



2023–2024 Annual Report

The Coopérative de développement régional du Québec, solidarity cooperative

Mission

Support and promote the creation and development of cooperatives in all regions of Quebec.

Vision

Be recognized as a driving force behind high-performance collective enterprises.

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Official contact information

Coopérative de développement régional du Québec, solidarity cooperative

200–1400 Saint-Jean-Baptiste Avenue

Québec City, QC G2E 5B7

2024 Annual General Meeting

The AGM was held on September 19, 2024, at the Delta Hotel in Trois-Rivières:

1620 Notre-Dame St. Centre, Trois-Rivières QC G9A 6E5

A word from the Chairperson

Dear members and partners,

What a year of challenges and achievements it has been! As Chairperson of the CDRQ board of directors, I am proud to present our annual report.

Our organization, which has always been committed to supporting collective entrepreneurship, has pursued its mission with renewed energy. This year, we supported 225 collective projects, over 50% of which were business start-ups, mainly in Greater Montréal and in the Estrie and Capitale-Nationale regions. All these new groups of entrepreneurs are sure to make a significant contribution to the economic health of our regions. A good example is the collective takeover project by L'Extraordinaire co-op based in Charlevoix, which plans to add an intergenerational living space to an existing tourism facility. This initiative, the only one of its kind in Quebec, could be a new way to meet the needs of an aging population.

It is certainly worth mentioning the remarkable growth in our strategic sectors. This year, the very first symposium on collective entrepreneurship in tourism and leisure, *Symposium sur l'entrepreneuriat collectif en tourisme et loisir*, was held, with over 200 participants in attendance and featuring 20 collective takeover projects of cooperatives or NPOs.

Our influence also grew thanks to the signing of five new national partnership agreements, in line with our ongoing collaborative projects with developing players. I would like to take this opportunity to highlight our first agreement with *Cybereco*. This partnership resulted in us hosting a workshop at the 2024 Cyberconference and in new perspectives for our organization.

Alongside these achievements, we have undertaken a deep-level transformation of our organization. Following extensive consultation with our members, we have adopted new governance rules that strengthen cooperative democracy and promote greater inclusion. These changes have included adding a skills matrix to the electoral process and, crucially, opening up our membership to social economy NPOs, reflecting the evolution of our mission.

With the renewal of the government's *Plan d'action gouvernemental en économie sociale 2020–2025*, we look to the future with optimism. We believe our organization is ready to meet tomorrow's challenges and seize new opportunities. We look forward to working with our partners to help build a fairer, more sustainable Quebec.

I would like to extend my warmest thanks to all our teams for their dedication and expertise, and to our members for their trust and active participation in these transformations. It is thanks to your collective commitment that we can make the CDRQ a key player in Quebec's social economy.

Pascal Coutu
Chairperson
Board of directors

Performance data

Performance	Data
Number of projects created	225 - 189 cooperatives (84%) + 36 NPOs (16%)
Type of project by service (n. 225)	<ol style="list-style-type: none"> 1. Start-up - 55%: 94 co-ops + 29 NPOs 2. Specialized support - 29%: 63 co-ops + 3 NPOs 3. Ampli crowdfunding - 6%: 11 co-ops + 2 NPOs 4. Digital transformation support - 4%: 8 co-ops + 0 NPOs 5. Other - 7%: 13 co-ops + 2 NPOs
Projects by region (n. 225)	<ol style="list-style-type: none"> 1. ATNQ - 11 (4.9%) 2. BSL - 13 (5.8%) 3. CQM - 13 (5.8%) 4. EST - 29 (12.9%) 5. GIM - 7 (3.1%) 6. LAN - 17 (7.6%) 7. MON - 20 (8.9%) 8. MTL - 60 (26.7%) 9. CNCA - 36 (16%) 10. SLSJ - 19 (8.4%)
Source of project funding (n. 225)	<ol style="list-style-type: none"> 1. Partnership agreement - 70% - 157 2. Ampli - 6% - 13 2. Other funding - 7% - 15 3. NPO - 14% - 32 4. Digital transformation - 4% - 8
Customer satisfaction	73% (-3%)
Number of members	Total: 1,017 (-4.3%) Workers: 49 (-4%) Support: 95 (-2%) Users: 873 (-5%)
LinkedIn engagement rate	7.39% (-2.76%)
Facebook reach (number of people who have seen your posts or your Facebook page)	26,337 (-)
Website	Number of users: 36,468 (+38.55%) Number of page views: 97,579 (+30.5%) Average engagement period: 1 min. 36 sec
Webinars	Satisfaction rate: NPS - (n.50) - 94% 506 participants: (+17.6%) - Synchronous webinars 1,087 views: (-) Asynchronous webinars

High-performance strategies

Our strategic sectors enjoyed a year of growth in 2023–2024. Close collaboration between the various players in the ecosystem has allowed us to support more than 20 collective takeover projects and welcome nearly 200 people to the first symposium on collective entrepreneurship in tourism and leisure. The results speak for themselves: the collective enterprises supported have created new jobs, developed new products and services, and improved their environmental performance. Here is a summary of our actions:

Tourism

- A symposium on collective entrepreneurship in tourism and leisure was held on May 7 at the Centre des congrès de Québec, attended by over 200 people. Participants represented 46 collective enterprises, 8 incorporated businesses, 36 associations (ATR, ATS), 46 partners from the entrepreneurship support and economic development ecosystem and 6 consulting firms. We also saw the development of 13 collective enterprises, including the Coop de l'Arrière-pays and the Coopérative de solidarité BivouaQ.
- After a call for projects, 10 projects were selected to receive support for the creation of collective enterprises, a major development within a cooperative or commercial NPO, or a collective takeover. Ten \$15,000 grants.
- Numerous actions were undertaken to publicize and promote collective entrepreneurship: articles, conferences and representation to various clientele.
- Two case studies in collective entrepreneurship were produced.

Collective takeover

- Over 20 collective takeover projects (cooperatives and NPOs)
- Training workshop on the taxation of collective takeovers organized by the CDRQ and Réseau Coop with the support of the CQCM, presented by Mallette for the benefit of support workers in the collective takeover ecosystem (36 participants)
- Four case studies: 2 in tourism and leisure and 2 in agricultural production
- Nine webinars presented on collective takeover, including 2 in collaboration with Les Pôles d'ÉS and one with the CQCD
- Panellist at several events including:
 - Rendez-vous national du développement local - FQM
 - Sommet du repreneuriat - CTEQ
 - Symposium on collective entrepreneurship in tourism and leisure - CDRQ/AT
 - Carrefour ÉS - CQCM/Chantier ÉS

Agricultural

Tour of co-op farms with the Conseil québécois de la coopération et de la mutualité, July 5–7, 2023

- Estrie/Montérégie
 - Ferme la Colline du Chêne, Bromont
 - Les Jardins de Tessa, Frelighsburg
 - Jardins des Cocagnes, Frelighsburg
- Laurentides/Lanaudière
 - La Shop à Légumes, Saint-Esprit
 - Ferme la Roquette, Brownsburg
 - Ferme aux petits oignons, Mont-Tremblant
- Happy hour event on collective farm takeovers
 - 77 participants, including 30 farms
- Programming and delivery of 8 workshops between November 2023 and February 2024
 - 66 participants, including 50 farms
- Presentation of collective models to Réseau Agriconseils, production of a farm taxation notice, and amendment of CUMA regulations.

Relations with English-speaking Quebecers

- Activities for outreach and promotion of collective entrepreneurship
 - 24 activities/sessions held
- Potential projects and current projects – Start-up
 - 17 promoter groups and projects
- Potential projects and current projects – Growth
 - 13 companies

Digital transformation

- Self-assessment report on the organization's digital maturity
 - 107 customized reports produced and sent to respondents
- Assessment of the business' preparedness for Law 25 and cybersecurity
 - 174 respondents
 - 69 customized reports produced and sent out (as some opted not to receive them or are not social economy enterprises)
- Training – Law 25 and cybersecurity
 - Four in-person training courses on Law 25 given, attended by 320 people

- 1,005 viewings of asynchronous training sessions

Our entrepreneur members

Based on the recommendations of the governance committee, a member consultation and two special meetings (December 12, 2023, and March 15, 2024), various elements of the organization have been modified to address internal issues. Here is a summary of the changes:

- Abolition of the system of representation by delegates and elections in regional meetings
- Universal election of members by electoral college at the Annual General Meeting
- Addition of a skills matrix to the electoral process
- Integration of social economy NPOs into the membership
- Modification of criteria required to retain user member status

Find out about the collective enterprises that joined the CDRQ this year.

User members

- Le Mur porteur work cooperative
- Populus solidarity cooperative
- Coopérative artistique les Etchemins
- Action Coop Sainte-Sabine
- Système T cooperative
- Coopérative d'utilisation de matériel agricole de St-Norbert
- Hélico secours solidarity cooperative
- Symbolitech solidarity cooperative
- La porte rouge cooperative for theatre creators
- Funambules Médias work cooperative
- Centre international d'études et de formation en agriculture et en agroalimentaire cooperative
- Production du plateau solidarity cooperative
- La Fabrique des joueurs de DBL Ball
- Coopérative des travailleurs de la santé
- Coopérative de solidarité nourricière
- L'Extraordinaire solidarity cooperative
- La Bourgrade solidarity cooperative

Support members

- Pôle d'entrepreneuriat collectif de l'Est de la Montérégie
- Rimouski-Neigette RCM

Five projects among 225

Every year, the CDRQ team supports entrepreneurs in the start-up and growth of their business projects. Here are five examples from the 225 projects we supported this year:

GeniMac

GeniMac is a Montréal-based consulting engineering firm (specializing in construction work: design, execution and site supervision) whose owners wanted to involve their employees in the company's development. We helped employees create a worker shareholder cooperative, which acquired 10% of GeniMac's shares and consolidated 33 jobs.

L'Extraordinaire, Coop de solidarité in Baie-St-Paul

L'Extraordinaire solidarity cooperative aims to continue the activities of La Grande Maison tourist facility in Baie-St-Paul, while adding a rental section for semi-retirees and retirees. This collective takeover by the facility's current employees and future tenants is the first of its kind in Quebec, and perhaps in Canada.

Coopérative Santé et Mieux- Être Montcalm

In July 2023, following start-up support, the solidarity cooperative Santé Mieux-Être Montcalm approached the CDRQ to help with the financial arrangements for a building acquisition and development project. This would be a site used for health service provision operations.

Solon

Created in 2015, Solon is an NPO that supports citizen groups and institutions working for the environment and for solidarity, while promoting the creation of social ties. The co-op is now in the final year of its Mobilité de Quartier project with the Ville de Montréal. The CDRQ is working with Solon to structure its various components into a single business plan in order to meet the deliverable needs of its funder.

CUMA de Saint-Vallier

Under the impetus of Sollio groupe coopératif, the CDRQ helped a dozen agricultural producers from Saint-Vallier, in the Chaudière-Appalaches region, to create a cooperative for the use of agricultural equipment (CUMA) in the space of two months. This process was supported by training for members on the cooperative model.

Promotion, promotion, promotion!

The past year has seen exceptional momentum in promoting collective entrepreneurship. With more than 14,000 hours devoted to provincial development and 681 regional activities—an increase of 36% over the previous year—we helped stimulate the creation and development of collective enterprises across Quebec. Here is a summary of some of our activities.

Main activities

Renewal of the Plan d'action gouvernemental en économie sociale (PAGES)

January 2024: The CDRQ took part in discussions concerning the renewal of the PAGES 2025–2030, which supports the development of social economy enterprises, and the role of the CDRQ in this plan.

Member consultation

November 2023: 45 members took part in a wide-ranging national consultation, launched as part of an in-depth review of the *Cooperatives Act*. Their invaluable contributions enabled us to formulate a detailed brief, which was submitted to the Ministère de l'Économie to influence legislative developments.

Delegation visits

South Korean delegation

May 2023: General Manager Mathieu Vigneault presented the CDRQ to a delegation of 14 students and professors from the Social Management Program Graduate School of Hanshin University, at our Québec City offices. Their aim is to write about the social economy in Quebec and France.

Presentation by Mathieu.

Confederation of Honduran Cooperatives

October 2023: Viviana Fernandez, Senior Financial Advisor, presented the CDRQ and its business environment to a delegation from the Honduran Confederation of Cooperatives visiting Quebec under the aegis of SOCODEVI.

Events

April 2023: Co-production with the Pôle d'économie sociale de l'Abitibi-Témiscamingue of the "Savoir gérer ses risques" event. This one-day conference took place in Rouyn-Noranda. It gave 45 co-ops and NPOs (attending in-person and remotely) the opportunity to learn more about Law 25 and insurance risk management. **(Photo)**

September 2023: Nada Elkouzi, Director of the Montréal/Laval office, presented the cooperative model to [Culture Laval](#) members as part of the Impulsions professional development days.

October 2023

- General Manager Evan Murray took part in the 4th Technical Symposium of the United Nations Inter-Agency Task Force on Social and Solidarity Economy. The group, created in 2013 in response to a

growing concern within the UN system, is rethinking development in the wake of global crises. It also aims to raise the profile of the social economy within the UN system and beyond.

- As part of Social Economy Month, members in Bas-Saint-Laurent and Gaspésie–Les Îles de la Madeleine were able to attend the Rendez-vous intercoop event on the theme of the relationship between the general manager and the president in a collective enterprise. The Rendez-vous event, held in collaboration with Desjardins, Unoria coopérative, the Pôle d'économie sociale Gaspésie–Îles-de-la-Madeleine and the CQCM, was attended by 50 people.

November 2023: Co-production of a forum on the theme of inspiring examples of collective entrepreneurship being integrated into territorial practices, in collaboration with the Pôle d'économie sociale du Saguenay–Lac-Saint-Jean. The event was attended by over 80 participants.

Presentations

May 2023: Presentation by Nada Elkouzi, Director, Montréal/Laval, of the Coop en ressources humaines in conjunction with Professor Geneviève Robert-Huot at the 90th Congrès de l'ACFAS (colloquium by the Institut de recherche sur les PME).

September 2023: At the annual convention of the [Fédération québécoise des municipalités](#), Andrée Pelletier, Coordinator of the tourism and leisure sector, led a workshop on boosting tourism and leisure through collective entrepreneurship. Around 50 people attended this session, titled Une offre de tourisme et de loisirs bonifiée grâce aux avantages de l'entrepreneuriat collectif.

November 2023: Nada Elkouzi, Director, Montréal/Laval, took part in a panel discussion on the social economy as a potential solution to the economic crisis. This was part of the conference day organized by *Startup*, an incubator for women's communities. The title of the panel was *L'économie sociale inclusive, une solution à la crise économique*.

Joint presentation, by Kristalna Vincent-Douville, Director, Estrie/Montérégie, and the *Pôles d'économie sociale du Québec*, of a Web Café organized by the Fédération québécoise des municipalités. The theme was *Entrez collectivement à devenir meilleur*.

Working and developing together

Five new agreements were signed and 15 national and regional agreements were updated:

1. OsEntreprendre: Alliance stratégique nationale
2. Cybereco: Exchanging cybersecurity expertise
3. Chantier de l'économie sociale : Fonds l'Ampli
4. Women's Economic Council: Accelerating senior management diversity in Canada's cooperative sector
5. La Ruche : A support ally

Acknowledgements

We would like to thank our financial partners, who help us achieve our mission:

- Ministère de l'Économie et de l'Innovation
- Ministère du Tourisme
- Secrétariat aux relations avec les Québécois d'expression anglaise
- Conseil québécois de la coopération et de la mutualité
- Chantier de l'économie sociale
- Services Québec

Finances - Appendix

The board of directors (as of March 31, 2024)

The following members participated in the CDRQ board of directors:

User members:

Marilyn Côté, Treasurer, Director, Saguenay–Lac-Saint-Jean/Côte-Nord
Pierre-Alain Cotnoir, Director, Montréal/Laval
Pascal Coutu, Chairperson, Director, Lanaudière/Laurentides
Bianka Dupaul, Vice-Chairperson, Director, Montérégie
Raymond Morin, Director, Bas-Saint-Laurent
Richard Normandeau, Director, Gaspésie/Îles de la Madeleine
Alexandra Pichette, Director, Abitibi–Témiscamingue/Nord-du-Québec
Samuel Proulx Lemire, Secretary, Director, Québec City/Chaudière-Appalaches
Pierre-Claude Roy, Director, Estrie

Worker members:

Dominic Deschênes, Director, Saguenay–Lac-Saint-Jean/Côte-Nord
Martin Noël, Director, Québec City

Supporting member:

Danielle Simard, Director, Estrie

The team (as of March 31, 2024)

General Management

Evan Murray, General Manager
Isabelle Delage, Assistant to the General Manager

Regional Management

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

Nada Elkouzi, Director, Montréal/Laval

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

Kristalna Vincent-Douville, Director, Estrie/Montérégie

Caroline Dionne, Director, Mauricie/Centre-du-Québec

Simon Gosselin, Director, Gaspésie-Îles-de-la-Madeleine/Bas-Saint-Laurent

Charles Pouliot, Director, Capitale-Nationale/Chaudière-Appalaches

Finance and Administration department

Brigitte Bélanger, Director of Finance and Administration

Marie-Pier Guilbault, Accounting Technician

Communications, Member Services and Partnerships department

Maxime St-Laurent, Director of Communications and Marketing

Charlotte Desmarais L., Communications and Member Relations Advisor

Digital Transition and Privacy Officer department

Bruno Éthier, IT Director and Privacy Officer

Made Kouyinou, Business Analyst

Samir Ouacif, Technician

Operations department

Alexandre Lemire, Director of Operations

Claire L'Heureux, Director of Special Projects

Professional Services department

Martin Noël, Director of Professional Services

Senior Advisors

Line Giroux, cooperative development

Geneviève Demers, cooperative development

Viviana Fernandes, cooperative development

Camille Fuchs, cooperative development

Julie Gonthier-Brazeau, Head of Legal Services and Governance Practice

Joanie Gauthier, Paralegal

Charlie Plante, Practice Leader in Finances

Consulting team

Marie-Philip Babineau

Caroline Martineau

Kim Boulianne

Othmane Khaoua
Sonia De Longchamp
Danielle Dufresne
Vahe Mersilan
Marie-Christine Nault

Strategic sectors

Andrée Pelletier, Coordinator of the Tourism and Leisure sector
Soda Diack, Coordinator of Collective Takeover

Recognition

Kim Boulianne: 5 years as of March 19, 2024
Danielle Dufresne: 5 years as of December 3, 2023
Othmane Khaoua: 5 years as of January 14, 2024
Caroline Martineau: 10 years as of January 13, 2024
Evan Murray: 10 years as of June 3, 2023

ASSETS

2024

2023

-CASH

2 870 249

2 498 152

-RECEIVABLES

359 169

369 412

-GRANT RECEIVABLE

830 112

830 149

-PROJETCTS UNDERWAY

44 303

19 575

-INVESTMENTS CASHABLE IN LESS THAN ONE YEAR

1 530 144

-

-PREPAID EXPENSES

41 709

25 124

TOTAL

5 675 686

3 742 412

-INVESTMENTS

30 116

1 542 096

-TANGIBLE ASSETS

38 590

57 418

-INTANGIBLE ASSETS

85 077

105 567

-SECURITY DEPOSITS

10 909

10 879

-CASH RESERVE FOR A LEASE

18 000

40 000

TOTAL ASSETS

5 858 378

5 498 372



LIABILITIES AND EQUITY

2024

2023

-ACCOUNTS PAYABLE

452 288

455 690

-DEFERRED REVENUE

1 520 366

1 042 693

SUB - TOTAL

1 972 654

1 498 383

DEFERRED CONTRIBUTIONS RELATED
TO TANGIBLE & INTANGIBLE ASSETS

36 961

52 862

TOTAL

2 009 615

1 551 245

ASSETS OF THE MEMBERS

111 510

115 350

ASSETS OF THE COOPERATIVE

-RESERVE

3 706 973

3 806 537

-SURPLUS CONTRIBUTIONS

30 280

25 240

3 737 253

3 831 777

TOTAL

5 858 378

5 489 372



INCOME STATEMENT



AVAILABLE	2024	2023
-GRANTS		
__CQCM_PARTENERSHIP AGREEMENT	3 149 000	3 149 000
__MEIE	364 923	161 245
__OTHER GRANTS	140 597	245 389
-FEES	246 463	346 675
-DUES	60 200	53 030
-INTEREST	118 259	77 967
-SPONSORSHIPS	2 500	19 500
	4 081 942	4 052 706

INCOME STATEMENTS

2024

2023

EXPENSES

-SALARIES AND BENEFITS	3 334 479	3 143 702
-TRAVEL AND REPRESENTATION	175 857	200 438
-RENT	169 156	199 826
-RENTALS AND EVENTS	5 929	28 848
-MAINTENANCE AND REPAIRS	5 153	4 850
-FEES	97 250	107 770
-DUES	50 214	48 841
-TAXES, LICENCES AND PERMITS	125	44
-IT	106 267	103 954
-INSURANCE	15 670	17 198
-OFFICE SUPPLIES AND EXPENSES	15 670	16 254
-TRAINING	6 752	21 049
-ADVERTISING AND SPONSORSHIP	97 355	118 188
-TELECOMMUNICATION	36 121	36 015
-BAD DETP	10 892	5 320
-INTEREST AND BANK FEES	1 876	2 048
-AMORTIZATION OF TANGIBLE ASSETS	18 828	14 944
-AMORTIZATION OF INTANGIBLE ASSETS	34 299	38 517
	4 181 506	4 107 806

Deficit for the fiscal period

TOTAL

(99 564)

(55 100)

STATEMENT OF THE RESERVE



	2024	2023
BALANCE AT THE BEGINNING OF THE YEAR	3 594 461	3 617 242
RECOVERY	212 076	175 005
	3 806 537	3 792 247
DEFICIT OF THE CURRENT YEAR	(99 564)	(55 100)
PREVIOUS YEAR'S SURPLUS EARNINGS	-	69 390
<hr/>		
BALANCE AT YEAR'S END	3 706 973	3 806 537

RESERVE

	<u>Balance at beginning of year</u>	<u>Use</u>	<u>Recovery of previous fiscal years</u>	<u>Use of current-year deficit</u>	<u>Balance at year-end</u>
GENERAL RESERVE	543 037	18 900	212 076	(92 117)	681 896
EARMARKED FUNDS					
-CENTRE DU QUÉBEC/MAURICIE	148 878	-	-	(4 447)	144 431
-ESTRIE	132 633	-	-	(3 000)	129 633
-GASPÉSIE-ÎLES-DE-LA-MADELEINE	172 864	-	-	-	172 864
-LANAUDIÈRE	129 419	-	-	-	129 419
-CAPITALE-NATIONALE/CHAUDIÈRE-APPALACHES	208 593	-	-	-	208 593
-SAGUENAY-LAC-SAINT-JEAN/CÔTE-NORD	293 564	-	-	-	293 564
-MONTÉRÉGIE	180 073	-	-	-	180 073
-STRATEGIC RESERVE EARMARKED FOR RISK MANAGEMENT	1 285 400	(18 900)	-	-	1 266 500
-RESERVE EARMARKED FOR SPEACIAL PROJECTS	500 000	-	-	-	500 000
	3 594 461	-	212 076	(99 564)	3 706 973