

2022

Annual Report



Coopérative
de développement régional
du Québec

Table of contents

A word from the chair and general director	3
Mission - Vision - Motto	4
Actions in 2022	5
Performance indicators	7
Our projects	12
Our regional roots	13
Our partners	18
Our employee members	20
Board of directors	23



A word from the chair and general director

Over the past year, the Coopérative de développement régional du Québec (CDRQ) has undergone major transformations. These changes, long in the pipeline, were necessary in order to optimize and implement the strategic directions for 2019–2022. As such, the organization has undertaken a major overhaul, notably by adopting a matrix management system and by refocusing the role of the advisory team and the regional offices. To support this operational recalibration, the CDRQ carefully laid the groundwork to operationalize a new integrated management software package.

In addition to these two major components, the organization has adopted work methods aimed at considerably increasing added value for its members. Firstly, the CDRQ has greatly raised the frequency of team meetings, chosen effective means of internal communication, and launched a quarterly staff engagement survey. Secondly, it has begun a major effort to enhance its image and corporate communications. It has revised its service offering by segmenting it into four business lines, in addition to the start-up support component. It has also put in place tools to assess member satisfaction.

Along the way, major projects were announced in connection with the Plan d'action gouvernemental en économie sociale (PAGES), including adaptation of our tools to English-speaking clients and opening our service offer to commercial non-profit organizations.

In short, the CDRQ is more engaged than ever in a transformation that helps develop collective entrepreneurship. Its goal is to support the expansion and success of businesses in Quebec in a spirit of sustainable, inclusive, and shared progress.

In the coming year, the CDRQ will invest time and energy in consolidating its team, as well as in collecting and leveraging as much data as possible. This will allow the CDRQ to better orient its evolution and increase member satisfaction. In doing so, the organization will be able to concretely and confidently demonstrate its role as a key player in Quebec collective entrepreneurship.



A handwritten signature in black ink, appearing to read "Eric Simard".

Éric Simard
Chair



A handwritten signature in black ink, appearing to read "R. Mathieu Vigneault".

R. Mathieu Vigneault
General director

Mission

To support and promote the creation and development of cooperatives in all regions of Quebec by offering specialized support for existing cooperatives and for promoters of new projects.

Vision

Within five years, given our concrete and ever-increasing results in all regions of Quebec, the CDRQ aims to be recognized by the government and other stakeholders as the spearhead of collective entrepreneurship by virtue of its relevance, added value, and effectiveness.

Motto

Contribute to creating more wealth to share for our members and for our regions.

Actions in 2022

Territorial intelligence

As an organization specialized in regional economic development, we are constantly seeking to strengthen our roots across Quebec. In April, we revised the terms of reference for the Regional Advisory Committees (RACs) for a new territorial intelligence approach. The idea is to highlight the specific features of different regions by forming a network of stakeholders. This will stimulate sustainable entrepreneurial development and improve personal connections. The RACs (from a strategic point of view) and the regional offices (from a tactical point of view) are at the heart of this territorial intelligence.

Matrix-type management

In order to provide better customer service and to leverage the expertise of our team members, we moved from traditional internal management to matrix management in April 2021. This change was accompanied by an update of the roles and responsibilities of certain positions, with changes designed to:

- Reduce the number of internal levels
- Assign mandates to human resources with greater clarity and transparency
- Make effective use of each employee's experience
- Strengthen value-added activities

Digital transformation

Initiated last year, our digital transformation has continued in 2022. In April, we deployed an integrated management software package, a step preceded by two months of intensive training for all staff members in using this tool in their work. It will allow us to serve our members more effectively and manage our projects with greater skill in the short term.

This transformation was made possible in part by the financial involvement of the Ministère de l'Économie et de l'Innovation du Québec through its Programme d'aide à l'entrepreneuriat.



Enhanced service offering and new expertise

Based on the results of a member survey, we have completely revised our service offering. It is now structured into two product lines—**support and advisory services** and four families of expertise—**associative life and governance, finance, management and operations, marketing and digital transformation.**

To stay abreast of and develop skills in each family of expertise, senior advisor positions have been created. We have also hired legal, tax, and digital transition practice leaders with the mandate to consolidate internal expertise and improve service delivery.

A new approach for the customer service team

Entrepreneurial groups are the lifeblood of wealth creation for the Quebec economy. As part of our new service offering, we have adopted an intervention approach that will guide our actions. Thus, during each of our mandates, the CDRQ team must:

- aim to establish the optimal conditions for success while developing businesses' autonomy and their adherence to cooperative values;
- mobilize relevant and value-added expertise, and;
- intervene with transparency when implementing good associative AND business practices.

Enhancing the brand

In order to update and revitalize the CDRQ brand, we have made various changes to promotional tools and product content. Over the course of the year, these changes have been incorporated into presentations, digital publications, and official documents in a gradual transformation of the CDRQ's image.

The same approach was taken in the redesign of our website to highlight our new service offering. These updates, along with the addition of a blog, now allow us to offer Internet users value-added content that makes greater use of the team's expertise.

Performance indicators

Over the past year, our team has met with over

240 groups
interested in collective entrepreneurship.



supported the development of
32 new cooperatives!

Advisors also shared their expertise in
79 project.

Our involvement has been key in our regions to creating

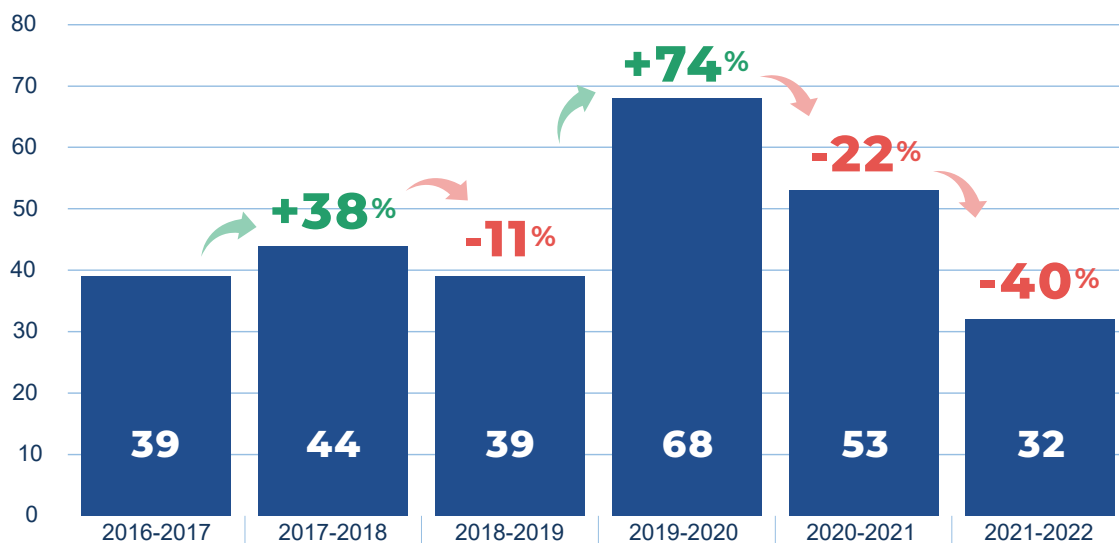
130 jobs
and maintaining another
800.

As of March 31, 2022:

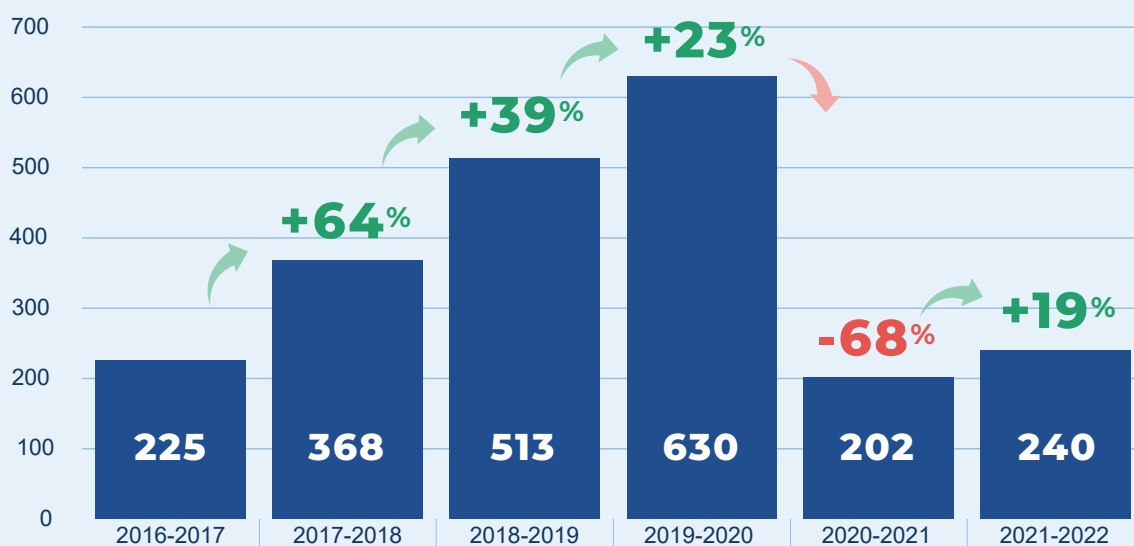
User members: **838**
Support members: **98**
Worker members: **39**

Performance indicators

Coops created

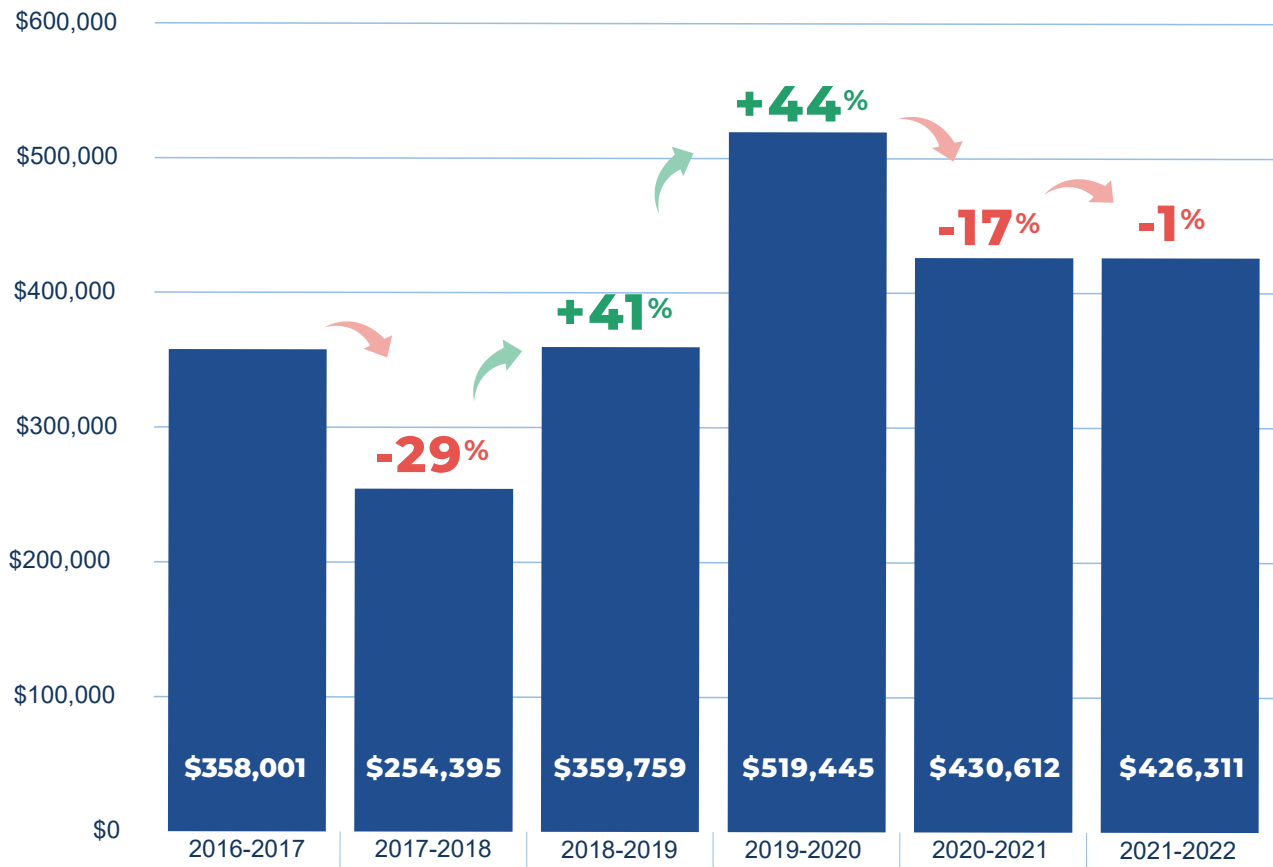


Business development



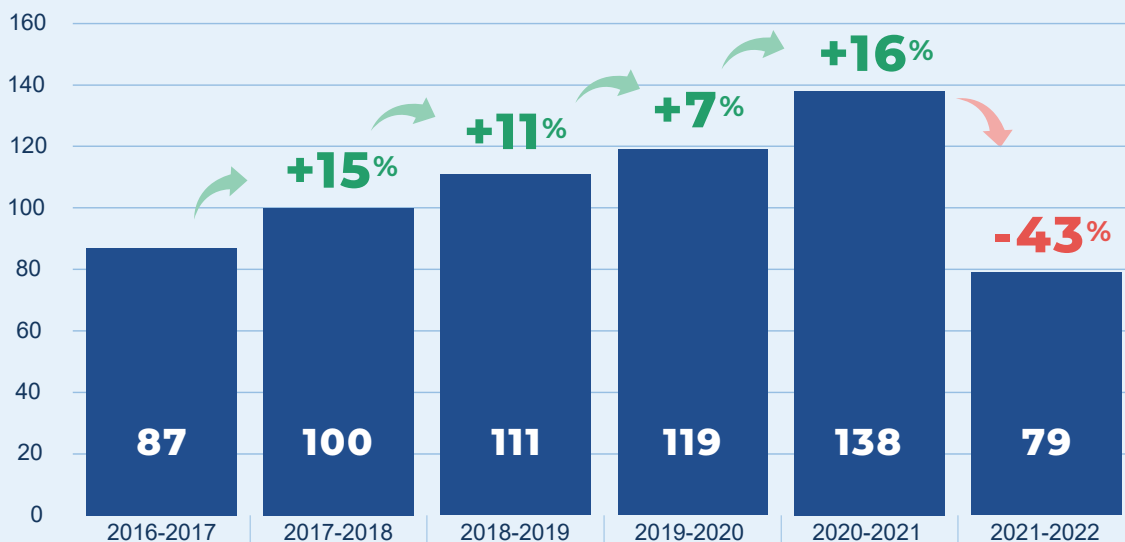
Performance indicators

Self-financing

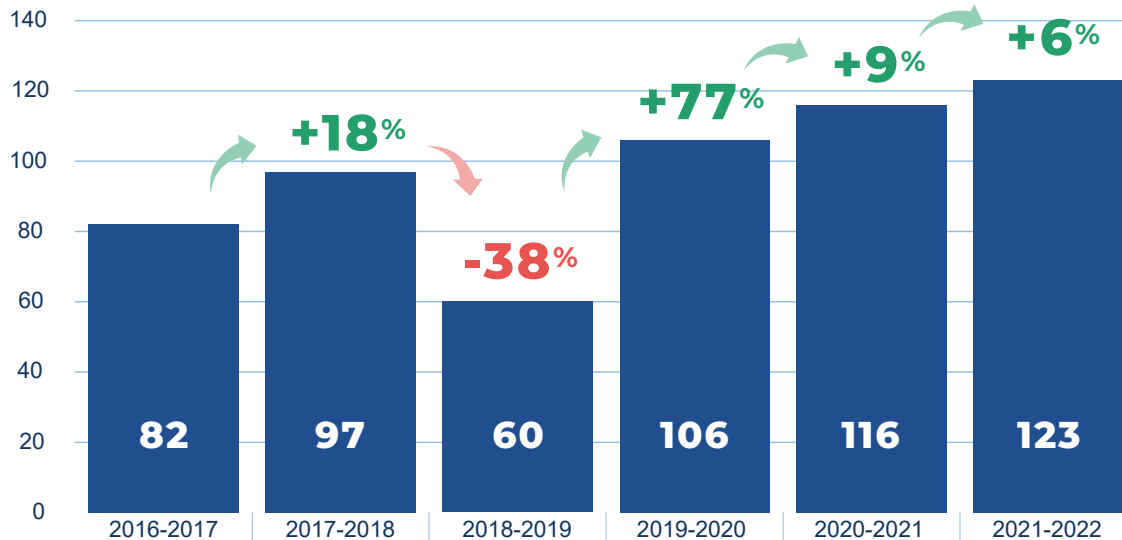


Performance indicators

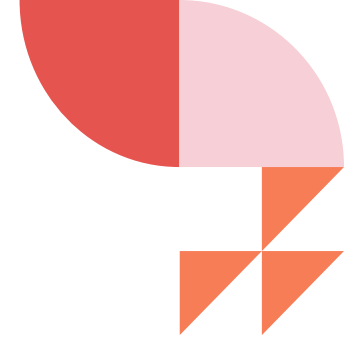
Completed projects



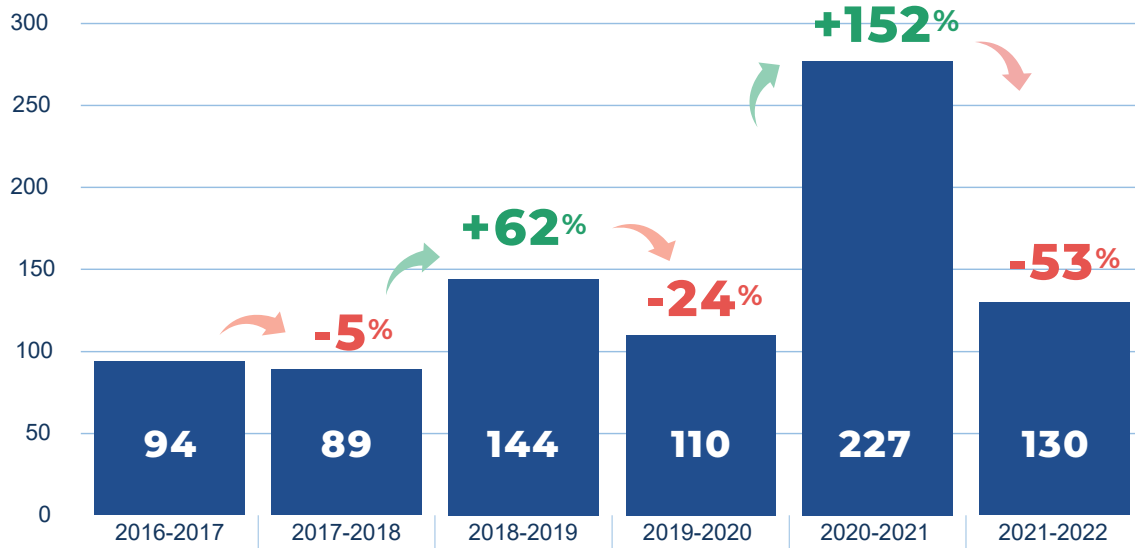
Ongoing projects



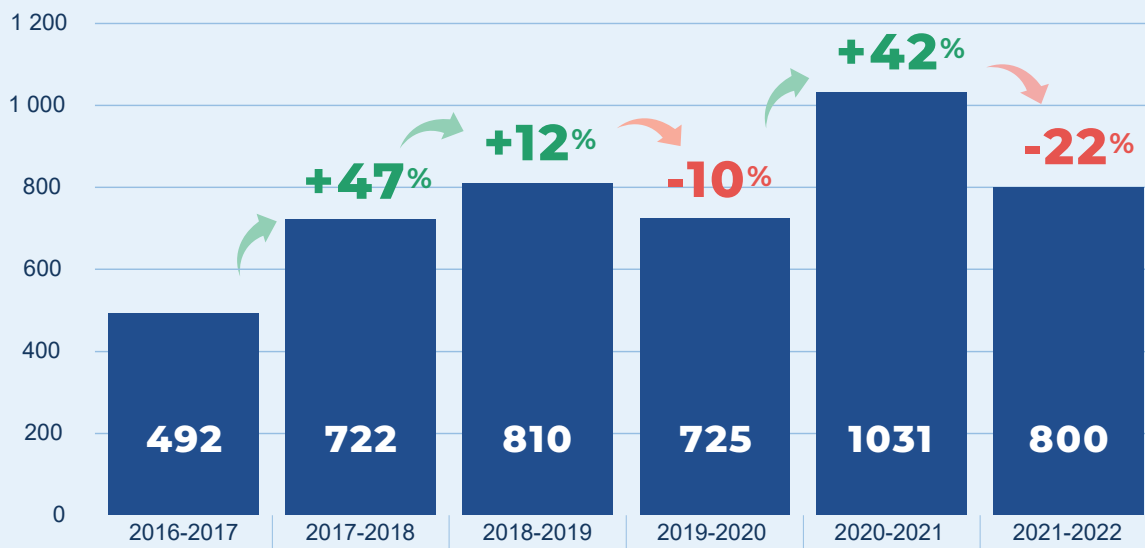
Performance indicators



Jobs created



Jobs maintained



Our projects

Amendments to our internal by-laws

A series of changes to the by-laws were approved at the annual general meeting of September 29, 2021. These changes have allowed us to update the by-laws' governance, to adjust certain rules that were open to interpretation, and to respond to new organizational realities. The changes were made by a committee of CDRQ governance specialists and board members.

Two pilot projects in collaboration with the Pôles d'économie sociale du Québec

The CDRQ and some of the Pôles d'économie sociale du Québec decided to activate Measures 2 and 17 of the Plan d'action gouvernemental en économie sociale, as pilot projects. By implementing Measure 2, we can accelerate the emergence of projects in communities, as well as providing specialized technical assistance for social economy NPOs in the start-up and monitoring phases. To achieve this, we are conducting the pilot project in partnership with:

- Économie sociale Lanaudière – Entrepreneuriat collectif
- Pôle régional d'économie sociale de Laval
- Pôle d'entrepreneuriat collectif de l'Est de la Montérégie
- Réseau des entreprises d'économie sociale de l'Estrie
- Pôle régional en économie sociale du Saguenay-Lac-Saint-Jean

In addition, in order to stimulate the development of initiatives to further explore and experiment with crowdfunding tools, the CDRQ is working to develop Measure 17 with:

- Pôle d'économie sociale Outaouais
- Pôle des entreprises d'économie sociale de la région de la Capitale-Nationale
- Table régionale d'économie sociale Chaudière-Appalaches (TRÉSCA)
- Pôle régional en économie sociale du Saguenay-Lac-Saint-Jean
- Pôle régional en économie sociale de la Côte-Nord

Involvement in two national tables

To maintain its relevance and its added value for members, the CDRQ has joined forces with various organizations, such as the Conseil québécois de la coopération et de la mutualité (CQCM) and the Chantier de l'économie sociale, to develop a cohesive service offering and promotion in digital transformation and collective business takeover. At each of these national tables, our specialists are working cooperatively with other organizations to stimulate a national vision, by which new mandates can emerge in these two areas.

Promotion of employer cooperatives

In collaboration with the CQCM, our regional offices have worked to promote the new employer cooperative model in human resources management to our members and partners. We therefore participated in 33 information sessions (of an annual target of 28) in all regions of Quebec. We would like to thank the CQCM for its collaboration in this promotion.

Our regional roots

Abitibi-Témiscamingue/ Nord-du-Québec



Regional director: Evan Murray

Over the past year, we have carried out several actions in the field. I am proud of the five regional cooperatives that we have supported and advised through their challenges, problems, and questions. Our members are at the heart of what we do. Among other things, we have:

- developed and communicated shared human resources management solutions;
- carried out specific actions with small-scale farms, and;
- continued our collaboration with two essential partners: the Espace entrepreneuriat collectif in Abitibi-Témiscamingue, and the Pôle jamésien en économie sociale.

Many of you have told us about the housing issues in the region. We have started discussions on this subject, which will continue in 2022-2023.

Bas-Saint-Laurent



Regional director: Patrice Blais

The year 2021-2022 has once again reinforced the CDRQ's position as a central player in the economic development of the Bas-Saint-Laurent region. Not only has the number of projects increased for the fourth year in a row, but the new projects are increasingly having a structuring effect on the area's economy.

Thus, thanks to the many partnerships of the last few years and to our communication efforts, 12 of our 20 new projects are the result of referrals from RCMs, CLDs or CFDCs. Among the new projects we also find six collective business takeovers, three of which were referred to us by our partner, the Centre de transfert d'entreprise du Québec (CTEQ). Once again, these results are thanks to exemplary collective work by regional partners.

Our regional roots

Capitale-Nationale/ Chaudière-Appalaches



Regional director: Stéphane Rémillard

Our region is doing very well. Despite this transition period, which saw the region without a regional office, we've supported 18 cooperatives or projects here: four newly constituted cooperatives and 14 existing cooperatives for whom we've provided support. Also worth noting are the nine projects currently in development at the time of writing. This bodes well for 2022-2023, as requests continue to pour in...

In terms of employment, the sector generated 18 new jobs, but more importantly, maintained 763 existing jobs. This is essential in a context of labour shortage, where staff retention is paramount.

Estrie



Regional director: Kristalna Vincent-Douville

The year 2021-2022 has been an atypical year in every respect. As a result, cooperative development has also been a different experience to that of other years. Soon after I took up my position at the beginning of 2021, I visited our economic development partners to strengthen ties with them. Despite the pandemic, three new cooperatives have begun operations:

- The brewery cooperative Microbrasserie l'Ardoise started in Richmond in the Val-St-François RCM.
- A food truck serving the municipality of St-Adrien in Les Sources RCM. The cooperative is also building several aspects of its business model; among other things, this will allow it to process local products.
- The Impôt Plus cooperative offers an accessible and high-quality accounting service for individuals.

In addition to our start-up support service, the CDRQ has undertaken several advisory mandates. The CDRQ's interventions have had a positive impact on 205 members, resulting in the creation and maintenance of 13 and 57 jobs, respectively.

Our regional roots

Gaspésie—Îles-de-la-Madeleine



Regional director: Patrice Blais

Following the slowdown caused by COVID-19, we can now confirm that the Gaspésie—Îles-de-la-Madeleine region took the bull by the horns in 2021–2022. As the economy has regained its strength, collective entrepreneurship has proved an attractive prospect for many Gaspesians and Magdalen Islanders. The number of new collective projects has more than tripled and the number of requests for support has increased significantly. Among the projects that have received support from our team are the solidarity cooperative Gaspésie Médiévale, the independent bookstore La Flotille, the cooperative La Foëne, the Boucherie du 4^e rang, and the cultural newspaper Graffici.

Lanaudière



Regional director: Evan Murray

Despite most of our meetings taking place virtually in 2021–2022, with some hybrid and just a few face-to-face meetings as well, we have not lost our close relationship with cooperatives and partners in Lanaudière.

I am proud of the five cooperatives that we supported in improving their governance, finances, strategic plan, or digital transition. In addition, six businesses have also engaged our services to assess the feasibility of employee participation in the business' ownership or of its complete buyout. Finally, we have initiated the process of an NPO being continued as a cooperative.

Our regional roots

Centre-du-Québec/ Mauricie



Regional director: Donald Goudreault

The year 2021–2022 has been a year of transition for the CDRQ throughout Quebec, with the implementation both of its new matrix management system and its integrated management software package.

Fifteen cooperatives in the region received support from the CDRQ, whether for start-up or for advisory services. This year, in contrast to the 2020–2021 fiscal year, the pandemic did not discourage start-up cooperatives from pursuing their projects. In addition, three cooperatives in the region benefitted from the Coopérative coup de cœur program offered by the CDRQ and the Conseil québécois de la coopération et de la mutualité on the crowdfunding platform La Ruche.

Montérégie



Regional director:
Kristalna Vincent-Douville

The year 2021–2022 has been an atypical year in every respect. As a result, cooperative development has also been a different experience to that of other years. Soon after I took up my position at the beginning of 2021, I visited our economic development partners to strengthen ties and relationships with them.

Despite the pandemic, three new cooperatives have begun operations:

- Écomestible—located in Beloeil with offices in Eastman, Dunham, and Sherbrooke—designs ecological, edible, and regenerative landscaping projects inspired by the principles of permaculture.
- Aux Bio-Légumes farm, located in Brigham, is a work cooperative that offers organic produce boxes.
- The Fil en Légumes farm, located in Pike River, is also a work cooperative that offers vegetable boxes.

In addition to our start-up support service, the CDRQ has undertaken several advisory mandates. The CDRQ's interventions have positively impacted 67 members, resulting in the creation and retention of 11 and 7 jobs, respectively.

Our regional roots

Montréal/Laval



Regional director: Nada Elkouzi

The year 2021-2022 has been a busy one so far. The CDRQ has undergone major transformations with the implementation of the new organizational development plan adopted by the board of directors.

We have supported 40 cooperatives and projects, including 7 newly constituted cooperatives. Our team has completed 11 assignments in support of established cooperatives, on top of the 22 new cooperative projects in progress that will begin operations during the year. As a result, our region has contributed to the creation of 29 new jobs and the maintenance of 173 jobs. The current fiscal year is already looking promising with our support of several projects, including three collective takeovers.

Saguenay-Lac-Saint-Jean/ Côte-Nord



Regional director: Dominic Deschênes

We may be learning to live with COVID-19, but the pandemic has once again had a major effect on the past year. Fifteen cooperatives have benefitted from the support and professional guidance of the CDRQ in proposing their development projects.

In total, the CDRQ has provided nearly 600 hours of support, making it possible to maintain or improve around 100 jobs. Our thanks go to the CQCM and its Bêtatron program, via which two cooperatives received grants totalling nearly \$12,000 in fees paid to the CDRQ. In terms of cooperative creation, our two regions have seen the emergence of 8 new cooperatives generating 15 new jobs, and nearly 450 members have capitalized their collective enterprise for a total of approximately \$2 million. Of the eight cooperatives, three are collective business takeovers and four operate in the agri-food sector.

Our partners

Réseau d'investissement social du Québec (RISQ)

Over the past year, we have taken part in **13 collective enterprise financing projects** with the **RISQ**, with total investment requests of over **\$65,000**.

La Ruche

Crowdfunding campaigns by 12 CDRQ member cooperatives have been enhanced through the **Coopérative coup de cœur program** presented in partnership with the **CQCM** and **La Ruche**.

A total of **\$15,000** was awarded to campaigns that met their initial goal.

Secrétariat aux relations avec les Québécois(es) d'expression anglaise et Regional Development Network

To better meet the expectations of English-speaking Quebec entrepreneurs starting collective businesses, we translated:

- The majority of the documentation used in our start-up support mandates
- Our webinar "Se lancer en affaires avec une coopérative"
- The official website of the CDRQ (cdrq.coop)

Most importantly, in the past year, we supported six start-up projects and one business growth mandate, and we twice presented the "Going into Business" webinar to 20 participants.

Our partners

OSEntreprendre

The expertise of the CDRQ was sought in the context of the **OSEntreprendre Challenge 2022**. Four members of our team—**Camille Fuchs, Sonia De Longchamp, Othmane Khaoua, and Kristalna Vincent-Douville**—were on the jury for this major Quebec entrepreneurship competition.

Ici Coop

Once again this year, the **CDRQ** and **ICI COOP** worked together to identify the avenues to ensure the success of various food retail start-ups or collective takeovers of existing grocery stores. The feasibility studies that emerged from this collaboration were the interim committees' first tool.

Between May 2021 and April 2022, **ICI COOP** - la Fédération finished analyzing **six feasibility studies**. If these projects come to fruition, **they would account for investments of over \$3 million**.

Centre de transfert d'entreprise du Québec (CTEQ)

As a long-time partner, we have assisted the **CTEQ** in **24 collective takeover projects**. Whether as part of their **Programme de soutien à la reprise collective** or through **feasibility studies**, each of our interventions has served to support collective business takeover—a movement that is growing year after year.

Since these projects still underway, the results of our actions will be seen in our future annual reports.

Our employee members

2022 Recipients of the Ordre du mérite coopératif et mutualiste québécois award



Nada Elkouzi

As a 2022 recipient of the Ordre du mérite coopératif et mutualiste award, Nada Elkouzi demonstrates how universal cooperative values truly are. From Morocco, where she was born, to Quebec, where she has settled, Nada Elkouzi has always embodied the values associated with cooperation. So much so that today, she is one of their greatest proponents!



Dominic Deschênes

Supporting collective ventures requires time and patience: time to allow the project to get off to a strong start, and patience to provide the group with the essential knowledge to get it right. Dominic Deschênes, our 2022 recipient of the Ordre du mérite coopératif et mutualiste award, knows how to find the right balance between these two elements. For over 20 years, his skills have benefitted the groups he has supported.

Serving members

Management

R. Mathieu Vigneault, General Director

Claire L'Heureux, Director of Special Projects

Finance and administration

Brigitte Bélanger, Director of Finance and Administration

Guyline Charest, Accountant Technician

Communication and member services

Maxime St-Laurent, Director of Communications and Member Services

Charlotte L. Desmarais, Communications and Member Relations Advisor

Digital

Bruno Éthier, Director of Digital Transition

Samir Ouacif, IT Support Technician



Regional management

Patrice Blais, Bas-Saint-Laurent and
Gaspésie-Îles-de-la-Madeleine

Dominic Deschênes, Saguenay-
Lac-Saint-Jean/Côte-Nord

Stéphane Rémillard, Capitale-
Nationale/Chaudière-Appalaches

Donald Goudreault, Centre-du-Québec/Mauricie

Nada Elkouzi, Montréal/Laval

Evan Murray, Lanaudière et Abitibi-
Témiscamingue/Nord-du-Québec

Kristalna Vincent-Douville, Estrie/Montérégie

Advisors

Alexandre Lemire, Director of Operations

Jacynthe Beauregard, Advisor

Kim Boulianne, Advisor

Danielle Dufresne, Advisor

Camille Fuchs, Advisor

Othmane Khaoua, Advisor

Sonia De Longchamp, Advisor

Pierre-Claude Roy, Advisor

Benoit Toupin, Advisor

Sébastien Girard, Senior Advisor

Line Giroux, Senior Advisor

Caroline Martineau, Senior Advisor

Martin Noël, Senior Advisor

Julie Gonthier-Brazeau, Practice Leader

Our employee members

An evolving team

Recent additions to our team:

Cooperative Development Advisors

Pierre-Claude Roy

Benoit Toupin

Camille Fuchs

Julie Gonthier-Brazeau

Regional direction

Stéphane Rémillard

Digital

Samir Ouacif

Thank you to our employees who have now left:

Hélène Boily, Advisor

Éric Caron, Advisor

Nathalie Chaput, Advisor

Vanessa Landry, Advisor

Érick Morin, Advisor

Louis-Rodrigue Lauzer, Advisor

Guy Provencher, Advisor

Pidjouma Traoré, Advisor

Simon Gauthier, Accountant Technician

Julie Rioux, Executive Assistant

Board of directors

Chair of the board

Éric Simard

Representative of the user members of the Saguenay–Lac-Saint-Jean/Côte-Nord region

Vice-chair

Pascal Coutu

Representative of the user members of the Lanaudière region

Secretary-treasurer

Richard Normandeau

Representative of the user members of the Gaspésie—Îles-de-la-Madeleine regions

User member representatives

Alexandra Pichette

Abitibi-Témiscamingue/Nord-du-Québec

Raymond Morin

Bas-Saint-Laurent

Position to be filled

Centre-du-Québec/Mauricie

Samuel Proulx-Lemire

Capitale-Nationale/Chaudière-Appalaches

Bianka Dupaul

Montérégie

Jean R. Soublière

Montréal/Laval

Jean Hogue

Estrie

Support member representative

Danielle Simard

Worker member representative

Dominic Deschênes

Danielle Dufresne

Caroline Martineau

We thank our main partners



Conseil
québécois
de la **coopération**
et de la **mutualité**



The 2021 Annual General Meeting was held on September 29, 2021, at the Monastère des Augustines de Québec, located at 77 Remparts Street, Québec City, QC G1R 0C3



Coopérative
de développement régional
du Québec

Official contact information

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