

ANNUAL REPORT

2019-2020

SADC

Société
d'aide au développement
des collectivités

VALLÉE-DE-LA-GATINEAU

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

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Word from the President and General Manager

The 2019-2020 fiscal year will go down in history for reasons we are all aware of. Two events this year marked the GVSADC. First, we renewed our collaboration agreements with the federal government by signing a new 5-year contract. This will enhance our operating budgets and also enable us to diversify the services we offer to the community along with local economic development (LED) and local initiative measures (LIM) budgets.

This funding enables us to pursue the commitments we have already made and provide for other local development activities in our communities. The challenges are many, changing and constantly evolving. Who could have predicted in early 2020 that we would be weeks away from an event reported in China, which would completely disrupt our economies and lifestyles; and compromise the health of our fellow citizens. The pandemic forced us, as citizens, to isolate and call a halt to the vast majority of our economic activities, here and everywhere else on the planet. This worldwide event had an immediate impact and will continue to have long-term repercussions for several years to come. In the space of just a few days, the pandemic forced us to make radical changes to our behaviour, be they social, economic or environmental. Nothing will ever be like it was before.



André Galipeau, President

Word from the President and General Manager

When our last fiscal year drew to a close in March 2020, we had already developed our plans for activities for our 2020-2021 operations. When winter ended on March 21, all of our plans were thrown into disarray. We had to adjust to the new reality and support some business persons by injecting close to \$350,000 of our own funds in various companies on the territory so that they could continue operating. Moreover, we allowed payment moratoriums (principal and interest) to 27 companies, which involved \$72,692.

It is clear that this pandemic will force us, as a society, to adjust to the new realities it has imposed on us. Nothing will be like it was before. As an organization, we must support our communities, companies and citizens. This new reality forces us to adjust quickly and make sound choices going forward.

At present, we must support those in our area. As we see it, the relaunch of the economy is not the most important challenge for many companies. Many are still not in operation. We are currently dealing with a fluctuating dynamic. For some, the pandemic spurred economic growth, caused others to reposition their activities and some to tend to their survival in the short, medium and long term. The Gatineau Valley SADC will have to operate in and tailor its strategies and actions within this framework to reduce as much as possible the harmful effects of this pandemic on our communities.



Pierre Monette, General Manager

Agreement renewed

On June 20, 2019, the MP for Pontiac, William Amos, announced that the federal government and SADCs in Quebec had signed a new 5-year agreement.

This agreement represents \$7.3 million over 5 years allocated to the 3 SADCs in the Outaouais to develop their respective territories!



25 years' service for Pierre Monette

Our general manager celebrated this year his 25 years with SADC. The team marked the event with Board members during its Christmas dinner, at which it presented a photo montage of Pierre covering the past 25 years.



HR Workshops



SADC offered human resources management workshops to Gatineau Valley businesses in two sections this year. Section 1 took place in the fall of 2019 and section 2 in the winter of 2020. Emily Séguin of Séguin Daoust Consultants handled these assignments.

Four topics were discussed:

- My team needs to achieve work-life balance – help!
- Effective job offer postings – simple and concrete strategies and tools!
- Successfully integrating your employees – where do I start?
- Raising your profile as an employer: it takes far more than salaries!

Fifty persons representing 23 companies took part in the 10 workshops. Eight were given in French and 2 in English. The last two above could not be offered in English, having been cancelled due to COVID-19. They will be postponed to a later date in the coming year.

The Succession Conference



On January 22, 2020, a conference entitled *La relève, par où commencer et les étapes clés* organized by the SADC was held at Auberge du Draveur. Josée Blondin of Intersources was retained to speak to participants about this current topic of interest.

Ms. Blondin shared her expertise with 11 participants the entire morning.

Grand rassemblement des entrepreneurs

Grand rassemblement des entrepreneurs
de la Vallée-de-la-Gatineau → 2020 ←

Organisé par CCMVG
Le Village de la Vallée-de-la-Gatineau
Mot, zy, zéro!

Le mercredi 12 février 2020 à l'Auberge du Draveur
Accueil : 8 h
Ouverture : 8 h 30 jusqu'à 15 h 30, suivi d'un cocktail

Coût : 395 par personne (taxes incluses)
incluant les conférences, les repas et les collations

Pour en connaître davantage et échanger sur :

- La relève entrepreneuriale
- Les avantages du développement numérique
- L'attraction de la main-d'œuvre

Plusieurs exposants en développement économique sur place, locaux et régionaux.

Conférenciers et témoignages de personnalités locales également

Animateur : René Wiza, Sylvain Lafrenne, Carol Allan

Billets en vente à la CCMVG
186, rue King, Maniwaki (QC)

Pour informations :
Muzette Raymond, 810 215-0444
raymondm@vlg.ca

Partenaires : Québec, Carrefour jeunesse emploi, MRC Vallée-de-la-Gatineau



The Gatineau Valley RCM, in collaboration with the Gatineau Valley SADC, Services Québec and Carrefour jeunesse emploi, organized the *Grand rassemblement des entrepreneurs de la Vallée-de-la-Gatineau* held at Auberge du Draveur on February 12, 2020.

Participants took in a full day of conferences and testimonials on entrepreneurial succession, digital development and attracting employees.

Several organizations, including SADC, had booths on site to present their services. The event was a success for the RCM!

Rendez-vous agroalimentaire Outaouais 2020

The Rendez-vous agroalimentaire de l'Outaouais 2020 was held in Wakefield on January 30, 2020. The event was organized by MAPAQ and offered actors in the biofood sector various information workshops on subjects of interest to them.

SADC had a booth on site to promote its services to companies in that area of activity on its territory.



Foire du développement économique rural



The 3 SADC in the Outaouais and the Réseau des SADC and CAE attended the Foire du développement économique rural in Low on April 11, 2019.

The event was organized by federal MP William Amos, whose guest was the Honourable Bernadette Jordan, the Minister of Rural Economic Development. The economic development organizations set up a booth at the site to display their resources and services.

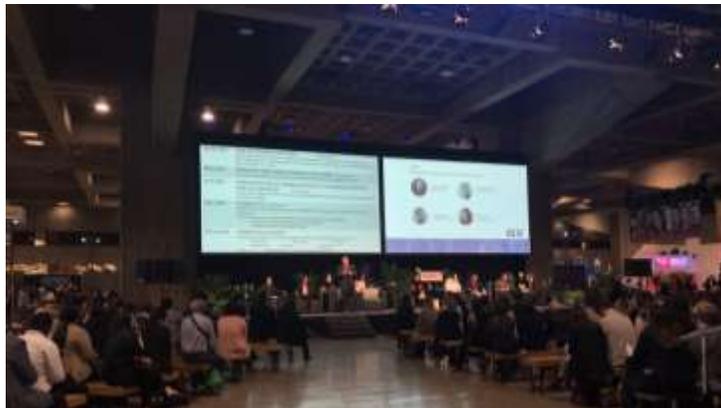
Forum RÉ-V (UQO)



On April 17, 2019, SADC attended the Forum RÉ-V (Régional Étudiant de l'avenir) set up by the Université du Québec en Outaouais. The aim of the project was to project oneself into the future to better organize the present.

Two members of the team had an opportunity to attend presentations and take part in discussion forums dealing with establishing closer ties between education and companies, among other things.

Expo Entrepreneurs



On February 12, 2020, the General Manager of the Gatineau SADC, Pierre Monette, made a presentation at Expo Entrepreneurs 2020 in Montreal.

The presentation was themed *Les initiatives numériques à la portée des PME des régions (Digital initiatives within reach of regional SMEs)*. Mr. Monette shared the floor with Jolin Ferland, director of technologies and training at the Réseau des SADC et CAE, and Catherine Adam, IT adviser at the SADC Centre-de-la-Mauricie.

The event afforded great visibility to the regions!

Investment fund



SADC had a good year in the area of investments. We authorized an allocation of \$791,490 to the regular fund, which provided assistance to 15 companies for restarts (2), acquisitions (2), modernizations/expansions (2) and working capital (9).

Total investments generated with its other financial partners came to \$1,996,480. SADC helped create or maintain 90 jobs.

In terms of interventions, SADC met with 24 new promoters to offer them consultant service. In all, there was a total of 692 direct interventions in the form of follow-up or technical assistance to help companies and their owners. In the coming year, SADC will concentrate on its investments and find new financing orientations. This is in keeping with its proactiveness. It is very important that companies in our region continue diversifying their operations and products to maintain a level of performance.

SADC can use its “local intervention measures” envelope to invest in or establish economic development activities that are important to its area. This year, funding from this envelope was used to set up HR training workshops and a conference on successions. This represents an investment of \$40,000 in 10 projects to ensure the well-being of the community.

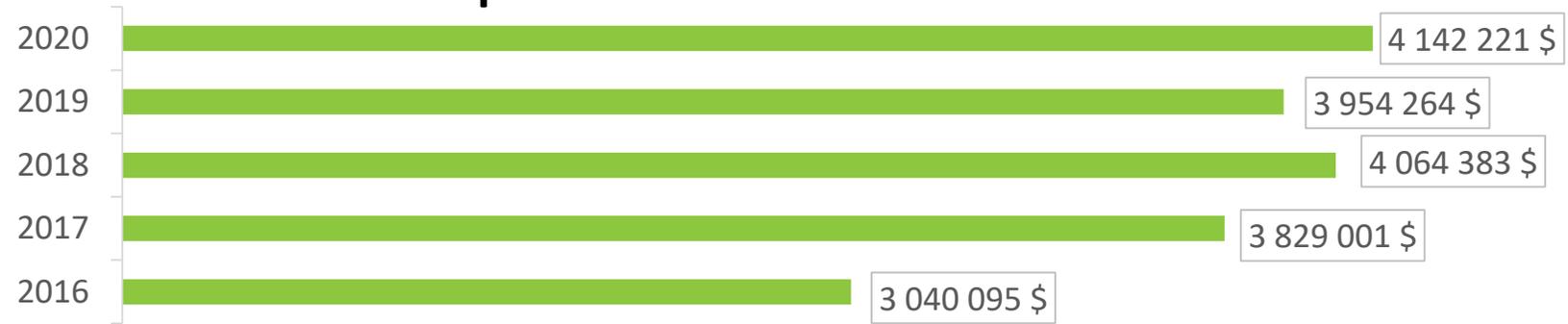
In the coming year, SADC will continue promoting its investment fund to pursue the actions it began in the past year, particularly with respect to successions. It is very important that companies in our region continue diversifying their operations and products. We must work in this direction to help them innovate and come up with new ideas to help them chart their course into the future.

Investment fund

- Investments **\$791,480**
- Total investments generated
\$1,996,480
- **692** direct interventions
- **15** companies financed
- **90** jobs created or maintained
- **24** new promoters interviewed

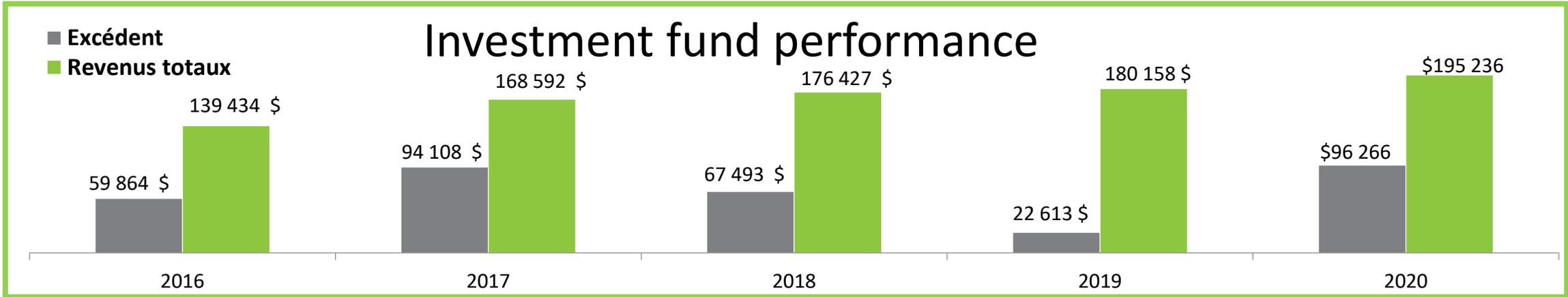
REGULAR FUND						
	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016	
Start-ups	2	0	0	1	1	
Acquisitions	2	1	3	6	3	
Expansions / modernizations	2	4	5	7	5	
Recoveries/working capital	9	5	4	3	2	
Total	15	10	12	17	11	
Total loans	\$791,480	\$491,295	\$646,552	\$1,404,421	\$627,361	
Total investments generated	\$1,996,480	\$912,532	\$1,078,504	\$2,043,680	\$1,604,361	
Jobs created and maintained	90	69	164	138	59	

Portfolio performance

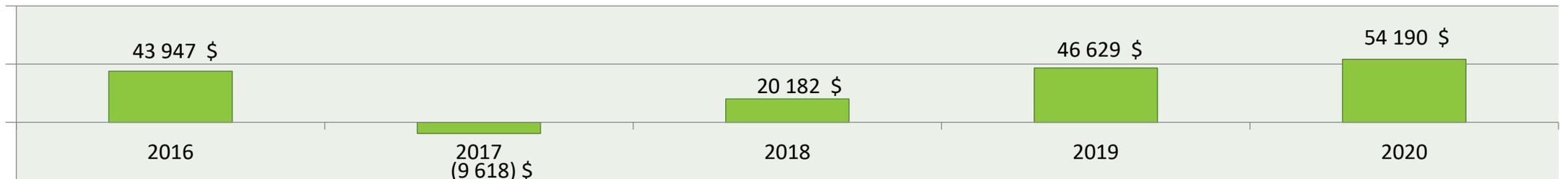


(The portfolio includes investments in the company and investments in Capital Réseau)

Investment fund performance



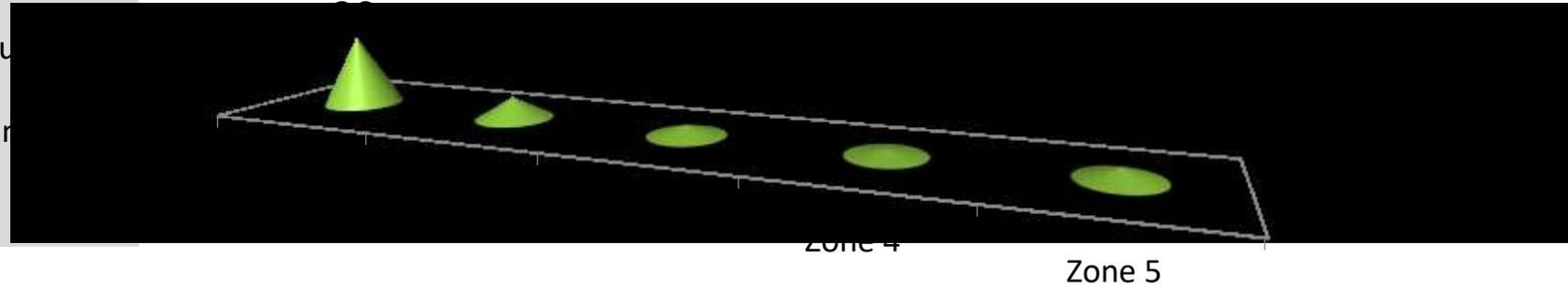
Bad debt picture



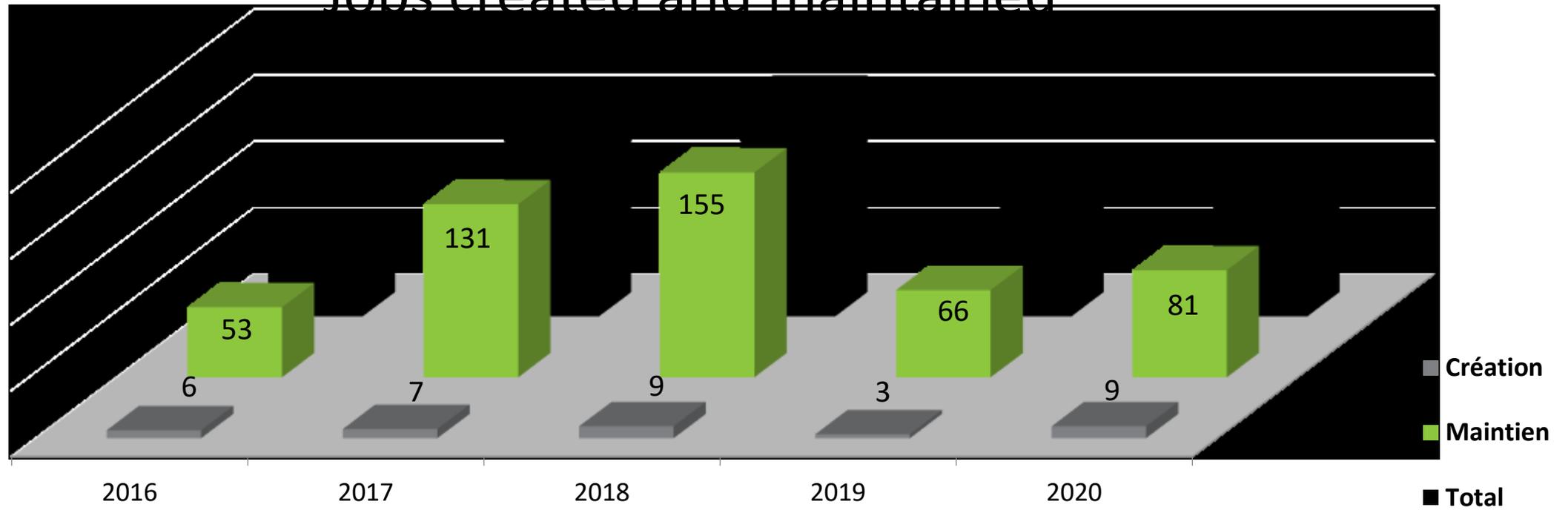
(2017 is negative due to the collection of debts)

- Zone 1 :** Maniwaki, Egan, Déléage, Kitigan Zibi
Anishinabeg
- Zone 2 :** Gracefield, Cayamant
- Zone 3 :** Ste-Thérèse-de-la-Gatineau, Bouchette, Bl
Messines
- Zone 4 :** Bois-Franc, Montcerf-Lytton, Aumond, Gran
Remous
- Zone 5 :** Denholm, Low, Kazabazua, Lac Ste-Marie

Number of active cases (by zone)



Jobs created and maintained



Regular fund investments



(Investments can differ from the amounts invested during the year due to authorization and disbursement dates that can be spread over two fiscal years)

Assets



Youth Strategy Fund

The Youth Strategy Program, which dates back to 1997, provides loans to young entrepreneurs in the region between the ages of 18 and 39. By doing so, it fulfills a need of this young clientele. This year, the program paid out \$100,842.99 to four promoters (3 companies). Total investments generated came to \$1,158,500 and either created or maintained 20 jobs.

As for interventions, SADC met with 28 new promoters to offer them consulting service. In all, there were 146 direct interventions in the form of follow-up or technical assistance to assist companies and their owners.

SADC will continue to assist young entrepreneurs with the development of their company by providing them with the tools they can use to make sound decisions and sensitize them to entrepreneurship. In order to follow up on Youth Strategy cases, the entrepreneurs were systematically asked to provide quarterly statements in the past year. This practice will continue this year.

Investments **\$100,843**

Total investments generated **\$1,158,500**

146 direct interventions

3 companies financed (2 start-ups and 1 acquisition)

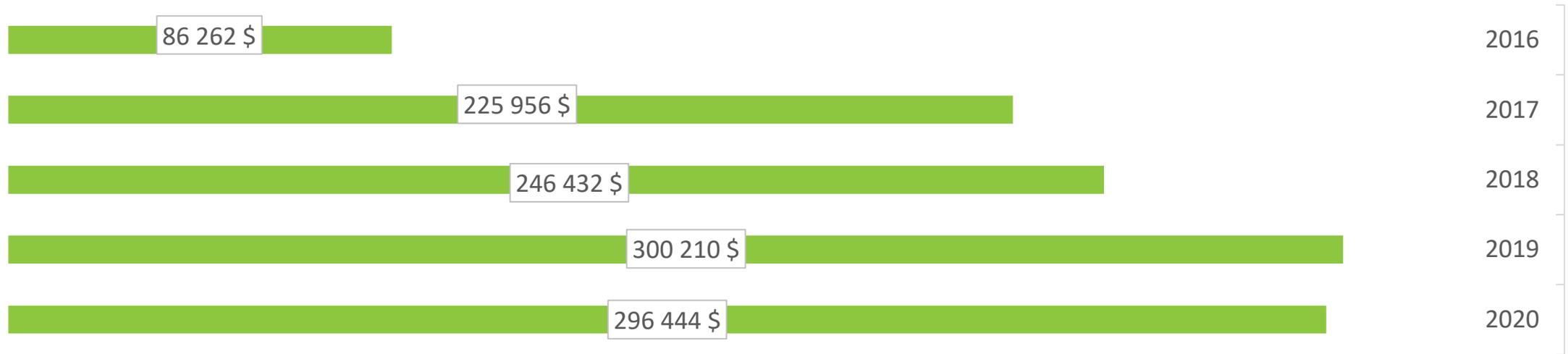
20 jobs created or maintained

28 new promoters interviewed



YOUTH STRATEGY	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
Start-ups	2	1	3	1	0
Acquisitions	1	0	1	0	1
Expansions / modernizations	0	0	0	3	0
Recoveries	0	0	0	0	0
Total	3	1	4	4	1
Total loans authorized	\$100,843	\$50,000	\$62,195	\$58,251	\$22,000
Total investments generated	\$1,158,500	\$472,620	\$208,025	\$117,470	\$72,000
Jobs created and maintained	20	6	7	8	1

Portfolio performance



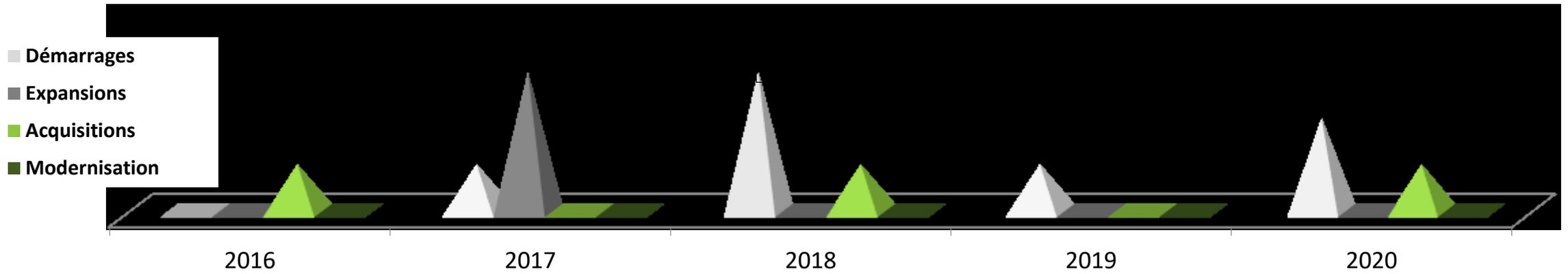
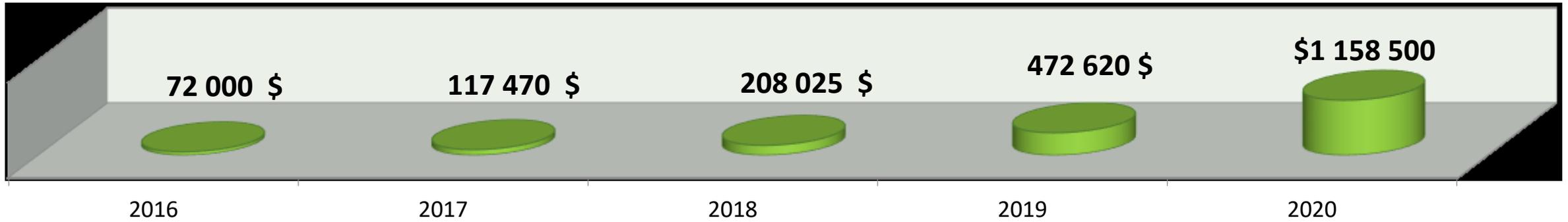
(The portfolio includes investments in business and investments in Capital Réseau)

Youth Strategy investments

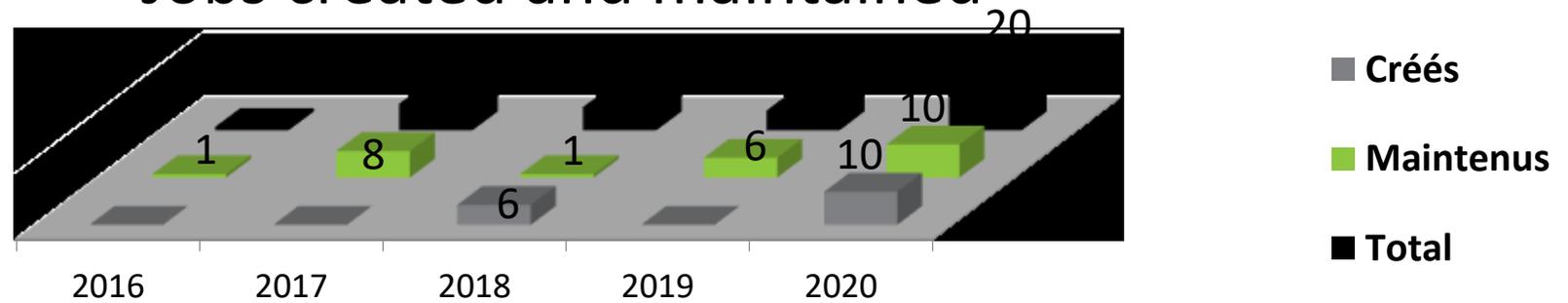


(Investments can differ from the amounts invested during the year due to authorization and disbursement dates that can be spread over two fiscal years)

Total investments generated



Jobs created and maintained



Total of both investment funds 2019-2020

- Investments **\$892,323**
- Total investments generated **\$3,154,980**
- **838** direct interventions
- **18** companies financed
- **110** jobs created or maintained
- **52** new promoters interviewed



SADC newsletters

During the year, 6 newsletters were sent to subscribers. Three newsletters completing the series on business successions were sent early in the year.

Two newsletters on vacationers were subsequently sent out as the season for opening secondary residences was coming and vacationers were preparing their arrival.

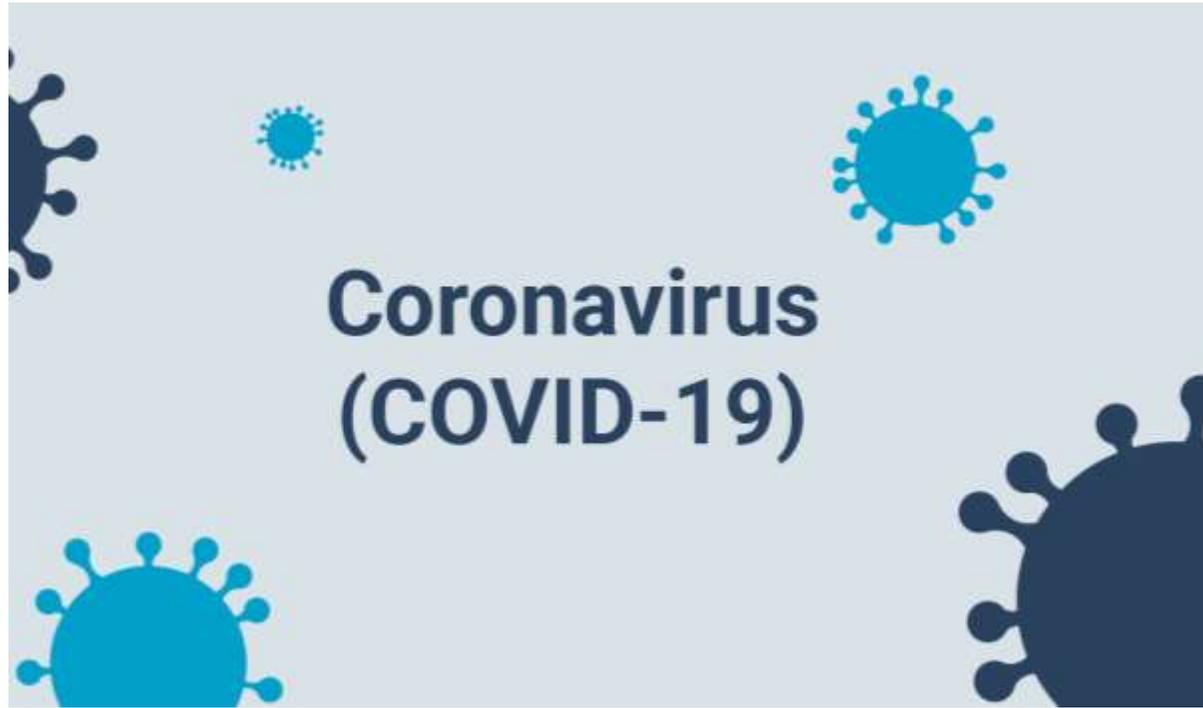
A final newsletter contained a report on the SADC Annual General Meeting.

SADC Facebook Page

This year, the number of subscribers to our Facebook page reached the 400 mark.



COVID-19



The 2019-2020 fiscal year ended with the closure of businesses, including the SADC office, due to COVID-19.

The team began working from home and immediately started working on developing a new business assistance program with SADC administrators. The business support plan (PSE) was quickly implemented to assist the companies affected. Assistance was provided in two components – a 3-month moratorium on principal and interest for current SADC clients and financing (term note or loan), also with a 3-month moratorium on principal and interest. As early as March 31, 16 companies (representing 25 loans) had asked for a 3-month moratorium, and 4 had obtained financing totaling \$155,000. The coming year will therefore be one of change and adaptation.



Julie Bénard, Follow-up Officer



Pierre Monette, General Manager



Josée Croteau, Admin. Assistant



Nathalie Patry, Financial Analyst

SADC

The Permanent Team



Kerry Anne Gorman



Michel Thibault



André Galipeau



Lynda Cayer



Daniel Chalifour



André Lanthier



Maria Brennan

SADC

Administrators

Mission / Vision / Values

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.

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.

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.
- Respector 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