

2017

2018

ANNUAL REPORT

SADC

Société
d'aide au développement
des collectivités

VALLÉE-DE-LA-GATINEAU



2
3 WORD FROM THE
PRESIDENT AND
GENERAL MANAGER

4 INVESTMENT FUND
RESULTS

5 YOUTH STRATEGY FUND
RESULTS

6 CUMULATIVE
RESULTS

7
18 LOCAL DEVELOPMENT AND
PARTNERSHIP

19 ACTION PLAN

20
21 COMMUNICATIONS

22
23 NEWS

24
26 SADC

Canada

Canada Economic Development for Quebec Regions
offers a financial support to the SADC

WORD FROM THE PRESIDENT

Although the regional economy continued to grow this past year, the willingness to diversify is always a current topic. Our economic diversification objective will inevitably be achieved through better exchanges with the business community in the Outaouais urban market. There is rich and diversified potential in the rural region of the Outaouais, but to materialize, it must be brought to light and promoted.

Many entrepreneurs will be retiring in the next few years, which will open the door to those wishing to try their hand at business. One big advantage is that these opportunities do have a history that is supported by figures. These opportunities focus less on the unknown which is often associated with business start-ups, because these businesses have put together a market and income history over the years. It is up to us to make this information known to current or future entrepreneurs. The population base of the Ottawa-Gatineau CMA is a good place to get our message out.

Due to our close proximity to a major urban market with a population of 1.3 million consumers, opportunities abound for people with specific knowledge or an expertise, who wish to be successful in business either by going the start-up route, relocating and/or expanding and living in an environment where quality of life ranks among their requirements and priorities. Entrepreneurs active in our regions are prosperous and are personally accomplished. Our regions have much to offer to those wishing to take up new challenges, while pursuing a quality of life which stands out from that of an urban setting.

We will therefore continue to convey our messages emphasizing business opportunities in the region by drawing closer to the Outaouais urban community. Moreover, we will be joining up with two other SADCs in the rural Outaouais (Papineau and Pontiac) to promote our business opportunities. In order to succeed, we will have to make adjustments to our communications and demystify certain myths such as distance, underscore the advantage of lower operating costs and especially draw attention to our quality of life.

With new technologies and accessible means of transportation, it is now conceivable to operate in the region, diversify one's markets and sell year round. The Gatineau Valley has much to offer to those wishing to go into business, while at the same time providing an exceptional quality of life.



André Galipeau

WORD FROM THE DIRECTOR

It is a well-known fact that rural Outaouais is replete with business opportunities that deserve recognition, but beyond the perceptions, we must see to it that this potential is discovered and actually becomes reality from the perspective of regional economic diversification.

We in the Gatineau Valley have the good fortune of living in an exceptionally good environment. Our surrounding area is made up of several watercourses that transcend borders, which goes back several generations. These watercourses, with the presence of vacationers, provide a major annual economic boost in the vast majority of our communities. In fact, vacationers all over the territory are increasing in number, come more often and contribute more than \$52M annually in consumer spending to our regional economy. Over the years, this territory has become for the some 6500 owners of secondary residences a special and familiar location they like to return to year after year where they enjoy the quality of life . We must also mention the users of numerous camping spots throughout the region, who contribute their share to the regional economy.

Although demand for private vacationing is still present, we have not developed commercial vacationing over a large part of our territory. This descriptor may be applied to the Baskatong reservoir, but it is more oriented to seasonal camping.

From the standpoint of economic diversification, the establishment of commercial vacationing centres such as hotels, condos, resorts, inns, etc., is, in our opinion, a source of major commercial potential. Since our region is less than 40 minutes from the Ottawa-Gatineau CMA, it is in our interest to make the most of the economic potential associated with the establishment of these tourist complexes on the shores of our major watercourses.

The Muskoka region north of Toronto is a good example of commercial vacationing establishments along watercourses, where calm, economic benefit and respect for the environment have all been preserved. This region is home to more than 169 commercial accommodation facilities throughout the territory, ranging from small inns to major hotel complexes. There is something for all tastes and budgets. The area, despite being more than a two-hour drive from Toronto, is very popular with its residents, who don't think twice about driving the distance to live enjoyable experiences.

Our region has everything to offer to this effect. The potential is there, and we already have entrepreneurs who are believers and have invested, particularly in 31-Mile Lake. There is room for other investment on the territory. By encouraging this type of investment, we are strengthening our economy and reaping the benefits all year round. These investments must be made in the context of sustainable development, which involves reconciling economic and social progress with the preservation of the environment so that we can leave our future generations the legacy we have the privilege of living in terms of quality of life.



Pierre Monette

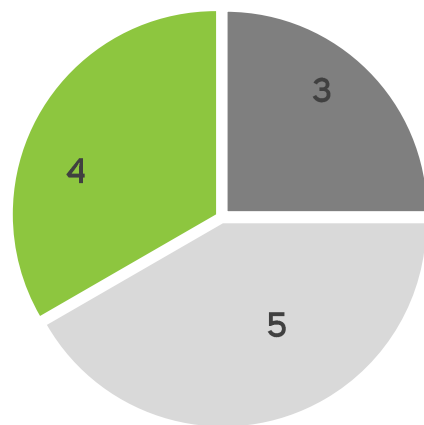
\$676,552

invested in businesses

\$1,07M

generated in total investment

- Start-ups
- Acquisitions
- Expansions / modernizations
- Working capital



164

jobs created or maintained

585

Direct interventions with promoters

37

new promoters we met with for information, advisory service or financing

Since 1981:

\$63.7M

in total investments generated

\$20.4M

invested in businesses

Youth Strategy

The Youth Strategy Program, which started in 1997, provides assistance in the form of loans to young entrepreneurs between the ages of 18 and 39 in the region. By so doing, the program fulfills a need with this young clientele. This year, the program offered assistance to 4 companies on the territory, representing an investment of \$62,195. A total of \$208,025 in investments was generated, and seven jobs were created and maintained.

SADC will continue to assist young entrepreneurs in the development of their businesses. To do so, it has committed to providing these young people with the tools they need to make the right decisions and increase their awareness of entrepreneurship.

As part of the follow-up of Youth Strategy cases currently under way, participants were asked to systematically provide financial statements every three months in the past year. This policy will continue to be in force this year.

\$62,195

invested in companies

7

jobs created or maintained

4

companies financed; 3 start-ups and one acquisition

\$208,025

in total investments generated

26

young people we met to provide information, advisory services or financing

191

direct interventions with promoters

Total for 2017-2018

\$738,747

invested in companies

\$1.28M

in total investments generated

171

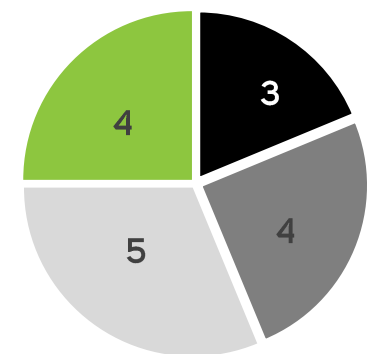
jobs created or maintained

Direct interventions with promoters

776

16 companies financed

- Startups
- Acquisitions
- Expansions / modernizations
- Working capital/recovery



63

promoters we met with for information, advisory services or financing

Mystery shopper



SADC

Société
d'aide au développement
des collectivités

VALLÉE-DE-
LA-GATINEAU

The 3rd edition of the mystery shopper activity was held in the summer of 2017. Once again in cooperation with l'Observateur, 31 participating companies were visited by a mystery shopper, received a report following the visit and were provided with personalized advice during an onsite visit by an Observateur adviser. **This visit had a new wrinkle in that the companies' omnichannel performance was assessed. As a result, all of the customers' points of contact with the company were evaluated, i.e., telephone, website, social media and place of business. In addition to helping the companies to position themselves better, SADC was able to use the observations in these evaluations to target the services offered to businesses more effectively. A budget of close to \$35,000 was earmarked for this project, including more than \$3,500 that was spent in the region.**



Business succession - November 2017



Like in other regions in Quebec, the Gatineau Valley, as the portrait of Gatineau Valley businesses revealed, is facing a business succession challenge on the territory. In 2015, one-third of entrepreneurs in the Valley indicated that they wanted to retire in the next five years.

Two major one-day events dealing with business succession were organized in the last year.



First of all, a full-day meeting devoted to succession was held at Auberge du Draveur on November 22. For the occasion, one training session was organized for buyers and another for vendors. Fair price transfers were discussed during the working lunch, and the day wrapped up with a panel of sellers who came in to discuss with potential purchasers and vendors the experiences they had when the opportunity arose to acquire or sell. This event aroused the interest of the business community, judging from the more than 70 single participants who turned out and accounted for 144 registrations for the various activities. A total budget of \$7,931.23 was earmarked for this activity, which included more than \$4,200 that was spent in the region.

Business successions - March 2018

The second day on this topic took place on March 14. This time, emphasis was placed on the human aspect of successions. Isabelle Déry of ID Entrepreneurship and Suzanne Lavigne of Générations+ piqued the curiosity of the forty or so people who took part in the three activities that day.

Working breakfast – Business successions and the human aspects with Suzanne Lavigne.

Working lunch – Humans at the heart of business transfers with Isabelle Déry.

Specific training was given by Isabelle Déry to potential buyers to uncover their leadership style. This training was preceded by a panel of two entrepreneurs - Tommy Lafontaine and Hugo Morin – who spoke to the audience about the challenges of acquiring a business.

A budget of \$8,740 was allotted to this project, which spawned more than \$3,300 in local spinoffs.

All succession activities were organized in collaboration with 6 partners.

- Maniwaki and Gatineau Valley Chambers of Commerce
- Gatineau Valley Carrefour Jeunesse Emploi
- Gatineau Valley RCM
- Caisse populaire de la Haute-Gatineau
- Centre de Transfert d'entreprise du Québec
- Emploi Québec

5 in-person meetings were held with these partners in addition to the email messages aimed at finalizing the preparations for these activities.



Improving web presence



SADC called on Robert Lalancette to give a third business training session on March 7, 2018. Entrepreneurs were invited to a training workshop during which the following aspects were discussed: understanding new consumer trends regarding the web, positioning oneself publicly and being found by geolocation, managing clients' opinions and comments and how to be spotted on the web by improving the referencing on one's website. Seventeen persons responded to the call. Once again, the participants' comments were very positive.



Afterwards, interested participants were offered an opportunity to attend a one-on-one session with the trainer to put into application the notions seen during the workshop. Those who took advantage of this consultation were scheduled for a distance consultation one month later with the trainer to validate the action taken, comment on the results, respond to questions and problems experienced along the way and realign, if necessary, the strategy of action to be taken.

Maximizing the benefits of a Facebook page

On March 21, 2018, 21 entrepreneurs attended an advanced Facebook training session entitled *Maximiser les retombées de sa page Facebook (Maximizing the benefits of a Facebook page)* at Auberge du Draveur. Participants were given an opportunity to broaden their knowledge through exposure to advanced page management and promotion. SADC retained the services of Robert Lalancette for a 4th time in 2 years. In the morning, he explained, among other things, how Facebook controls message reach, how to optimize content to optimize content to achieve greater reach and how to use statistics to make their page perform better. He also gave a brief overview of advertising and competitions. Afterwards, interested participants were offered an opportunity to attend a one-on-one session with the trainer to put into application the notions seen during the workshop. Those who took advantage of this consultation were scheduled for a distance consultation one month later with the trainer to validate the action taken, comment on the results, answer the questions and problems experienced along the way and realign, if necessary, the strategy of action to be taken.



The participants' comments were quite positive. Most mentioned they would be willing to attend the next training session in April 2018, dealing with advertising on Facebook.

100th

Youth Strategy

During the 2017-2018 fiscal year, SADC issued its 100th Youth Strategy loan. The event coincided with the 20th year of the program's existence.



20 ANS
STRATÉGIE
JEUNESSE

Réseau des
**SADC
+CAE**
Société
d'aide au développement
des collectivités et Centre
d'aide aux entreprises

The Youth Strategy Program marked its 20th year of existence in 2017!

The event was recognized in Quebec City last fall at the semi-annual meeting.

UN PORTRAIT DES JEUNES
ENTREPRENEURS DU QUÉBEC



Growing the Web

The Growing the Web Program, which operated for 5 years, has now been ended. We reviewed the program all the way back to day one and can say that we are proud of the results we achieved and the ripple effect it produced. Ten of the twelve companies that took advantage of this program and created their website are still in business. However, given the new directions of SADC, particularly with the ICT (information and communication technologies), innovation and business succession, we have decided to focus on a new incentive program that will deal with the aforementioned fields.



The *Initiatives Réseau* Envelope

Using its *Initiatives Réseau* envelope, SADC can invest in or establish local initiatives that are important to its area. This year, we used this envelope to contribute to a few initiatives such as the mystery shopper, two Facebook workshops, two succession-related days, the portrait of our businesses and marketing businesses on the territory. As a result, \$29,000 was invested in the well-being of the community.

The SAPE (Small Business Support) envelope



Within the purview of the SAPE program, SADC worked on 4 major facets of economic development, i.e.:

- the ICT (information technology and communications)
- business succession
- sustainable development
- innovation

This assistance provides companies with access to expertise in order to improve both their production and profitability and to ensure their sustainability.

Fourteen (14) companies on the territory have received financial assistance totalling \$22,298 on total project costs of \$37,128 during the year. This envelope will have \$32,000 next year.



Kitigan Zibi Careers and Employment Fair



On March 29, 2018, at the very end of the year, the SADC team, with the collaboration of Board member Maria Brennan, took part in the Kitigan Zibi Careers and Employment Fair. This gave SADC visibility in the indigenous community and provided an opportunity to make contacts with professionals working on the economic development of the Kitigan Zibi territory.

HR tools



Two companies began the HR tool kit process last year, and both completed their Human Resources Manual in 2017-2018. Adviser Julie Bénard devoted a total of 168 hours to both companies. Another company started the process right at the end of the year.

Vacationing

Vacationing remains a current topic, since the number of secondary residences in the Gatineau Valley continues to rise, which has significantly boosted consumption in the region.

However, one aspect of vacationing, i.e., lakefront commercial vacationing, is underdeveloped in the region. To rectify this, presentations were made to the municipalities of Messines and Lac Sainte-Marie, using data and photos gathered during an exploratory trip we took to the Muskoka region. The latter shares some similarities to our area and could serve as an inspiration to those who would contemplate building small resorts along some of the watercourses in the region.

BDC training on accounts in difficulty

On June 8, 2017, three members of the SADC team participated in training provided by the BDC on the collection of accounts in difficulty.

Rendez-vous 2017 – Natural entrepreneur

On May 26, 2017, SADC participated in the *Rendez-vous 2017 - Entrepreneur de nature* activity organized by the MESI. Entrepreneurs from the Outaouais attended the event in Fort Coulonge. SADC with the other two SADCs from the Outaouais set up an information booth and offered, as required, one-on-one consultations with a SADC advisor. One company on the territory took advantage of the opportunity.

Career Objective

As part of the Youth Employment Strategy, SADC signed an agreement with Service Canada via its Career Objective Program, which ran from January 9 to October 13, 2017. The projected 8 graduates were paired up with companies in their fields of study. Of this number, 5 participants completed their 26 weeks of work on the program and are still working for that company.

Unfortunately, Service Canada shelved this program for an undetermined period.

Semi-annual meeting

Two SADC members attended the semi-annual meeting of the Réseau des SADC et CAE from November 7 to 9. Workshops on various topics, including communications, succession, sustainable development and various forms of financing were presented.



In collaboration with his colleagues from the Papineau and Pontiac SADCs, Pierre Monette presented the findings of the studies on the portrait of businesses conducted on the respective territories of each along with the concrete actions that resulted.

It would be interesting if each of the regions in Quebec would undertake a study of this type, which would shed light on the similarities and differences specific to each.

Rural and urban Outaouais



In 2017-2018, the Papineau and Pontiac SADCs completed studies using parameters similar to those used in the 2015 Gatineau Valley study on the profiles of businesses on its territory. A comparison of the three studies revealed that the three territories have many similarities, which include, in general, the size of the businesses, areas of activity, the very local market of businesses and the challenges posed by succession.

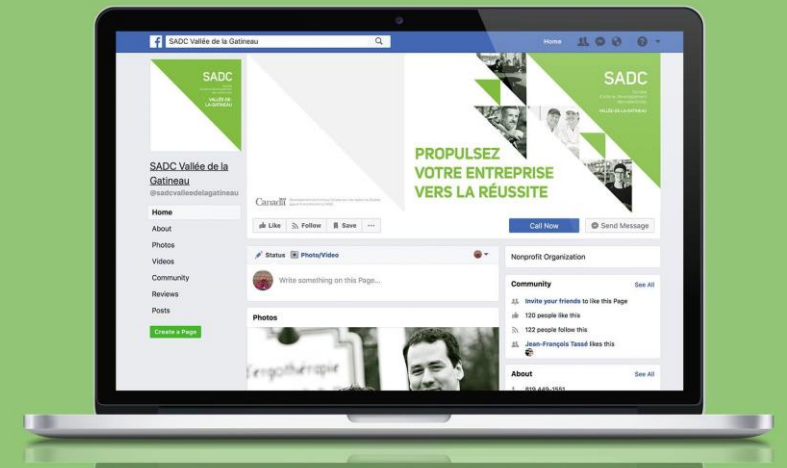
This prior exercise gave rise to two working days aimed at developing a common action plan and one that is specific to each of the territories. The main thrust of both is the development of business between rural and urban Outaouais.

The 2018-2019 action plan

The following projects were targeted in the SADC action plan for the coming year. Courses of action are awaiting validation.

- Web habits survey (CEFRIO)
- Succession symposium
- ITC (marketing)
- Innovation
- Sustainable development
- Carbon exchange
- Rural-urban rapprochement
- Search for potential investors

Communications



Very early in 2017-2018, SADC issued a call for tenders, and a firm by the name of Trinergie was selected to review SADC's communication tools. During the year, many changes were made, which included a revamping of the home page on the website, a new pamphlet design, a new image and a sound track for its advertising, a Facebook page, a newsletter, a live chat feature, paraposts and a newly designed tablecloth bearing the SADC logo. These new tools included the photos of Gatineau Valley businesses taken during a tour with a professional photographer in September 2017.



Communications

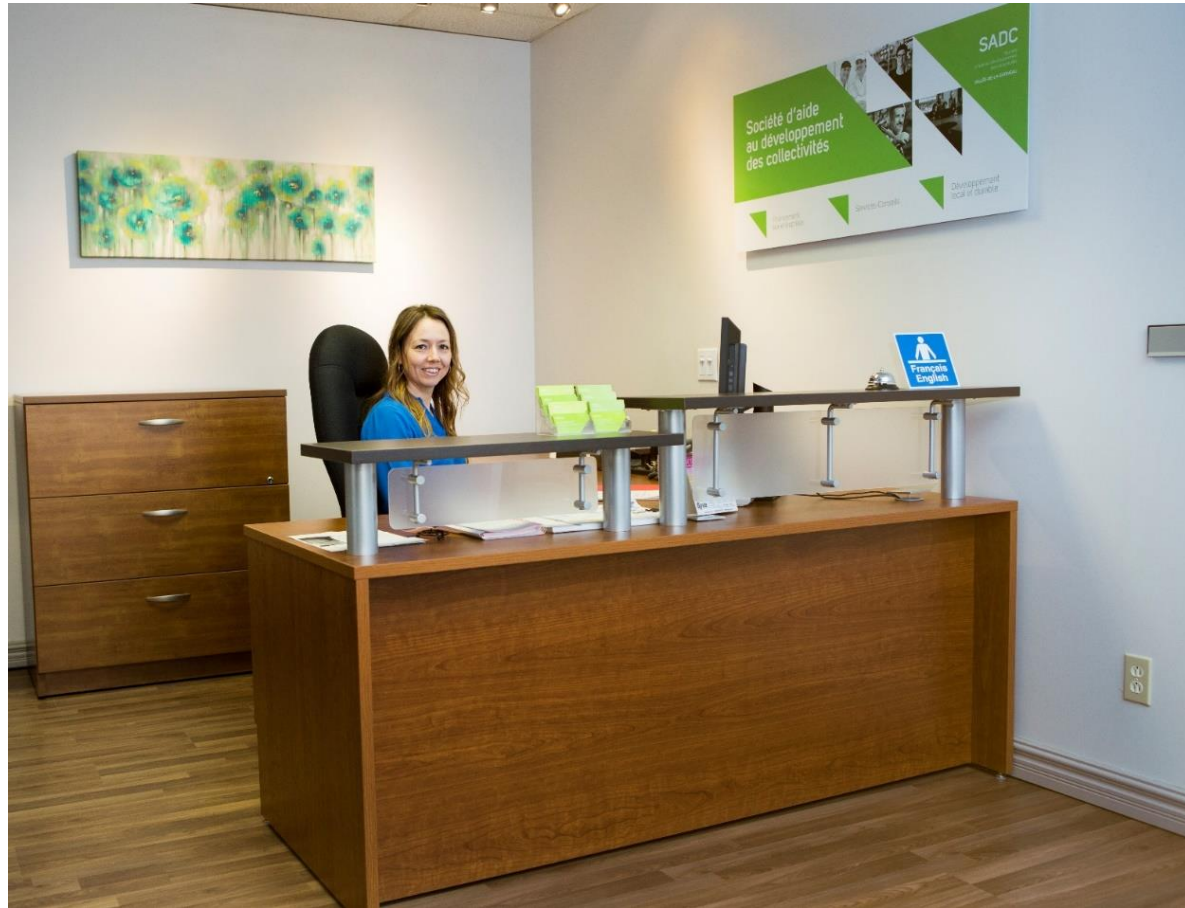
Gatineau Valley entrepreneurs graciously agreed to take part in a photo shoot in their businesses to provide SADC with a bank of photos of entrepreneurs on its territory to be used in its communication tools We wish to thank:

- Roxanne Labelle / Ella Bénard fleuriste
- Yves Langevin / Pneus et Location expert
- Jean-Guy et Paul Hubert / J. O. Hubert
- Marie-Josée, Dominic and Jean Blais / Équipements Maniwaki
- Steve Gorman / Boucherie à l'Ancienne
- Jessica Lafrenière / Résidence la Belle époque
- Denis Côté and Pauline Rowell / La Pépinière de Messines
- Éric Thérien / Hors bord Lafontaine
- Annie Brousseau / Resto-Pub Le Rabaska
- Denis Gendron / J.E. Gendron

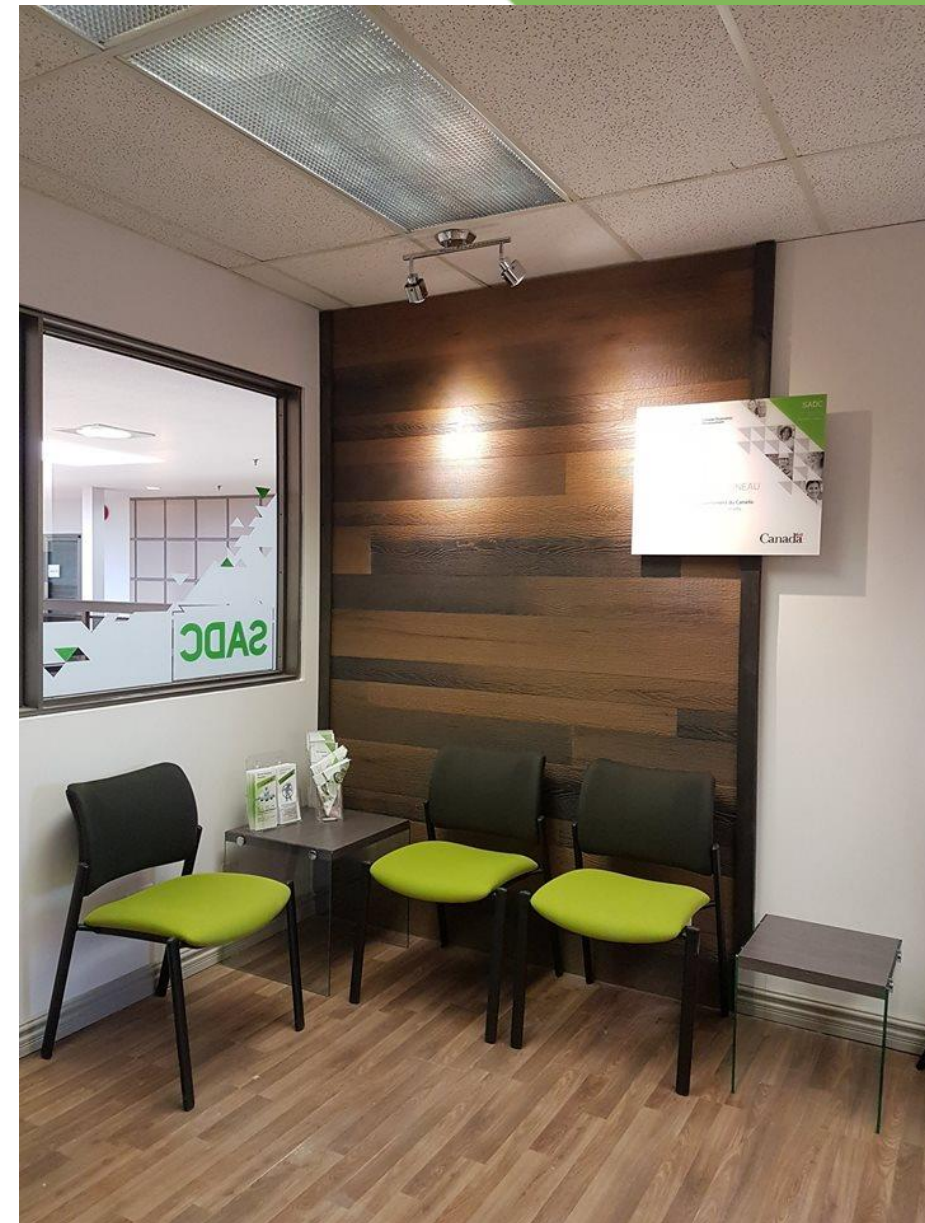
and employees who were willing to play along!



What's new



SADC made changes to the layout of its reception area in the spring of 2017. The services of Inspiration design Jaicy Morin were retained to provide a younger and newer appearance.



What's new

Congratulations to our follow-up officer, Julie Bénard, who celebrated 20 years' of service with SADC this year!



In February, our colleague Julie Bénard went up to the Kuujjuaq SADC for 2 weeks to help out. This is a great example of how SADCs in Quebec help one another! Kudos to you Julie for your generosity and devotion!

Our MISSION: The SADC's mission is to encourage the community to actively take charge of its future, which is achieved through the development of the community's vision within the context of sustainable development.

Through activities that support joint action and partnership, SADC prompts the community to adjust and to plan their various requirements relating to all of their human resources to ensure that the community grows and evolves based on current and future realities.

The SADC supports business and job creation through advisory and financial services from the perspective of profitability and viability.

Our VISION: As an agency, SADC shapes and brings about the necessary changes based on the issues confronting our areas so that they can adjust to these changes by promoting the well-being and growth of persons who make up our community.

As the organization which people turn to for expertise and know-how in business in our RCM, we strive to be at the forefront of innovation and change.

Our VALUES: Help the community and individuals in an atmosphere of understanding and open-mindedness within the parameters of our spheres of activity.

- ▼ Emphasize excellence
- ▼ Be frank
- ▼ Avoid misleading people into thinking that funding opportunities exist when none do
- ▼ Remain neutral and impartial without influence
- ▼ Respect partners and/or organizations that adhere to their own mandate and vision
- ▼ Create a climate conducive to exchanges, cooperation and partnership
- ▼ Ensure the confidentiality of cases at all times

Board of Directors

André Galipeau, Chair
Norbert Potvin, Vice-Chair
Kerry Anne Gorman, Secretary
Daniel Chalifour, Director
Maria Brennan, Director
André Lanthier, Director
Neil Gagnon, Director



Permanent staff

Nathalie Patry, Financial Analyst
Julie Bénard, Follow-up Officer
Pierre Monette, General Manager
Josée Croteau, Admin Assistant



SADC

Société
d'aide au développement
des collectivités

VALLÉE-DE-LA-GATINEAU



819 449-1551 / 1-866-449-1551

info@sadc-vg.ca / sadc-vg.ca

100, rue Principale Sud, suite 210
Maniwaki, Quebec J9E 3L4