



SADC

Société
d'aide au développement
de la collectivité

DE LA RÉGION
DE COATICOOK

2025-2026

ANNUAL

REPORT

Odile Ferland and Jessie Côté, Owners
Mont Expérience Hereford, East Hereford



Rustik Bison,
Saint-Herménégilde

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**CATHERINE
QUIRION**

**President of the Board of Directors
SADC de la région de Coaticook**

A MESSAGE FROM OUR PRESIDENT

The 2025-2026 year was a year of transition in terms of governance for the SADC de la région de Coaticook. It was a transition that was embraced, planned, and, I believe, successful.

When I accepted the position of chair of the board of directors, I knew my role would be temporary. My mandate was, above all, to ensure a smooth transition between two chapters in our organization's history. It is therefore with great gratitude that I would first like to thank Serge, who served in this role before me with dedication, as well as Véronique, who is now taking over. I would also like to thank all the board members who have given their time, shared their expertise, and contributed to the many discussions that have shaped this year.

In an economic climate fraught with challenges, SADC has continued its work with an unwavering commitment: to serve its community. Throughout the year, the organization has strengthened its practices, reviewed certain processes, and continued to implement its strategic plan. These efforts all share a single goal: to continue supporting the development of our community with rigor, relevance, and openness.

In my view, one of the SADC's greatest strengths remains its ability to work in harmony with its ecosystem. The challenges we face — whether they concern entrepreneurship, housing, the region's appeal, or community development — cannot be tackled alone. They require collaboration, dialogue, and a shared commitment to moving forward. I am proud to see the SADC actively contributing to this spirit of collaboration that characterizes our region.

I would also like to highlight the courage of entrepreneurs. Behind every business project are people who are willing to take risks and invest their time and energy, often in the face of uncertainty. Whether it's a startup, a business succession, an expansion, or a transformation, each project demonstrates a remarkable commitment to our community. These entrepreneurs make a tangible contribution to the economic and social vitality of our region.

Finally, I would like to extend my heartfelt thanks to the SADC staff. Their professionalism, dedication, and adaptability have enabled the organization to tackle numerous projects head-on while continuing to provide high-quality support to its clients. At a time when many organizations are experiencing significant staff turnover, the stability of our team is a valuable asset of which we can be proud.

Thank you to everyone who contributes, in their own way, to the vitality of our region. Together, let's continue to build a strong, welcoming, and prosperous community.



A MESSAGE FROM OUR GENERAL MANAGER

**RAFAËL
GENDRON**

**General Manager
SADC de la région de Coaticook**

The 2025-2026 school year went by so quickly. Following numerous organizational changes in previous years, we were finally able to focus our efforts on implementing our new vision and demonstrating its tangible impact on our community. This year confirmed the relevance of our strategic planning and our team's ability to transform ambitious goals into concrete actions, all while pursuing the same objective: contributing to the dynamism and vitality of the Coaticook region.

I am particularly proud of the work accomplished by our team. In a context where economic, social, demographic, and environmental issues are becoming increasingly intertwined, the team has demonstrated a great capacity for adaptation and collaboration. The results we've achieved are a

testament to this collective commitment. We have supported numerous transformative projects and increased our engagement with local entrepreneurs.

We still face many challenges given the unstable circumstances we are currently experiencing. However, I am confident that the foundations laid over the past two years with the SADC team have equipped us with all the tools we need to face the future with confidence.

The achievements presented in this annual report are the result of a collective effort and a shared conviction: that the development of our region depends above all on concerted action by local stakeholders and support for passionate entrepreneurs and committed organizations.

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 SADC de la région de Coaticook 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.

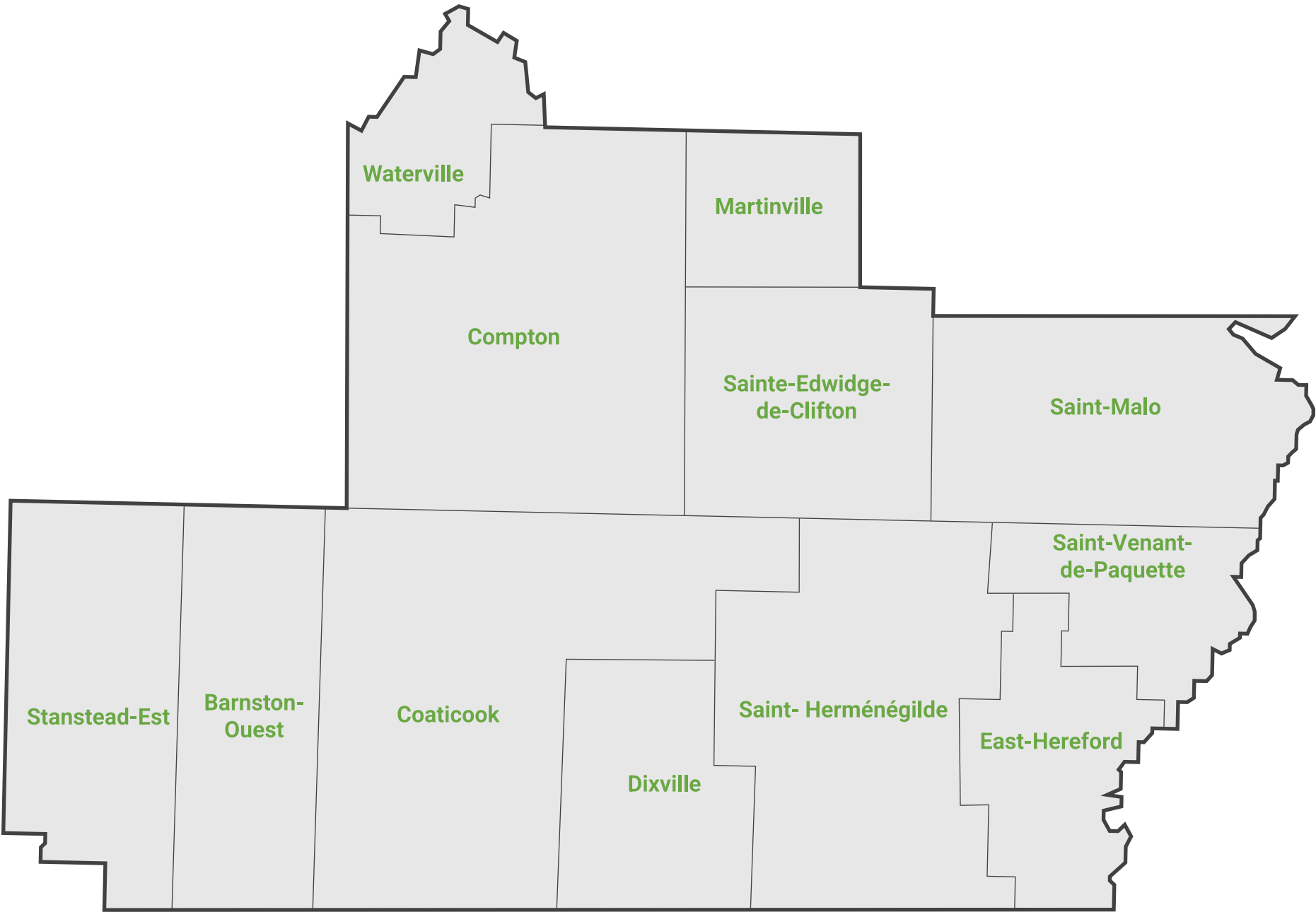
Integrity: Maintaining uprightness, honesty and transparency in all our actions.

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



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
mrcdecoaticook.qc.ca/municipalites/stanstead-est.php

WATERVILLE
waterville.ca



Mont Expérience Hereford,
East Hereford

INTERNAL AFFAIRS

The year was marked by the implementation of changes and the optimization of internal processes. Following the launch of the new strategic plan, a great deal of work had to be done within the organization to implement it.

OVERHAUL OF SUPPORT SERVICES

A new policy on support, technical assistance, and professional services has been developed to better define and structure the various services offered to businesses in the region. It strikes a better balance between client needs and the organization's capacity, while also clarifying the types of assistance provided by advisors.

ODOO

A great deal of effort went into implementing the ODOO software in 2026 within the Réseau des SADC et CAE. Unfortunately, certain technical issues caused delays, resulting in the postponement of its implementation in Coaticook until the 2026-2027 fiscal year.

COMMITTEES

Work on governance continued with changes to the various committees to enable greater participation by our members. Notable developments include the creation of an ESG committee and a governance committee, as well as the transformation of the local development committee into a strategic committee. A review of corporate membership has also been initiated.

COMMUNICATION

The 2025-2026 period marks Virginie Paul's official joining of the team; she had already been working with the SADC as a shared external resource. Having a full-time communications officer has significantly increased our visibility within the community.



2nd HR Conference
in the Coaticook Region

LOCAL DEVELOPMENT PROJECTS

ACHIEVEMENTS IN COMMUNITY SUPPORT FOR 2025-2026

Recognizing that regional development depends on conditions that promote quality of life, attract a workforce, and foster economic and social vitality, the SADC acts as a catalyst for socioeconomic development by supporting various initiatives.

Every action taken by the SADC aligns with its 2024-2029 strategic priorities, which aim to contribute to the growth and well-being of the community. The achievements listed below illustrate our commitment to transformative initiatives that have lasting impacts across the entire region.

THIS YEAR, WE INVESTED \$103,375 IN
19 PROJECTS AND INITIATIVES THAT BENEFIT
OUR COMMUNITY.

THE PROJECTS CARRIED OUT FALL
UNDER SIX THEMES THAT ARE IMPORTANT
TO THE COMMUNITY.

Workforce

The SADC was involved in 5 projects that addressed workforce-related issues.

Among these, the second edition of the **Coaticook Region HR Conference**, organized in collaboration with several partners, stood out, bringing together more than 100 participants for presentations and discussions focused in particular on the integration of artificial intelligence into human resources.

The SADC also provided financial support for the conference **Stratégies gagnantes à adopter avec vos employés étudiants**, organized in partnership with the Carrefour jeunesse-emploi de Coaticook.

Several projects also helped promote workforce inclusion and diversity in the region.

In collaboration with the Restigouche CBDC, the SADC offered the webinar **Vers un milieu de travail plus inclusif**, aimed at equipping employers with the tools to



Ensemble au quotidien
video series

integrate people with disabilities and introducing them to resources to facilitate their hiring.

The continuation of **French language workshops** provided an alternative and ensured continuity in French language learning for the non-French-speaking workforce.

Finally, the **Ensemble au quotidien video series** helped raise awareness among businesses and the community about the integration of immigrant workers.

Social Economy

The SADC launched 1 project that shed light on the social economy

This year marks the completion of the first season of **Paysages d'affaires**, the SADC's podcast. During this season, six organizations from the region were invited to discuss the social economy and share their insights on how this model works. The discussions focused in particular on governance, the role of managers, and business development, thereby raising awareness of the unique characteristics of the social economy.

Entrepreneurship

The SADC has launched **2** projects to stimulate entrepreneurship in the region.

The SADC is involved in initiatives to recognize and develop entrepreneurship, contributing to business growth and the region's economic vitality.

Among these, **Impactful entrepreneurship** has facilitated the sharing of knowledge and promoted practices that are meaningful to the community.

The **Défi OSEntreprendre**, meanwhile, offered entrepreneurs an opportunity for networking, recognition, and visibility at the regional and national levels, with 10 local businesses participating in the competition.



Attracting and Retaining Residents

SADC funded **1** project aimed at increasing the area's appeal and helping to retain its population

As part of its efforts to attract and retain residents, the SADC provides financial support for the **Place aux jeunes Coaticook exploratory stays**. These stays allow young professionals to discover the region, its job opportunities, and the benefits of settling there. This year, two group trips and four individual trips led to 18 people moving to the region, including 15 participants and three people from their social circles.

Real Estate and Housing

The SADC participated in **2** projects aimed at supporting affordable housing and regional development.

In particular, we are collaborating on the governance of **L'Entrée**, an affordable housing nonprofit organization that emerged from the Chantier de l'habitation initiative created in 2024. The organization continued its growth this year with the acquisition of a second building.

The SADC also maintains a strategic involvement in the institutional component of the **Quartier du Plateau** project, led by the CIAgricole, which aims to consolidate spaces dedicated to institutional uses, applied research, and collaboration in order to stimulate the region's agricultural and economic development.



Community Life

The SADC participated in **1** project to help foster the vitality of local communities

The SADC launched **Parlons Pierres & Parvis**, a tour of churches undergoing redevelopment in the region. This initiative allowed project leaders to share their experiences, discover inspiring initiatives, and strengthen collaboration around projects that contribute to the appeal and revitalization of village centers.



Committees and Events

The SADC also participates in several committees, consultative processes, and regional events to contribute to the region's development and promote the sharing of expertise. These include:

- Territorial Food System Advisory Committee
- Steering Committee for the Consultative Process
- Workforce Issues Committee
- Several other regional initiatives

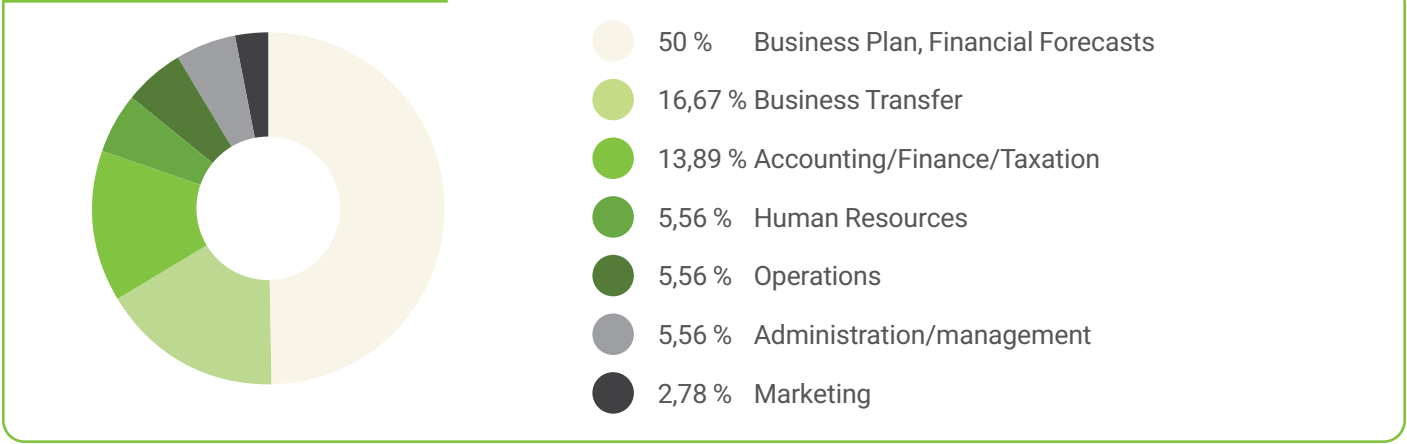
SUPPORT AND TECHNICAL ASSISTANCE

In 2025-2026, la SADC de la région de Coaticook continued its commitment to entrepreneurs by offering a wide range of technical support tailored to the challenges of business startup, growth, and transfer. By supporting entrepreneurs at key stages of their development, the SADC contributes to the region's economic development and helps build a sustainable and resilient entrepreneurial ecosystem.

SUPPORT TO 50 BUSINESSES
6 IN THE SOCIAL ECONOMY SECTOR



BREAKDOWN OF TECHNICAL ASSISTANCE
BY TYPE OF INTERVENTION



BUSINESS FINANCING

In 2025-2026, the SADC de la région de Coaticook has fulfilled its role as a local financial catalyst by providing tailored financing to entrepreneurs in the region. Throughout the year, we have supported businesses from a wide variety of industries, demonstrating the vitality, complementarity, and economic dynamism of our region.

Regular Investment Fund

This year, we were able to invest \$ 608,975 in 9 companies

Youth Investment Fund

This year, we were able to invest \$ 127,500 in 5 companies

Digital Strategy

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

Business Transfer Strategy

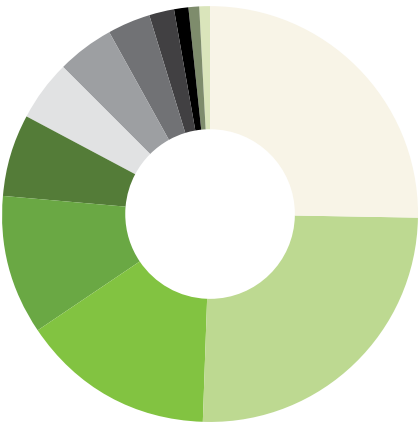
This year, we were able to invest \$ 50,000 in 1 companie



Mont Expérience Hereford, East Hereford

BREAKDOWN OF THE TOTAL PORTFOLIO

BY BUSINESS SECTOR



- 25,53 % Local Retail and Services
- 25,30 % Lodging and Food Services
- 15 % Construction and Related Services
- 10,75 % Agriculture, Agri-Food, and Related Services
- 6,37 % Cultural and Creative Industries
- 4,72 % Forestry
- 4,44 % Heavy-Duty Vehicle Maintenance and Repair
- 3,34 % Industry
- 2,03 % Landscaping
- 0,96 % Snow Removal
- 0,79 % Specialized Services
- 0,77 % Plumbing and Heating Work

ORGANIZATIONAL OUTREACH AND VISIBILITY

WEBSITE

49 000 views
32 web articles

FACEBOOK

881 followers
112 posts

LINKEDIN

461 followers
71 posts

NEWSLETTER

313 subscribers
14 distributions



Advertisement in Le Progrès

PRESS

13 press releases
35 mentions and interviews
13 advertisements

LANGUES OFFICIELLES

119 bilingual posts
15 English Web articles
6 press releases sent to English medias
2 advertisements in The Record
1 interview with CJMQ

More than \$ 30,000 to engage the English-speaking community in the Coaticook region



Recordings at CIGN



Filming of the Ensemble au quotidien clips

ECONOMIC IMPACT

Through the various programs managed by the SADC, we have invested more than **\$ 1,486,700** in the development of the Coaticook region, notably through **50** business supports (including **6** social economy enterprises) and **19** supported community projects.

Since 1994, the SADC has invested more than **\$ 17** million in the Coaticook region's community, provided business assistance to more than **1,750** businesses, and supported more than **604** community projects.



Pour Croissant Faire,
Saint-Malo



Éloi St-Arnaud Paysagiste,
Compton



Rustik Bison,
Saint-Herménégilde

PREPARATORY SESSION FOR BUSINESS PROJECTS

This is a brand-new SADC project designed to equip individuals who want to start a business.

During the project's first year, the team held **10** sessions, including **2** in English. A total of **16** French speakers and **2** English speakers participated in the preparatory sessions.



Mont Expérience Hereford,
East Hereford

OUR TEAM

COMMUNITY INVOLVMENT

Deeply rooted in its community, the SADC de la région de Coaticook is involved in various local and regional committees, including:

- Territorial Food System Advisory Committee
- MRC de Coaticook Climate plan
- Consulation Tables Reform Steering Committee
- Fonds Vitalité des milieux de vie – MRC de Coaticook
- Board of Directors of Pôle d’entrepreneuriat collectif de l’Estrie
- Investment Committee of the Réseau d’investissement social du Québec (RISQ)
- Committee Concertation pour la solidarité et l’inclusion sociale (CSIS)
- Pour nous par nous
- Committee recrutement international en développement économique (RIDÉ)
- Committee ESG SADC + CAE Estrie
- Industrial Committee
- Committee with business advisors – SADC + CAE Estrie
- Workforce Issues Committee
- Place aux jeunes en région
- Governance Table (CIUSS)
- Housing Consultation Committee
- Board of Directors of l’Entrée

THESE 11 MEMBERS CONTRIBUTED MORE THAN 461 HOURS OF VOLUNTEER WORK TO THE SADC'S GOVERNANCE.

GOVERNANCE

Directors

- CATHERINE QUIRION, President
- SERGE GOSSELIN, Vice-President of Governance
- SYLVIE FAUTEUX, Vice-President of Investment
- KATHERINE CHARTIER, Vice-President Strategic
- JUDITH BOLDUC, Secretary-Treasurer
- VÉRONIQUE CLÉMENT
- RAYMOND RACICOT
- CLAUDE PAQUET
- JOHANNE PROVENCHER
- JUDITHE PROVENCHER
- SYLVIE GIGUÈRE (end June 2025)

Member

- CYNTHIA CORBEIL (CCIRC)

PERMANENT STAFF



RAFAËL GENDRON,
General Manager



MANON BERGERON,
Administrative Assistant



HÉLÈNE GINGRAS,
Project Manager



ANDRÉANNE COURCHESNE,
Business Advisor



ISSAKA OUMAROU HAROU,
Business Advisor



VIRGINIE PAUL,
Communication Officer



ANDRA PETRUCIANU,
Community Agent



YANNICK PIVIN,
Collective Business Advisor

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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RÉSEAU DES SADC ET CAE DU QUÉBEC

sadc-cae.ca/en/

DÉVELOPPEMENT ÉCONOMIQUE CANADA POUR LES RÉGIONS DU QUÉBEC

canada.ca/en/economic-development-quebec-regions

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