

THANK YOU TO ALL OUR PARTNERS!

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

SADC DE LA RÉGION DE COATICOOK

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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/



Canada Economic
Development
for Quebec Regions

Développement
économique Canada
pour les régions du Québec