

# SADC

Société  
d'aide au développement  
de la collectivité

CÔTE-NORD

## ANNUAL REPORT

### 2024-2025

Chez Julie - Boutique du Terroir: the North Shore in the spotlight, more alive than ever! Since 2021, the boutique has established itself as a must-see on the North Shore: a vibrant, warm place where tourists and locals alike discover the best of our terroir. Local products, passionate artisans, authentic ambiance - it's more than a boutique, it's a North Shore experience. And the adventure continues!

Alexandre joins Théo, the boutique's visionary founder, to give new impetus to this bold project. Together, they share a mission: to make our regional treasures shine, to create strong local spin-offs and to offer every visitor a real "coup de cœur". Chez Julie - Boutique du Terroir is a taste, a piece and a sparkle of the North Shore.

"Chez Julie - Boutique du Terroir now has a second boutique in the heart of Havre-Saint-Pierre's tourist district! Thanks to the invaluable collaboration of the SADC Côte-Nord, the company continues to grow, enabling it to further promote the flavours and colors of the entire North Shore region.

Our mission remains the same, regardless of the address: to offer you a taste of home, in your own home."

**Alexandre Richard and Théoharris Ganas**  
Chez Julie - Boutique du Terroir, Havre-Saint-Pierre



### A word from the president

Building together!

Once again this year, SADC Côte-Nord played a key role in the **economic development of our territory**. We proudly supported promising projects, accompanied daring entrepreneurs and helped shape an increasingly resilient, innovative and vibrant region.

**3,279,100 invested in our local economy.**

**25 youth projects. 9 business succession projects.**

**202,789 in contributions to boost our economic development.**

Behind these figures are stories. Stories of men and women who are building the future of our communities with passion and courage. They are the ones who inspire us every day to go further.

At SADC, we believe in the power of the collective. Our Board of Directors, made up of committed individuals from diverse backgrounds, embodies this vision. Their leadership, combined with the expertise of our permanent team, enables us to support our entrepreneurs where it counts: on the ground, with concrete, human and adapted solutions. I'm proud to contribute to this mission. My conviction is simple: **when we support our people, we help an entire region grow**. And this year, more than ever, we've seen projects come to life, take root and shine, thanks to the spirit of collaboration and innovation that sets us apart.

I would like to thank our partners, collaborators and, of course, the entire SADC team for their exceptional commitment. Together, we make a difference, year after year.

**The future of the North Shore is bright. Let's keep building, together.**

Nader Ghabi, President



### A word from the General Manager

The year 2024-2025 marked a milestone in our commitment to building a more sustainable, inclusive and resilient regional economy. By integrating ESG principles - environment, social and governance - at the heart of our actions, we have supported projects that respond to current challenges while preparing for the future. Thanks to a proactive approach and customized support, we have encouraged innovation,

supported the next generation of entrepreneurs and helped transform business models to make them more responsible and rooted in their reality. Our companies are highly adaptable. They innovate, collaborate and explore new markets, even internationally. It is this determination that is the strength of our region.

I'd like to salute the remarkable work of our team, always guided by careful listening, collaboration and agility. And a special thank you to our Board of Directors, whose commitment and constant support have been invaluable throughout the year.

Together, we are making youth, innovation and sustainability the pillars of a promising future for the North Shore.

Together, let's strengthen our entrepreneurial fabric and support our local creators!

Annick Thibouthot, General Manager

### Mission

Stimulate community economic development through technical and financial services, while promoting partnerships for the benefit of North Shore businesses.

### Vision

Become a benchmark for regional development and sustainable economic diversification in North Shore businesses and communities.

### Valeurs

PRIDE  
COMMITMENT  
PERFORMANCE

INNOVATION  
AGILITY

# Companies propelled to success

## DIGITAL STRATEGY FUND

Photo: Julien Choquette



Salon Nord Quilles

In Sept-Îles, there are places that capture the collective imagination - and the bowling alley is one of them. This emblematic venue is about to undergo a true renaissance! Under the leadership of a passionate and visionary promoter, the city's only bowling alley is set to become a modern, unifying family entertainment center.

Open to ecological ideas, rooted in her community and looking to the future, Antoinette intends to create a strong local economic impact while bringing people back to basics: the pleasure of being together.

Coming soon: bowling, yes... but so much more!

"Thanks to the support of the SADC, we were able to acquire the Salon Nord-Quille in Sept-Îles, a promising project for our community. Funding from the Fonds Stratégie Numérique was instrumental in replacing the energy-guzzling mechanical aisles with more economical rope-operated ones. Thank you to the entire SADC team for your trust, your support and your commitment to local entrepreneurship."

**Antoinette Kunse** - Owner

## TRANSFER STRATEGY FUND

Photo: Julien Choquette



Espace D Saveurs

Espace D Saveurs: a tradition reborn in Port-Cartier.

Founded in 1978, the MARGIL butcher's and grocer's store was part of Port-Cartier residents' daily lives - a warm and essential local business. Its closure in 2023 left a real void in the community.

But good news: Espace D Saveurs is getting a facelift! Led by a committed developer, the revival project preserves the soul of the butcher's shop while infusing it with a modern touch. A renewed, local, quality offering. Espace D Saveurs is the return of a pillar of life in Port-Cartier - an essential address where tradition meets innovation.

"We'd like to thank the SADC for its support from the very beginning of our adventure. Thanks to their strategic advice, great availability and attentive listening, we have been able to move forward with confidence. Their personalized advice, always adapted to our reality, makes them valuable and committed partners. Their constant presence has made all the difference, and this partnership has been essential to our progress."

**Dereck Ringuette** - Owner

## FLEXIPRÊT FUND

Photo: Julien Choquette



Les Norkotières Cooperative

Les Norkotières: a feminine adventure against a backdrop of North Shore sisterhood.

A wind of solidarity blows through Les Norkotières cooperative, a movement that brings women together around accessible, caring and liberating outdoor activities. Operating from Havre-Saint-Pierre to Baie-Comeau, the cooperative creates meeting places where people can move, laugh and explore, while discovering the richness of our territory. Each outing becomes an opportunity to reconnect with nature, with oneself and with others. Les Norkotières is more than a club: it's a community on the move, driven by the values of mutual aid, inclusion and regional pride.

"A valuable partnership with SADC Côte-Nord. The SADC Côte-Nord is an essential ally in our journey: with its warm welcome, its attentiveness, its financial and human support, and its expertise of the territory. Working together, we're joining forces to build a sustainable future for the Côte-Nord region."

**Carynne Guillemette, Jessykim Bouchard** - Founding members

## INVESTMENT FUND

Photo: Kathleen Dubé photographie



MKR Construction

MKR Construction: building Fermont... and beyond! In the heart of a strategic region where mining, municipal authorities, governments and local players coexist, MKR Construction has positioned itself as a partner of choice for solid, customized construction projects. Based in Fermont, the general contractor offers residential, commercial and industrial services, with an approach focused on versatility, efficiency and proximity. MKR has thus become a key regional player in the world of construction.

"From our first meeting with the SADC Côte-Nord team, we felt a real desire to support the development of our company. Their support was human, accessible and perfectly adapted to our reality as entrepreneurs. The SADC has a solid knowledge of the community and is actively involved in regional development. Their personalized approach, ability to listen and responsiveness make them invaluable allies at every stage of the entrepreneurial journey. The SADC is the lever that provides the impetus, credibility and stability needed to move local projects forward."

**Maude Fillion and Ken Richard** - Co-owners

## Amount invested in the region 2024-2025

**\$3,481,889**

**193** Active files

**3** Flexi-loans

**9** Transfer projects

**3,7%** Loss rate

**5** Native projects

**17** Start-ups

**183 HOURS** OF TRAINING

**648 HOURS** OF COACHING

**194 HOURS** OF BOARD INVOLVEMENT

**10 ESG** ACTION PLANS

# Investment fund / Youth strategy

INVESTED

**\$3,279,100**

68 TOTAL LOANS

**27** Regular Investment Fund projects  
**\$2,138,100**

**25** Youth Strategy Fund projects  
**\$541,000**

**13** Transfer Strategy and Digital /Green Strategy Fund projects  
**\$530,000**

**3** Flexiprêt  
**\$70,000**

## TYPES OF FINANCING



- Transfer 20%
- Start-up 36%
- Expansion-Acquisition 21%
- Digital 13%
- Working capital 10%

## SECTORS OF ACTIVITY



- Services 48%
- Fishing and bio-food 7%
- Tourism 6%
- Industrial sector 9%
- Food service 7%
- Retail 23%

**47 PROJECTS**  
SEPT-RIVIÈRES

**11 PROJECTS**  
MINGANIE

**2 PROJECTS**  
GULF OF ST. LAWRENCE

**8 PROJECTS**  
CANIAPISCAU

synergie  
138

Ferme le Rigolet



Photo: Raphaëlle Ainsley-Vincent

Founded in 2020 in Tête-à-la-Baleine, Ferme du Rigolet is a non-profit organization whose mission is to strengthen the food security and sovereignty of isolated communities by producing fresh food. It also aims to stimulate employability and regional development through research in northern agriculture and knowledge sharing.

Building on its initial success in farming and marketing, the Rigolet farm has drawn up a sustainable development plan for the 2024-2028 period. This project was made possible thanks to the initiative of Synergie 138 and SADC's Virage Vert program, which enabled us to hire an agroecology consultant. This development plan assessed the organization's limitations and potential, leading to an ecological redevelopment of the growing spaces, the construction of a multifunctional building, and a significant expansion of the market garden area. This ambitious plan aims to improve local food security and the farm's financial viability. For example, the market garden area will increase from 27 m<sup>2</sup> to over 2,000 m<sup>2</sup> with the new development, which will both help to better feed the population and improve the organization's financial profitability.

## Contributions to the community

+ Organizer of Fermont Economic Day

+ Organizer Port-Cartier Economic Day

+ SODIM Board of Directors

+ Centraide Duplessis Board of Directors

+ Répît Richelieu Board of Directors

+ Organizer of the Grande journée des petits entrepreneurs - Marché des petits entrepreneurs of SADC Côte-Nord

+ ESG Breakfast in collaboration with Desjardins

+ Participation in the Connexions autochtones summit

+ ConVerTgence symposium

RÉSEAU MENTORAT

ENTREPRENDRE. PARTAGER. RÉUSSIR.

Mentoring service  
Sept-Rivières and Minganie

**10 MENTEES**  
**10 MENTORS**

LIM - LOCAL INTERVENTION MEASURES

**\$40,000**

was used to fund professional fees for collective projects.

- Tourism // \$4,000
- Entrepreneurial awareness // \$6,883
- Resources // \$19,768
- Food safety // \$9,349

LED - LOCAL ECONOMIC DEVELOPMENT

**\$35,887**

was used to fund professional fees for local businesses.

- Restaurant // \$8,236
- Retail // \$7,238
- Bio-food // \$7,674
- Tourism // \$5,130
- Service // \$4,075
- Events // \$3,410

OLA - OFFICIAL LANGUAGES ACT

**\$15,591**

was used to finance the need for professional fees or the acquisition of assets to serve our territory's Aboriginal and Anglophone communities.

- Fisheries and bio-food // \$4,647
- Tourism // \$5,806
- Training // \$2,969
- Entrepreneurship // \$2,142

EMERGENCE FUND

**\$51,322**

were granted to customers with loans to finance professional fees or asset acquisitions.

- Retail // \$17,910
- Service // \$18,661
- Technology // \$2,000
- Restaurant // \$3,870
- Tourism // \$7,012
- Industrial // \$1,869

CAPACITY BUILDING FUND

**\$67,000**

was used to enhance the support offered to companies in line with the themes of the new dedicated funds: transfer strategy, digital strategy and green strategy.

- SME support // \$18,000
- Mentoring // \$25,000
- ULaval intern SME project // \$21,274
- Internal HR // \$2,626

8 PROJECTS

18 PROJECTS

5 PROJECTS

19 PROJECTS

4 PROJECTS

## 2025-2026 action plan

### Niche markets

- + Tourism
- + Bio-food industry
- + Fishing industry
- + Entrepreneurship
- + English-speaking and Aboriginal communities
- + Sustainable development

### TARGET 1

Contribute to the creation and consolidation of local businesses

- 1.1**  
Offer support tailored to the specific needs of our region's entrepreneurs
- 1.2**  
Promote our investment funds to local entrepreneurs and partners
- 1.3**  
Reach out to aboriginal promoters and partners

### TARGET 2

Improve the competitiveness of businesses in our region

- 2.1**  
Support entrepreneurs in the benefits of an innovation and sustainable development approach
- 2.2**  
Effectively manage the risks associated with our role as an economic developer
- 2.3**  
Develop support services tailored to promoters' needs

### TARGET 3

Support economic development in our communities

- 3.1**  
Promote local development, OLA and LIM envelopes
- 3.2**  
Collaborate on concerted action and structuring projects related to economic development in rural communities
- 3.3**  
Develop relationships with community councils in the 4 RCMs covered by SADC Côte-Nord
- 3.4**  
Increase our visibility with SMEs and partners

### TARGET 4

Maintain the effectiveness of our organizational development

- 4.1**  
Develop and strengthen team skills
- 4.2**  
Ensure effective resource management
- 4.3**  
Support and encourage the mobilization of the organization's administrators
- 4.4**  
Improve the effectiveness and efficiency of our processes

### A precious chapter

13 years of collaboration, shared ideas and promising projects. Our sincere thanks to Véronik for her commitment and invaluable contribution.

We wish her all the best for the future!



### In progress

- + ESG criteria integration support
- + Decarbonizing together training
- + Financial management support
- + Energy and wood materials project
- + Grandi-Ose project
- + Northern agriculture
- + ICT improvement and access to customer files
- + New financing capital

## SADC Côte-Nord



Our team

**Annick Thibouthot**  
General Manager

**Véronik Perreault**  
Project Officer

**Karianne Jenniss**  
Financial Services Officer

**Julie Duchesne**  
Circular Economy Officer

**Marilou Thériault**  
Corporate Advisor

**Éliane Jobin**  
Project Officer

### Board of directors

A Board of Directors made up of 10 elected directors governs the activities of SADC Côte-Nord. These socio-economic development volunteers represent the 4 RCMs in the territory served by SADC Côte-Nord. The Board of Directors meets six times a year. Here are the members of the SADC Côte-Nord Board of Directors for the 2024-2025 period:

#### Board members

- |                  |                |                   |                        |
|------------------|----------------|-------------------|------------------------|
| Nader Ghabi      | Mario D'Amours | Raymond Chénard   | Guillaume De Champlain |
| Patrice Tremblay | Marie Corbey   | Émilie Laverdière | Kevin Coutu            |
| Paul Bouffard    | Marc Pelletier |                   |                        |

# SADC

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