



ANNUAL REPORT

2025-2026

SADC MATAWINIE

Canada

Développement économique Canada
pour les régions du Québec appuie
financièrement la SADC

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→ Message from the Chairwoman and the Chief Executive Officer



A year filled with change and challenges! We are now in the second year of our five-year agreement with Canada Economic Development. The deployment of the new thematic dedicated funds for business financing has gained momentum. Through these funds, the SADC strengthened its interventions this year in the areas of business succession and transfer, as well as sustainable development. Several initiatives and targeted support efforts were carried out by the team, which you will discover throughout this activity report.

Across the Quebec SADC and CAE Network, numerous internal and external strategies and actions took place over the year. The team was strongly mobilized, guiding our SADC through a process of transforming its business model. The foundations were laid this year and will materialize in the coming year, with one of the main objectives being to increase our availability and proactive commitment with businesses.

The Board of Directors would like to thank the employees for successfully completing the entire action plan for the year, despite a reduced team for much of the period. Even under these circumstances, businesses and organizations in the Matawinie region continued to receive strong support from the SADC through advisory services and collaboration on local and regional economic initiatives. Several statistics in this report attest to this.

We also wish to thank the SADC administrators, who provided valuable support and demonstrated openness throughout the process of transforming the SADC's business model. Their sustained involvement over the year helped the team fulfill the SADC's mission for the benefit of the Matawinie community.

Enjoy your reading!

JONATHAN LANDREVILLE

Executive Director

CHANTAL BRUNEAU

Chairwoman

OUR VISION

To support and guide entrepreneurs in their business creation and development projects, while acting as a lever to foster their growth. As an initiator of ideas and innovative projects, SADC Matawinie creates a positive impact in its community while promoting regional economic growth. By encouraging entrepreneurship, it positions itself as a key player contributing to job creation and retention.

OUR MISSION

SADC Matawinie contributes to the economic development of the Matawinie RCM by providing guidance and advisory services to businesses and individuals in their business projects, offering personalized and adapted financing, acting as a strategic leader in economic

OUR VALEURS

Integrity

Cooperation

Professionalism

Dynamism

Our Commitment

Innovation

Certification : INNOVATION



In June 2025, our Business Advisor, Julie Miron, obtained her Innovation Advisor certification from Québec.

This certification enables her to identify innovation projects, understand entrepreneurs' needs, support them, and direct them to the right resources.

By doing so, the SADC positions itself to accelerate and strengthen innovation in Matawinie, while staying up to date with emerging developments.



BUSINESS ADVISORY SERVICES

→ TECHNICAL SUPPORT COMPONENT :

SADC Matawinie offers free advisory services to all businesses located within the Matawinie RCM. All our clients benefit from support delivered in various forms, including individual meetings, on-site business visits, networking activities, follow-up calls, and group sessions.

Technical support can be applied at every stage of a business project: start-up, expansion, acquisition, succession, and modernization.

Our advisory services allow entrepreneurs to benefit from an external perspective from our advisors, who can share their analysis of the situation and propose action paths to foster business growth.

112

Information requests

*Excluding technical support requests

BUSINESS ADVISORY SERVICES

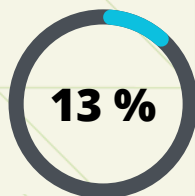
→ TECHNICAL SUPPORT COMPONENT : New Files This Year

23

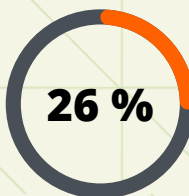
Number of new
files this year

Support is distributed
according to the following
types of objectives

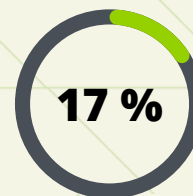
Expansion



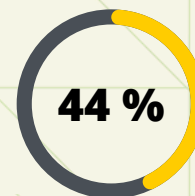
Modernization



Succession/Business transfer



Start-up



Support is distributed according to the following intervention topics:

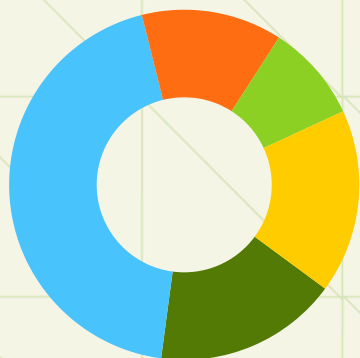
■ Sustainable development (17%)

■ Finance/Accounting/Taxation (44%)

■ Business transfer (13%)

■ Operations management (9%)

■ Business plan/financial projections (17%)



BUSINESS ADVISORY SERVICES

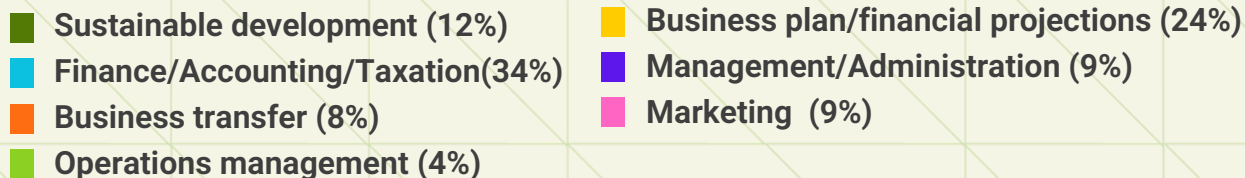
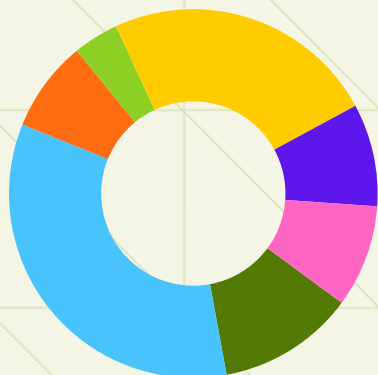
→ **TECHNICAL SUPPORT COMPONENT :**
Number of Active Files This Year

75
Number of active
files this year

Support is distributed
according to the following
types of objectives



Support is distributed according to the following intervention topics:



LOCAL ECONOMIC DEVELOPMENT AND COLLABORATION

→ **THEME :**

Business Succession and Transfer



Project 1: My Succession Project — In the Fog or Predictability?



Organized in collaboration with SADC D'Autray-Joliette, this conference took place on December 10th, 2025, at Château Joliette.

The objective was to raise awareness among potential business sellers about the importance of taking action now to plan their succession strategy.

The event was led by Mr. Éric Dufour, National Leader for Business Succession and Continuity at Raymond Chabot Grant Thornton in Quebec, a firm specializing in business transfers. Nearly sixty participants attended this breakfast conference.



Project 2 : Business Sellers Cohort

Announced during the December 10th, 2025 thematic conference, SADC Matawinie and SADC D'Autray-Joliette organized a winter 2026 cohort for potential business sellers, including their successors when already known. The goal was to provide training on each of the seven steps required for a successful business succession and transfer plan.

A total of 16 businesses from the Lanaudière region took part in a series of training sessions to learn how to structure their plan and organize their actions for transferring their business.

The cohort was animated and trained by Mr. Éric Dufour from Raymond Chabot Grant Thornton. The sessions combined training, discussions, and dynamic testimonials. The cohort will complete its work in May 2026.

LOCAL ECONOMIC DEVELOPMENT AND COLLABORATION

→ **THEME :**

Business Succession and Transfer



Project 3 : Agricultural Establishment and Transfer Service (LÉ)

Spread over three years, this project supports the creation of businesses and the development of initiatives that contribute to entrepreneurship growth and agricultural vitality, while also promoting the transfer of existing farms in the Lanaudière region. Its activities rely on the expertise of a qualified professional, a member of the Quebec Order of Agronomists and a Level 1 Innovation Advisor, whose mission is to facilitate entrepreneurs' access to services tailored to their needs and to strengthen synergy and collaboration among regional stakeholders in entrepreneurship, innovation, and agriculture.

For the 2025–2026 year in Matawinie, nearly 7 businesses and 16 entrepreneurs were supported, and a total of 40 businesses and 105 entrepreneurs across the Lanaudière region. Several conferences, awareness activities, and networking events were also held throughout the year.

This was the final year of the project in its current form. Discussions with partners are underway regarding a potential redesign.

Project 4 : Repreneuriat Project (LÉ)

Launched in the fall by the local economic development organizations of Lanaudière—of which the SADC is a member—and managed by Lanaudière Économique as trustee, this initiative aims to support and coordinate the actors of the Lanaudière entrepreneurial ecosystem in deploying services related to business succession and transfer.

This includes raising awareness about the importance of business takeover, creating a shared toolbox to reference available resources, exploring opportunities for specialized mentoring with the Lanaudière mentoring groups designed for entrepreneurs who are taking over or selling a business, and organizing regional mentoring activities focused specifically on business transfer.

This is a three-year regional initiative.

LOCAL ECONOMIC DEVELOPMENT AND COLLABORATION

→ **THEME :**
Sustainable Development



RÉCUP'GLASSINE

The Récup'glassine project aims to recover the backing paper from labels generated by businesses in the Matawinie region, in order to reduce landfill waste and promote circular economy practices.

In partnership with Soprema, the SADC acts as a consolidation point for materials, gathering small volumes from various businesses to facilitate collection and recycling. This model provides a concrete and accessible solution for local businesses.



With the participation of the nine companies involved, the project is expected to divert approximately 1.5 tons of glassine paper from landfill each year.

LOCAL ECONOMIC DEVELOPMENT AND COLLABORATION

→ **THEME :**
Sustainable Development



CIRCULAR ECONOMY FACT SHEETS

(Website)

As part of the circular economy support services, four sector-specific example sheets were developed to encourage the adoption of sustainable practices by local businesses.

These sheets cover the forestry industry, the plastics industry, administrative and consulting services, and food service businesses. They present concrete circular economy strategies—such as source reduction, reuse, recycling, and the recovery of residual materials—adapted to the realities of each sector.

The examples collected demonstrate tangible benefits, including potential reductions in residual materials, gains in operational efficiency, and savings in resource management costs.

These tools aim to accelerate businesses' transition to action by illustrating concrete, transferable solutions that generate both environmental and economic value.

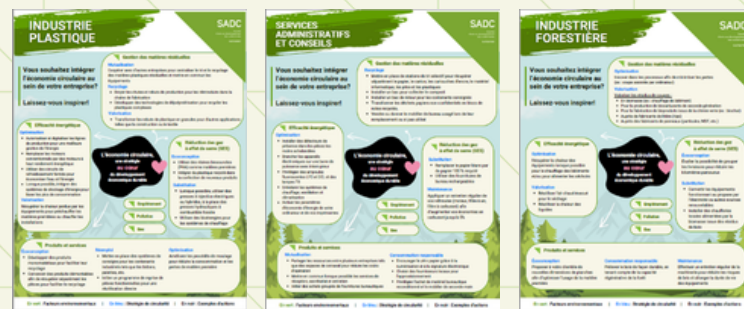
CIRCULAR ECONOMY

TRAINING

(april 2025)

To raise awareness and support knowledge transfer among business managers, an introductory training session on the circular economy was offered to 10 entrepreneurs and business representatives.

This activity helped participants understand the opportunities offered by this model and begin strategic reflection within their organizations to initiate a transition toward more circular business practices.



LOCAL ECONOMIC DEVELOPMENT AND COLLABORATION

→ **THEME :**
Sustainable Development



LET'S DECARBONIZE TOGETHER (A AND B)

A. SD Group Training on GHG Reduction / Carbon Footprint

As part of its sustainable development initiatives, the SADC continued strengthening its internal expertise by participating in the "Let's Decarbonize Together!" training offered by the Sustainable Development Group of the SADC-CAE Network.

This training helped consolidate the knowledge and tools needed to support businesses in quantifying and reducing their greenhouse gas emissions. The training concluded in September.



B. Pilot Cohort – Let's Decarbonize Together

To create or refine certain support tools, the SADC launched a pilot project with a test group of four businesses in Matawinie. These businesses will receive support in understanding and measuring their GHG emissions in order to optimize their processes while contributing to the fight against climate change.

Depending on the results and improvements made to the developed tools, these tools may later be used in various business support activities or training sessions.

**Ensemble,
DÉCARBONONS
NOTRE entreprise**

Management Knowledge Development

→ Business Mentorship Service



The business mentorship service for entrepreneurs in Matawinie, coordinated by SADC Matawinie, continued its support activities with the mentors in our local mentoring group. Significant administrative changes were implemented during the last quarter of the year following the announcement that the provincial organization Réseau Mentorat would cease its operations.

A new regional collaboration and mobilization effort among the Lanaudière mentoring groups was launched in winter 2026. This initiative will lead, over the coming year, to joint regional actions, particularly in promoting mentorship and networking as key factors contributing to business success.

Number of active experienced mentors

9

Number of active mentor–mentee pairings

6

Number of new mentees

3

More information :

www.matawinie.qc.ca/mentorat

Management Knowledge Development



Born from the Matawinie Economic Development Partners' Table, Formations Matawinie is an annual coordinated training program for businesses in the region.

This year, the 2025–2026 program included seven training sessions divided into three thematic blocks: three on web marketing, three on AI tools and cybersecurity, and a final one on using a marketing and graphic design tool that integrates concepts from the first two blocks.

In total, 130 participants took part in the program. The partners will therefore be able to assess the feasibility of a new edition at the beginning of the year.



statistiques

7 training sessions

130 participants

Themes : Web marketing + AI tools +
cybersecurity + graphic design

Management Knowledge Development

→ Matawinie Business Community Rotating Dinner – 2025 Edition



A popular annual event, the SADC held the 9th edition of the Matawinie Business Community Rotating Dinner in May 2025.

Nearly 75 participants—entrepreneurs and organizational representatives—took part in this networking event to actively develop their business network and showcase their products and services. This gathering brings together long-established entrepreneurs and newly created businesses, uniting people from all corners of Matawinie.

Dynamic and fruitful exchanges marked the evening, along with an inspiring keynote speaker, Mr. David Côté, co-founder of LOOP Mission and a Dragon on the popular TV show Dans l'œil du Dragon on ICI Radio-Canada. Mr. Côté shared his unconventional entrepreneurial journey and, above all, how daring to challenge the status quo in order to fulfill one's mission can propel a business toward success—particularly by using circular economy principles to innovate.

Given the strong positive results of the event, the SADC spent the latter part of the year preparing the 10th edition, which will take place in May 2026.



75 Number of participating businesses

Entrepreneurs Representatives Organizations

Management Knowledge Development

→ **Tariff War Committee** (Market Diversification Guide)



A subcommittee created by the Matawinie Economic Development Partners Table following the international tariff crisis. The committee's members organizations carried out assessments of the crisis's impacts on exporting businesses in the region, as well as a compilation of information on available support programs and measures for affected companies. Some findings were shared with the provincial and federal governments to help shape national strategies.

At the local level, based on feedback from businesses, the committee developed a market diversification guide enabling companies to self-assess and determine their level of readiness to explore new markets (regional, provincial, national, or international).

This guide helps businesses better prepare and accelerate the implementation of their market development efforts or their work with export-support organizations.



ENTREPRENEURSHIP DEVELOPMENT

→ 2026 COMMERCIAL STUDY

In 2026, SADC Matawinie launched the second edition of its Commercial Study, a large-scale consultation on commercial needs across the municipalities of its territory.

Ten years after the previous study, this extensive survey—conducted at the end of winter 2026—will help improve the current offering of shops and services based on the needs expressed by the population. The results may lead to adjustments in existing businesses or the creation of new enterprises in Matawinie.

Findings and
subsequent actions
will be released in
early summer 2026.

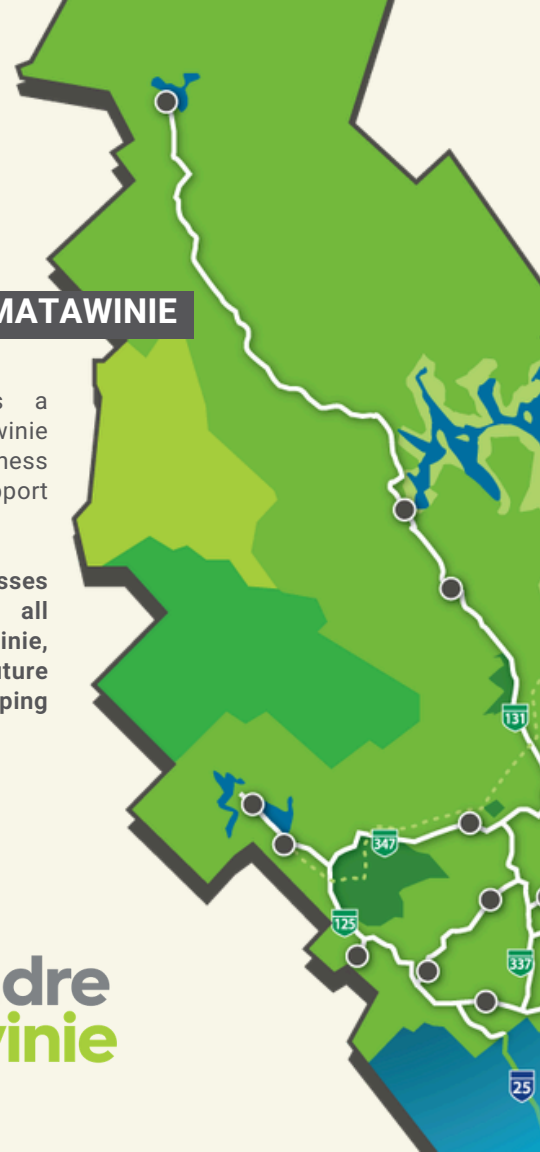


→ ENTREPRENDRE MATAWINIE

This website serves as a showcase for the Matawinie territory, highlighting business opportunities and local support available to entrepreneurs.

It provides tools for businesses and information on all municipalities within Matawinie, helping guide current and future entrepreneurs in developing their business ideas.


entreprendre
Matawinie



ENTREPRENEURSHIP DEVELOPMENT

→ OSENTREPRENDRE CHALLENGE

The OSEntreprendre Challenge aims to support entrepreneurship development in Quebec by recognizing initiatives in both the Student Entrepreneurship and Business Creation categories, across the Lanaudière region and the entire province.

More specifically, the Business Creation category encourages entrepreneurs in the early stages of launching their business to present their project, helping bring their ideas forward.

SADC Matawinie, in collaboration with Développement Matawinie, coordinates the OSEntreprendre Challenge for the Matawinie RMC under the regional leadership of Lanaudière Économique. The initiative highlights the remarkable contribution of all those who submitted their applications, took the leap into entrepreneurship, and brought their business projects to life.

Our Local Winners for the 27th Edition

(april 2025)

Business Creation Category

Les Écuries PROdige, Saint-Jean-de-Matha
(Individual Services Category)

Rivière Noire inc., Sainte-Émélie-de-l'Énergie
(Technological and Technical Innovation Category)

In the “Doing Business Together” Category

La maison du bonheur, Saint-Côme
Aux Jardins de la Bergère, Saint-Damien

SOCIOECONOMIC COLLABORATION

→ Collaboration and Various Initiatives

Throughout the year, the SADC team continued its coordination mandate by participating in several local and regional committees. These committees allow the SADC to contribute to the vitality of the territory and to work on coordinated actions and strategies that support the growth and visibility of our businesses and communities.

Committees of the Quebec SADC and CAE Network

Committee of Permanent Staff

Internal Communications Committee

Laurentides–Lanaudière Regional Committee

Sustainable Development Group

Co-development Committee – Business Financing

Socioeconomic Collaboration

Consultations on cycling development and strategies in Lanaudière

Regional Tourism Knowledge Table

Lanaudière Mountain Plan

Matawinie Immigration Table

Lanaudière économique

Matawinie Economic Development Partners Table

Lanaudière Agri-Food Development Council

Lanaudière Regional Economic Partners Table

BILAN 2025-2026

→ Financial Investments

The SADC is a partner at every stage of business development—whether during a start-up, an expansion, or to preserve existing achievements—providing support that helps entrepreneurs bring their projects to life.

For 2025–2026, SADC Matawinie had four funds available to support businesses and entrepreneurs: the SADC Investment Fund, the Youth Strategy Fund, the Green and Digital Dedicated Fund, and the Transfer Fund.

20

Total number
of businesses
financed

321

Number of jobs
created and maintained

Authorized funding

1 398 551 \$

Total number of businesses financed

20

Average age of promoters

39 years old

FUNDS	AMOUNT	NUMBER
INVESTMENT FUND	955 301 \$	15
YOUNG STRATEGY	200 000 \$	11
GREEN FUND	123 250 \$	3
TRANSFER FUND	70 000 \$	3
DIGITAL FUND	50 000 \$	1

→ **BREAKDOWN OF INVESTMENTS**
(BY MUNICIPALITY)

Municipality	Number
Rawdon	5
Saint-Michel-des-Saints	4
Saint-Jean-de-Matha	3
Chertsey	2
Sainte-Béatrix	1
Saint-Damien	1
Saint-Donat	1
Saint-Côme	1
Saint-Alphonse-Rodriguez	1

**OBJECTIVES OF PROJECTS
FUNDED IN 2025–2026**

EXPANSION
Numbers of projects funded

6

START-UP
Numbers of projects funded

6

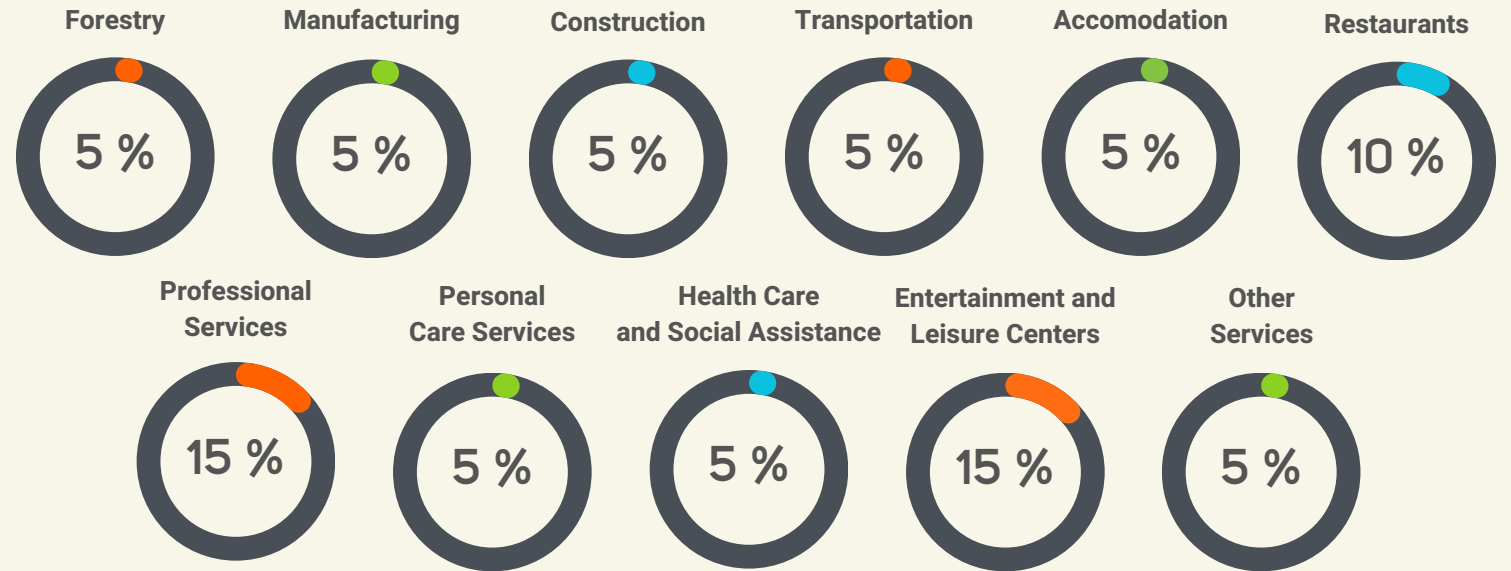
SUCCESSION–TRANSFER
Numbers of projects funded

3

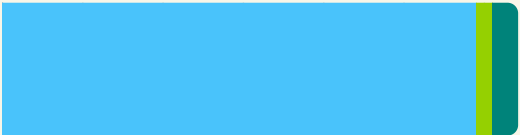
MODERNIZATION
Numbers of projects funded

5

→ Breakdown of Investments by Sector of Activity



NUMBER OF JOBS CREATED (43)
NUMBER OF JOBS MAINTAINED (278)
→ 321 JOBS IN TOTAL



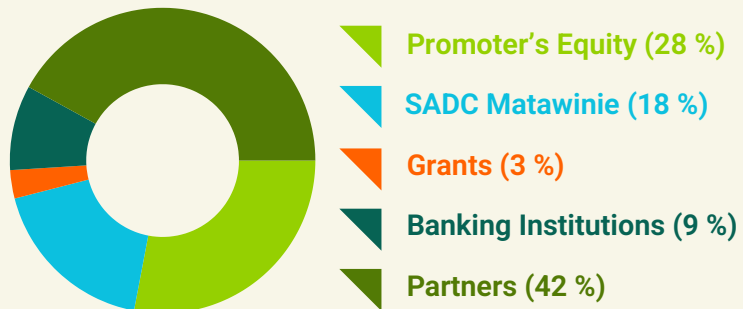
- Full Time (295)
- Part Time (10)
- Seasonal (16)



→ Leverage effect :
\$1 invested by the SADC generates
\$4.53 from the community

Investment Spin-offs

Promoters' Equity	2 194 555 \$
Banking Institutions	655 300 \$
Grants	239 817 \$
SADC Matawinie	1 398 551 \$
Partners	3 250 074 \$
TOTAL	7 738 297 \$



INVESTMENT FUND

→ 2025–2026 Results

A community development tool, the Investment Fund aims to support the creation and long-term retention of jobs. This complementary financial assistance—offered in addition to traditional financial institutions—is available to businesses located within the Matawinie RCM.

The Investment Fund is intended for individuals and SMEs, whether sole proprietorships, corporations, partnerships, or cooperatives. Financial assistance can be used for business start-up, modernization, expansion, or turnaround, and may range from \$1,000 to \$150,000 as a term loan, with the possibility of up to \$300,000 in exceptional cases.

It helps identify and support growth-oriented entrepreneurs with promising business potential.

→ 15
FILED SUPPORTED

IN LOANS GRANTED

955 301 \$

TOTAL INVESTMENTS

7 511 081 \$

INVESTMENT FUND

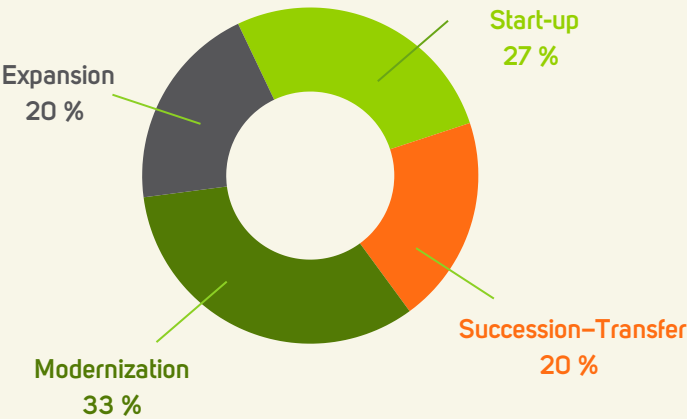
→ 2025–2026 Results

YOU KNOW THAT ?

Average age of entrepreneurs	42 years old
Average amount per case	63 687 \$

WITH A LEVERAGE EFFECT—EXCLUDING SADC PROGRAMS—OF \$1 FOR EVERY \$6.50 GENERATED

BREAKDOWN OF FUNDED PROJECTS



YOUTH STRATEGY

→ 2025–2026 Results

Program for Ages 18–39

The Youth Strategy Program aims to encourage young people to bring their business projects to life while supporting their employability and their social, cultural, and economic commitment within their community.

This initiative seeks to create favorable economic conditions that foster youth entrepreneurship, enabling young people in the regions to build a future in their community by pursuing their dream of becoming entrepreneurs.

This fund supports the acquisition, creation, expansion, or modernization of a business by young entrepreneurs aged 18 to 39. Financial assistance ranges from \$5,000 to \$25,000, with 0% interest for 24 months and the possibility of a capital repayment moratorium.

→ 11
FILED
SUPPORTED

IN LOANS GRANTED

200 000 \$

TOTAL INVESTMENTS

952 216 \$

YOUTH STRATEGY

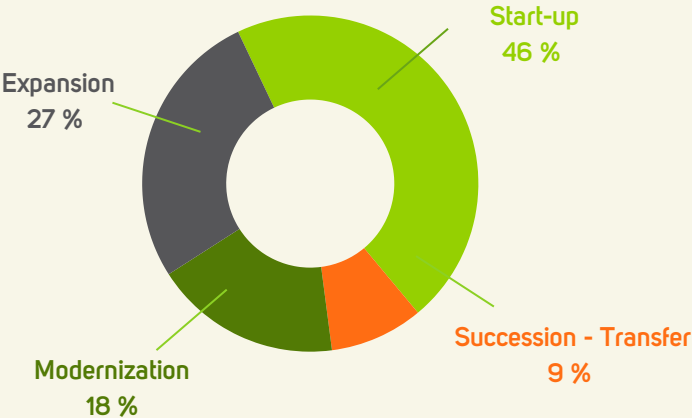
→ 2025-2026 Results

YOU KNOW THAT ?

Average age of entrepreneurs	34 years old
Average amount per cases	18 182 \$

WITH A LEVERAGE EFFECT—EXCLUDING SADC PROGRAMS—OF \$1 FOR EVERY \$2.60 GENERATED.

OBJECTIVE



PROFILES OF DEDICATED FUNDS

→ 2025–2026

Consolidated Results and Impacts

The SADC offers targeted financial support to businesses that have concrete action-oriented strategies in three key areas: business succession and transfer, digital transformation, and the green transition. For these types of projects, businesses may receive an advantageous loan that includes a two-year interest-free period, up to a maximum of \$50,000.

To access this financial support, projects must also receive funding from the Investment Fund, following a 1-to-1 matching ratio. These tools represent important and flexible financial levers that encourage businesses in Matawinie to move forward with their development initiatives.

FUND/STRATEGY	Amount granted	number of projects	Average Amount per Project	Total Project Investments	Leverage Effect (excluding SADC programs)	Average Age of Entrepreneurs
TRANSFER STRATEGY	70 000 \$	3	23 333 \$	1 171 000 \$	1\$ generates 14.46 \$	41 years
GREEN STRATEGY	123 250 \$	3	41 083 \$	3 907 874 \$	1\$ generates 29.09 \$	48 years
DIGITAL STRATEGY	50 000 \$	1	50 000 \$	313 928 \$	1\$ generates 3.87 \$	43 years
Total	243 250 \$	7		5 392 801 \$		

HIGHLIGHTS

→ Overview of our investments over the past 5 years

	Invest Fund	Youth Strategy	Transfer Strategy	Green Strategy	Digital Strategy	TOTAL
YEARS	Amount granted	Amount granted	Amount granted	Amount granted	Amount granted	
2021-2022	450 700 \$	91 250 \$	/	/	/	541 950 \$
2022-2023	401 370 \$	163 400 \$	/	/	/	564 770 \$
2023-2024	691 000 \$	106 200 \$	/	/	/	797 200 \$
2024-2025	904 715 \$	103 000 \$	50 000 \$	/	10 000 \$	1 067 715 \$
2025-2026	955 301 \$	200 000 \$	70 000 \$	123 250 \$	50 000 \$	1 398 551 \$
TOTAL	3 403 086 \$	663 850 \$	120 000 \$	123 250 \$	60 000 \$	
Grand total						4 370 186 \$

BOARD OF DIRECTORS AND TEAM

→ Board of Directors

BUSINESS MEMBERS

- **Chantal Bruneau (Chairwoman)**
Les Jardins de la Montagne
- **Gilles Beauchamp (VP- Business Services)**
Création Orange Carotte
- **Estelle Hébert (VP- Economic Development)**
Contre plongée productions
- **Monique Smismans (Treasurer)**
Auberge le Cheval bleu
- **Jean-Philippe Demontigny (Secretary)**
La Terre des Bisons

EXTERNAL MEMBER OF THE INVESTMENT COMMITTEE

- **Jean-Marc Dubeau**
Faubourg 343

PARTNER-COLLABORATOR MEMBERS

- **Stéphane Toustou**
Centre multi services des Samares
- **France Chapdelaine**
Chambre de commerce de la Haute Matawinie
- **Sophie Galarneau**
Municipalité d'Entrelacs

INDIVIDUAL MEMBER

- **Marthe Venne**

BOARD MEMBERS WHO LEFT DURING THE YEAR

- **Charles-André Pagé**
Municipalité de Saint-Alphonse-Rodriguez (departed in 2026)



TEAM

→ 2025-2026 TEAM

Jonathan Landreville

Executive Director

Julie Miron

Business Advisor

Marie-Pier Branchaud

Communications and Project Management Officer
(on maternity leave)

Désirée Nzamba

Business Advisor, Local and Sustainable Economic
Development

Amel Amer

Administrative and Accounting Assistant
(April to November)

Karen Tessier Riopel

Administrative and Accounting Assistant
(temporary replacement, December to March)



ANNIVERSARY

→ 20 Years of Commitment and Passion

The entire team wishes to pay tribute to Jonathan Landreville, a true pillar of the organization. From his beginnings as a development officer to his current role as Executive Director, he continues to leave a meaningful and lasting impact.

His dedication, professionalism, and vision have helped support hundreds of businesses, create jobs, and strengthen the regional economy of Matawinie. Known for his dynamism, integrity, closeness to the community, ability to innovate, and mobilizing leadership, we wish to highlight the importance of his role in the development of our beautiful region.





→ OUR CONTACT

Société d'aide au développement de la collectivité Matawinie
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