



**SADC**

Société  
d'aide au développement  
des collectivités

VALLÉE-DE-LA-GATINEAU

# ANNUAL REPORT

**2015-2016**

# 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.*

# 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.*

# 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.*

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**Word from the President**



*The Gatineau Valley SADC has a promising future. Having been in existence for 35 years and with the collaboration of the federal government all this time, we are pleased to announce today that this partnership will continue over the next few years. Last March 31 marked the end of the last five-year contact with the federal government. This agreement has been renewed for another three years, during which time we will continue to work on what we have started and redefine the other offerings we will provide. In the next three years, we will work with Economic Development Canada to redefine and modernize the Community Development Program (CDP) and SADCs roles across Canada.*

*With this new agreement, we will be able to expand our products and services to better support companies and promoters. People up to 39 years of age will now be eligible for our Youth Strategy Program, and our investments can be more easily increased to \$250,000 per company. Moreover, we will be offering additional programs tailored to the new economic realities confronting the territories. In that regard, the challenges posed by succession, innovation, acquisition of information and communication technologies (ICT) and those relating to the sustainable development of companies will be at the heart of the actions we will take in the future. These are concrete examples of modernism and adaptation that show us that SADCs are here to stay and that they will continue to support the economic development of our territory.*

*We enthusiastically look forward to the future of our SADC. The actions we have taken in recent years have directly influenced promoters to be innovative with respect to their operations. The purpose of these initiatives was to prompt participating companies on the territory to take concrete steps to adjust to the changing realities of the markets. We will continue down that path, while at the same time influencing change and development in our communities.*

*In closing, I would like to thank the entrepreneurs, collaborators, partners, members of the SADC organization (permanent employees and volunteers) for their involvement in initiatives launched by SADC. Without their support, the results would have been less impressive.*

*Thank you again!*

**Word from the General Manager**



*During the course of an economic development process, action plans must be devised to change and/or strengthen our regional economic structures. In our view, it is crucial that these plans yield concrete, conclusive results that produce lasting economic benefits.*

*Over the years and with much experimentation to our credit, we have developed strategies and processes that help us put together our action plans. Our work processes feed into this planning which we call survey and research and development. In the last few years, we have conducted two surveys: one on updating the regional economic effects associated with the presence of vacationers on our territory and the other one on the profile of Gatineau Valley businesses. These surveys, with our analyses and findings, have enabled us to implement regional development strategies dealing with companies on the territory.*

*We went with the "innovation" theme to accentuate our intervention strategies for businesses. This development strategy will be the hallmark of our actions over the next few years.*

*The ensuing actions enabled promoters who received our help to innovate in their companies. For most of them, this initiative was the driving force behind the action to improve a process or a procedure, customer service or simply to diversify their product/service mix.*

*All of the organizations that received our assistance either innovated or are in the process of doing so to adjust to the market. We, of course, are proud and enthusiastic to continue on with this initiative to help our entrepreneurs take concrete actions that mark regional economic development.*

*With the renewal of our agreements and the modernism of the community development program (CDP), we enthusiastically look forward to the future.*

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*André Galipeau*



*Daniel Chalifour*



*Norbert Potvin*



*Kerry Anne Gorman*



*Maria Brennan*



*Michelle Briand*



*Neil Gagnon*

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*Julie B nard,*  
Follow-up officer

*Nathalie Patry,*  
Financial analyst

*Pierre Monette,*  
General Manager

*Jos e Croteau,*  
Administrative Assistant

## HR tools

Companies that have already derived benefit from the HR tools continue to use this service as required. For example, one company performed an employee survey with the cooperation of a SADC adviser. Companies will be able to avail themselves of this service once again this year.

## Consulting service

The consulting service enables SADC to distinguish itself in dealings with companies and has been in constant demand since being offered. It will continue to be offered to companies on the territory in response to their specific needs.



## Financing

For 35 years, SADC has consistently strived to boost the economic development of its region. It invests most of its time in partnership with other financial institutions, organizations and/or in conjunction with promoters.

As part of its “local development initiatives” envelope, SADC can invest or implement local initiatives important to its area. This year, this envelope and the cooperation we received from our partners enabled us to contribute to a few initiatives such as the profile of territory businesses, the Rendez-vous 2.0 digital media symposium, the innovation support program and mystery customer visits. SADC has invested \$29,000 to develop its community.

In the next year, SADC will concentrate on specific actions to build on what was started in the past year. Its focus is on 4 important components of economic development: ICT (information and communication technologies), succession planning for businesses, sustainable development and innovation with the tools already in place such as the investment fund, the follow-up officer services, the Web Growth and ICT Growth Programs. SADC will work with the profiles of the companies to produce significant statistics to work on a financing strategy or campaign to reach the identified target groups. After this process has been completed, SADC will be able to work on adapting its products to the needs of companies on the territory.

# Since 1981

# \$60.7M

in total investments generated

# \$18.4M

invested in companies

**For 2015-2016**

**\$627,361**

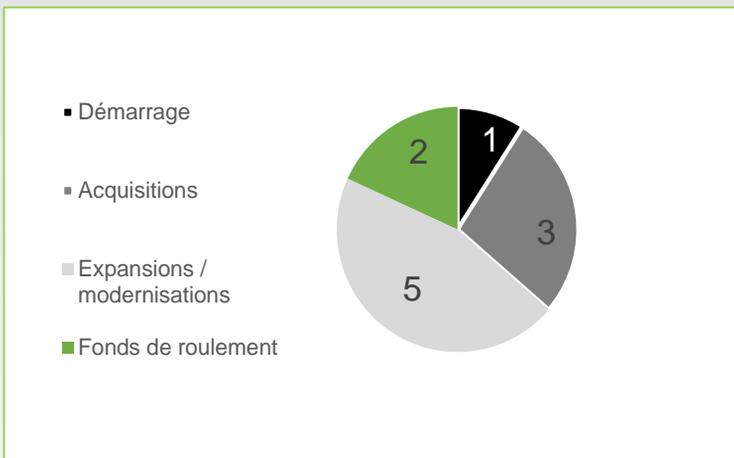
Invested in companies

Total investments generated

**\$1.6M**

**59**

Jobs created or maintained



**48**

New promoters interviewed for information, consulting services or financing

Translation of terms to the left:  
Launch,  
Acquisitions,  
Expansions/modernizations,  
Working capital

**734**

Direct interventions with promoters

# Youth Strategy

The Youth Strategy Program has been in place since 1997. It provides loan assistance to young entrepreneurs between 18 and 35 in the region. In so doing, it fills a need with young clientele.

Finally, SADC will continue to assist young entrepreneurs develop their company by providing them with the tools that will allow them to make good decisions and make them aware of entrepreneurship.

The study of businesses on the territory done in 2016 will perhaps yield some areas of involvement, particularly with respect to succession.

**\$22,000**

Invested in businesses

**1**

Job created or maintained

**1**

company financed for an acquisition

Total investments generated

**\$72,000**

**20**

Young people interviewed for information, consulting services or financing

**271**

Direct involvement with promoters

# Business innovation Project



At the press conference to launch the Innovation Project

From left to right: **Pierre Monette** (SADC), **Steve Baker** (Café Cristina) and **Sonia Morin** (Emploi-Québec)

A partnership between SADC and Emploi-Québec, in collaboration with the Maniwaki and Gatineau Valley Chamber of Commerce (CCMVG), was recently established to offer companies on the territory a brand new tool to support the innovation they undertake. Business innovation is a two-part support service offered to Gatineau Valley businesses.

First launched in June 2015, the “Improving the customer experience from the owner to the employees” project included a visit by mystery customers, training and two hours of private consultation per participating business.

## Mystery customer

SADC retained a firm by the name of L’Observateur to perform the mystery customer project in various companies. A total of 36 companies were visited by a mystery customer in the summer of 2015, following which they received a report. They were subsequently invited to attend a workshop-conference on September 22, at which the overall results of the visits and improvement solutions were discussed. A consultant visited each company in person at their place business in most cases or contacted some over the phone. The aim of the consultation was to discuss various courses of action based on the individual observations.

The mystery customer reports were analyzed, and the participants achieved a mark of 80%. Some needs were identified, and several businesses undertook a process to pursue their continuous improvement objective. Generally speaking, the needs dealt with merchandising, work organization, the greeting and customer service, sales techniques, complementary sales along with technology and the Web.



From left to right: **Nathalie Patry** (SADC), **Heidy Sergerie** and **Karine Bonicalzi** (Journal La Gatineau)

At the Maniwaki and Gatineau Valley Chamber of Commerce (CCMVG) gala, it was announced that two companies achieved a perfect score of 100%. SADC awarded a trophy to the two owners, Heidy Sergerie of Salon Le Ciseau and Ms. Karine Bonicalzi of the Centre Médico-Esthétique Karine Bonicalzi.

# Innovation Program

The second component (Support for innovation in business to maintain and develop the job market in the Gatineau Valley) provides support specifically to companies that have embarked on an innovative project. For example, it could involve improving a process, service or product; introducing new procedures to the company or any project with an innovative aspect, resulting in more efficient operations. This component included training, a diagnosis and in-business consultation.



De mieux en mieux

SADC  
SOCIÉTÉ  
D'AIDE AU DÉVELOPPEMENT  
DES COLLECTIVITÉS  
VALLÉE-DE-LA-GATINEAU

Vous voulez faire les choses autrement et donner plus de valeur à votre entreprise ?  
Appelez ça changement, transformation, modification, amélioration, qu'importe !

Five men in suits standing in a line, representing business professionals.

Nous vous offrons **1200\$**  
Et des conseils aussi !

Communiquez avec la SADC Vallée-de-la-Gatineau pour connaître tous les détails de ce programme.  
819-449-1551 info@sadc-vg.ca

Canada Développement économique Canada appuie financièrement la SADC

Twenty businesses officially signed up, but due to delays or project changes, 17 companies took advantage of this program.

The innovative projects dealt with various aspects:

- Inventory control
- Production process
- Organization of the production space
- Standardizing the greeting
- Merchandising and marketing
- Organizational mode
- Improvement of the physical aspect
- Web planning
- Implementing a paperless office

The planning process for the innovative projects of the 17 companies (diagnoses and recommendations) required a total investment of \$32,659, which was covered by a contribution from the program and the companies. According to the reports, 14 companies have taken or will take actions, resulting in investments of varying degrees, the total of which is an estimated \$95,000. Each of the participating businesses termed its innovative project as either important or essential to its development.



# Rendez-vous 2.0



*Participants in the Intermediate Facebook workshop given by Robert Lalancette of Détail formation*

Rendez-vous 2.0 was held over two days, on March 15 and 16, 2016, at the Château Logue in Maniwaki. Innovation, which was the major theme, was composed of two components: **digital media** and **marketing**. Participants were invited to sign up for one or several of the 9 conferences or workshops offered. The workshops, which were facilitated by experienced speakers, were intended for owners and employees of Gatineau Valley businesses. The event achieved a participation rate of 83%, and 69 persons took part in the event by attending one or several activities, resulting in a grand total of 155 registrations.

A few companies have already put into practice some tips passed on during the two days. Questionnaires completed when the event was over revealed several courses of action for the future: innovation, social media, web, marketing, etc.



M. Robert Lalancette  
*Détail formation*



Mme Andréanne Jutras  
*Wink Stratégies*



M. Michel Zins  
*Zins Beauchesne et associés*



M. Michel Landry  
*LTech solutions*



M. Pierre Monette  
*SADC Vallée-de-la-Gatineau*



M. Louis-Piilippe Larivière  
*Réseautact*



Mme Laura Cabrera  
*Wink Stratégies*

The innovation conference by Michel Landry at the Rendez-vous 2.0 event was very well received. Participants asked for more. If a decision is made to follow up on this topic, the activity will have to be coordinated to ensure it meets the needs of the clientele. The digital and marketing components will surely require follow-up. The exact format of the involvement remains to be determined.

# Characterizing businesses

Intent on becoming more familiar with its environment and adapting its services accordingly, SADC, in the past year, retained Zins Beauchesne et associés to characterize the businesses on the territory. The report submitted in November 2015 revealed that 53.5% of companies on the territory have sales of under \$200,000, that they were founded, on average, 24.4 years ago, and that 33.3% of the entrepreneurs plan on leaving their business in the next five years. This and a multitude of other information will have to be considered by SADC when it adapts its products and services.



Organizations and companies whose head office was outside the Gatineau Valley were excluded from this first phase. This year, the characterization of businesses were voluntarily excluded from phase 1 will be completed. A call for tenders explaining SADC's requirements will be prepared, and the mandate given will be monitored for compliance. The data will be used to guide various actions by SADC.

## Managing my company effectively

During the course of the year, SADC was approached by Réseautact to be a partner in the "Managing my company effectively" project. Eight companies currently in business signed up for the program. For each of these companies, SADC advisers prepared an initial diagnosis lasting three hours and targeting their needs. These coaching sessions were provided by SADC advisers and other Réseautact advisers, based on the expertise of each.

The program will continue early in the year and end on June 30, 2016. SADC estimates that it will provide from 30 to 40 hours of coaching over this period, according to the needs expressed by the participating companies.

# Succession



Business succession is a major issue for the Gatineau Valley economy. In the next year, SADC would like to work on ways of finding successors for business in their succession phase, or support them during this process. According to the survey of our businesses, one-third of entrepreneurs/owners plan on leaving their company in the next five years. The coming year will be an opportunity to flesh out the project.

# Vacationers

Efforts to disseminate information on this area of activity will continue. Various actions aimed at the municipal officials, citizens and business persons could be taken for the purpose of developing this market that is extremely important to the region, given that close to \$52 million is spent here annually by consumers.

# Career Objective

As part of Service Canada's Youth Employment Strategy, SADC signed an agreement for a third year. Career Objective is a program intended to help young high school graduates acquire advanced employment skills and facilitate their integration into the job market. Career Objective provides financing to employers to have them create working experiences related to the careers of new graduates. For this third year, the envelope covered the period from October 6, 2014 to July 31, 2015. In all, 8 out of 10 participants were matched up with a company working on the territory of the Gatineau Valley RCM.

For the coming year, SADC plans on submitting a new application in May 2016 to renew the program and enable another 10 participants to be matched up with companies on the territory.

# White space

2015-2016 marked the end of the White Space pilot project. A meeting was held in July 2015 with partners in the project to get everyone's viewpoint. Réseau Picanoc.net, one of the partners, decided not to continue the project, having opted for another technology to deliver Internet service on the territory.



# Hop! The retail business summit



**Hop!**  
le sommet du commerce de détail  
22-23 mars 2016  
#Hop16

Conseil québécois du commerce de détail

**FAVORISER L'ÉCONOMIE LOCALE**

Élizabeth Deschênes  
Présidente-directrice générale, ZA architecture de marques

Hélène Veilleux  
Directrice générale, Centropolis

Manon Côté  
Directrice générale, Chambre de commerce et d'industrie du Haut-Saint-Maurice

Pierre Monette  
Directeur général, SADC Vallée-de-la-Gatineau

The website of the Conseil québécois du commerce de détail (CQCD) provides information on the upcoming business summit (in French only). The organization describes the Hop! summit as **the most important annual event of the retail business sector in Quebec. Everyone in the sector is in attendance, and speakers and exhibitors are selected with one objective in mind: To give your business a boost!**

Pierre Monette, the General Manager of SADC, was invited to sit on the panel which discussed the importance of favouring the local economy. More than 1300 people from all corners of Quebec participated in the event.

## SADC website

[www.sadc-vg.ca](http://www.sadc-vg.ca)



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Photo Journal Le Choix  
PROGRAMME STRATÉGIE JEUNESSE - Un rêve « cuisiné » avec le soutien de la SADC. EN SAVOIR +

During the course of the year, the SADC website was revamped to make it look more modern and dynamic. Now, to maintain these qualities, the information appearing on the site must be updated. An initial text on one of the companies dealing with SADC – the Resto-pub le Rabaska - was produced. In the coming year, three new descriptions will be posted on our website in June, September and January.



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100, rue Principale Sud, suite 210  
Maniwaki, Quebec  
J9E 3L4  
819 449-1551  
1-866 449-1551  
[info@sadc-vg.ca](mailto:info@sadc-vg.ca)  
[www.sadc-vg.ca](http://www.sadc-vg.ca)