



SADC

Société d'aide au développement des collectivités
de la Vallée-de-la-Gatineau



Annual Report

2009-2010

(summary version)

Gatineau Valley SADC

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Much has happened at the SADC during the past year. Some aspects of our annual plan are not as far advanced as we would have wished. I am thinking here of the business strategy we developed last spring. Circumstances surrounding this initiative prevented us from moving forward as quickly as we would have liked. This does not mean, however, that we are giving up. Quite the contrary: this summer, we are going to lay the groundwork for a series of concrete actions whose purpose is to promote local businesses.

Nonetheless, the work we did during the year that just ended saw us move forward on initiatives that will impact the future of our community. I am thinking here of two initiatives in particular: the day spent with high school students from Maniwaki and Gracefield, and the Business Contact – Outaouais event, held here in Maniwaki.

In the course of daily business, change is often triggered by economic, environmental and social factors. In the short term, the economic upswing and the massive numbers of new retirees (the baby-boomers) will undoubtedly change the social dynamic. It is with concrete solutions in mind that we developed the programs for the 2 events.

Many challenges await us during the decade ahead. How should we position ourselves to best meet them? All we have to do is think about things like youth exodus, greying of the population, renewal of our businesses, conversion and repositioning of our regional economic bases, the environment and preservation of the quality of life that sets us apart. These are the issues the Board of Directors has been grappling with. We have to start looking ahead at what is going to happen here at home so that we can come up with solutions that will help us to cope with these changes.

Vision and the future – this is where the SADC will have to set its sights over the upcoming years. We have already taken concrete steps in this regard and you will have the opportunity to see the results as we move forward in the year ahead. At the threshold of an economic upswing, we need to face together the changes that are going to impact our society.

In conclusion, I would like to thank all the partners, promoters, volunteers and staff members, whose involvement and expertise have made the SADC a major player in the development of our beautiful MRC.



This year, we have to devote our time to consolidating ongoing work. Since we came up with numerous plans last year, we now have to set ourselves up to finish some of the current projects, identify new ones and develop deployment strategies for others.

Growth and stimulating local business, based on the *Art de vivre – Art of living* seal of quality unveiled last year, are the main considerations in setting priorities for implementing this process. We will put forward a specific action plan with timelines covering June to year-end, after which we will have the opportunity to do a retrospective analysis and make adjustments for the following year.

When we think about development, we always have in mind the regional challenges we need to work on to move our community forward, as well as the strategies we need to plan and implement to better meet these challenges. In this spirit, 2 major initiatives were organized last winter. One was devoted to youth challenges and the other to local business development opportunities.

The common thread was the future. The initiatives were not an end in themselves but the start of an awareness that will lead us to other development paths and avenues. As regards our youth, we intend, together with all of our partners who were in attendance on March 17, to continue our collective reflection and meet the needs of our youth. This collective action has a single goal: to improve quality of life for our youth, which will, in turn, continue to improve their perception of the future. As regards the Business Contact – Outaouais event, our intention was to focus on future business prospects in the light of the economic upswing and, especially, to start tapping the Gatineau-Ottawa market. I can tell you that we have already contacted a business outside the region that wants to expand its operations into the region in order to tap the Ottawa-Gatineau market.

Once again, these actions have but a single goal: to promote the growth and the welfare of our community. I am sure that our joint effort and innovative plans will guarantee a promising economic future.

In conclusion, I would like to thank our partners who have worked with the SADC throughout the year and to particularly highlight the invaluable daily contribution of SADC employees. Thank you, Nathalie, Julie, Josée and Josée!

In alphabetical order:

Members	Function	Sector
Ms. Maria Brennan	Director	Aboriginal Sector
Mr. Neil Gagnon	Director	MRC
Mr. André Galipeau	Chair	Industry Sector
Ms. Kerry-Anne Gorman	Director	Business Sector
Ms. Leona Grimes	Director	Citizen Sector
Mr. Louis-André Hubert	Director	Town of Maniwaki
Mr. Stéphane Lévesque	Secretary-Treasurer	Service
Ms. Francyne Major	Director	Citizen Sector
Mr. Norbert Potvin	Director	Tourism Sector
Mr. André Riopel	Vice-Chair	Forestry Sector

Pierre Monette
Director General



Nathalie Patry
Financial Analyst



Julie Bénard
Follow-up Officer



Josée Croteau
Administrative Assistant



Josée Nault
Youth Advisor and
Communication



Local Development

Business Contact - Outaouais

The March 18, 2010 Business Contact was, without a doubt, one of the key events of the year. This economic development coordination activity was organized together with 3 other SADCs: Papineau, Pontiac and Antoine Labelle, as well as Canada Economic Development for Quebec, the Gatineau Business Office and the Maniwaki Chamber of Commerce and Industry.

That day, 210 participants met at the Auberge du Draveur to reap the benefits afforded them by some 40 consultants from the public, private and university sectors. Under the theme ***“Business prospects and strategies at the dawn of an economic recovery”***, various speakers and a trading floor were available to provide participating Outaouais entrepreneurs with strategic information they could use to grow their businesses. The 99% level of satisfaction expressed by participants means the event met its objectives.



Business Contact - Outaouais

was intended to be a wakeup call to the businesses, a launching point for a new way of seeing and doing things. Even though the event is barely over, we can already get glimpses of the spinoff benefits.

In addition to the more long term effects sought by such an organization, it should be noted that direct economic spinoffs for Maniwaki businesses are estimated at around \$30 000 for this single day.

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Local Development

Clash of the generations

During a thematic day on entrepreneurship, the Gatineau Valley SADC presented, with generous financial support from its 2 partners (the local development centre in the Gatineau Valley and the local employment centre in Maniwaki), 2 lectures on the theme Clash of the generations.

The event took place on November 25, 2009 and the theme Clash of the generations was approached from the point of view of client services during lunch and labour relations at dinner. The lunch was attended by 51 people.

Participants included business people, SME representatives, publicists and salesclerks, all of whom had a common interest in client services.

The dinner lecture was attended by 105 people, including business and agency managers, department and branch heads, as well as human resources directors.



Carol Allain, M. Sc., M. Ed.
Lecturer and author of many works such as
“Génération Y – Qui sont-ils, comment les aborder?”

Local Development

Come and talk to us about your future

We should say to start off that, even though the SADC initiated this community project, it would not have had the scope it had without the invaluable cooperation of the Caisses populaires Desjardins of Maniwaki and Gracefield, Carrefour Jeunesse Emploi, the local employment centre, the local development centre, the Hauts-Bois-de-l'Outaouais school board and the Fondation Jean-Claude Branchaud.

This activity, which was aimed at 3rd, 4th and 5th year high school students in Maniwaki and Gracefield, as well as some participants from the adult education centres in Maniwaki and Gracefield, gave us an opportunity, among other things, to listen to what they had to say on the following 4 themes:

- **pride and a sense of belonging to the region**
- **the future**
- **employment**
- **the keys to success.**

The introductory speaker, Mr Carol Allain, talked about the characteristics of baby-boomers. This was followed by discussions of various themes in small groups, lunch and an afternoon plenary session attended by 30 or so adults who came to hear what the youths had to say about their future.

At the end of the day, participants completed an interactive survey whose results were posted simultaneously on a screen. For example, 86% of the students and 98% of the adults said they were prepared to get involved to improve the future of the region.



In view of the high rate (96%) of general satisfaction among participants, based on the evaluations completed, the event was obviously a huge success.

	# students attending
Gracefield	24
Maniwaki	71
Adult education Maniwaki and Gracefield	5

Local Development

Vacationing in the region – Fonds sEAUvegarde Vallée-de-la-Gatineau

Arising from the recommendations of the September 2007 Summit on the protection of the lakes and the rivers in the Gatineau Valley, the Fonds sEAUvegarde Vallée-de-la-Gatineau came into being on February 23 2009. The 9 fund members (Grand-Remous, Montcerf-Lytton, Aumond, Déléage, Ste-Thérèse-de-la-Gatineau, Bouchette, Blue Sea, Gracefield and Messines) spent the year that followed structuring the fund. This first year of activity was also used to implement some of the proposed activities, such as the shore revegetation program, the communication plan, shore characterization and training of municipal inspectors. The SADC provided planning and management support during the various activities. In addition, the second round of financing was completed to ensure that that proper financing would be available for the various activities in the communication plan. At the moment, 8 municipalities (Grand-Remous, Maniwaki, Aumond, Déléage, Ste-Thérèse-de-la-Gatineau, Bouchette, Blue Sea and Gracefield) have confirmed their participation in the fund.

Vacationing in the region – Business positioning

The work that was started in 2008 resulted in the adoption in early 2009 of a seal of quality for local businesses.



Initially, it was a continuous process aimed at improving the quality of services provided by the businesses but its ultimate purpose was to increase the volume of business transactions in the Gatineau Valley MRC .

The project was started in the first place to increase the ability of our businesses to meet the needs of vacationers. It expanded to include all areas of client services in the region since all clients are local residents but at different occupational levels, some being full-time workers, others part-timers. The *Vallée de l'Art de Vivre* campaign thus became the starting point for a vast process that could be phased in over a number of years.

Results for the Investment Fund

We just concluded our 29th fiscal year. From an economic point of view, the requests for guidance and information from promoters indicate to us to what extent we have been able to adapt to the needs of the business community. Despite the low level of our investments, the SADC still spent a lot of time and energy on coaching businesses and helping various promoters. In fact, financing was provided to 35 new clients. As regards consulting services, whether it be developing business plans, restructuring businesses, giving advice, developing financial estimates or simply providing information about our products and services, the SADC was involved no less than 616 times, both with its business clients as well as new businesses.

SADC involvement is as important in the area of consulting services as it is in the area of financing. Over the past year, its consulting services were used extensively and served to keep many businesses alive.

Financing

This year, the SADC invested in 17 regional businesses to the tune of \$514 525, distributed throughout our various programs as follows:

- ▶ 2 start-ups
- ▶ 4 expansions
- ▶ 2 acquisitions
- ▶ 3 designs
- ▶ 3 analyses
- ▶ 3 turn-arounds

In total, \$5 951 302 was generated in investments, in partnership with the various financial institutions and agencies and/or by working together with the promoters. With these investments, the SADC contributed to creating 21 jobs and saving 30 more.



Gatineau Valley SADC
Financial results during the last SADC contract
April 1, 2006 to March 31, 2010

Administration Budget	\$1 236 482.00
Youth Strategy Budget	\$236 000.00
Official Languages Act Program	\$35 852.39
Third-party local development initiatives	\$84 000.00
Special initiatives	\$160 000.00
Rénove-action Program	\$89 350.00
Investment Fund	\$2 285 941.00
Youth Investment Fund	\$177 500.00
Total SADC investment	\$4 305 125.39
Investment generated in the region	\$15 114 810.00
Total investment generated	\$19 419 936.00

REGULAR FUND	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006
Start-ups	2	1	4	10	1
Acquisitions	2	2	2	8	4
Expansions / modernizations	4	8	5	9	6
Turn-arounds	3	3	1	4	5
Réno-ve-action Program loans	0	0	1	1	2
Program design	3	7	16	15	15
Total	14	21	29	46	34
Total loans	\$489 025	\$537 162	\$453 834	\$805 920	\$469 479
Total investment generated	\$5 951 302	\$1 561 612	\$2 967 946	\$5 621 650	\$1 810 435
Jobs created and saved	51	94	80	151	25

RÉNOVE-ACTION	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006	Total
Design	3	7	16	15	15	56
SADC investment	\$1 050	\$2 450	\$30 600	\$55 250	\$55 250	\$144 600
Outside investment (promoters, Town)	-	-	\$163 200	\$101 000	\$127 700	\$391 900
Loan program	0	0	1	2	2	5
Total investment	\$1 050	\$2 450 *	\$193 800	\$156 250	\$182 950	\$536 500

* Granted in 2008-2009, but disbursed in 2009-2010

Results for the Youth Strategy Fund



The Youth Strategy Program has been in existence since 1997. It provides assistance in the form of loans to young entrepreneurs 18 to 35 in the region, thereby meeting a need they have. This year, the program helped one business with an acquisition.

SADC invested \$15 000 in this business, for a total generated investment of \$745 221. This investment also contributed to saving 7 jobs. A total of 20 young promoters sought information and used our consulting services. The program currently has 11 active files. In all, there were 94 interventions involving individual follow-up and technical assistance.

Lastly, the SADC will continue to assist its youth clientele to set up and operate their businesses. The SADC will continue to provide youths with the tools they need to make good decisions and to promote youth entrepreneurship.

For more information about our upcoming activities, please consult our Action Plan 2010-2011, which sets out our plans in detail.

YOUTH STRATEGY	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006
Start-ups	0	0	3	1	0
Acquisitions	1	2	1	3	0
Expansions / modernizations	0	1	2	0	1
Turn-arounds	0	0	0	0	0
Total	1	3	6	4	1
Total authorized loans	\$15 000	\$45 000	\$79 500	\$38 000	\$5 320
Total investment generated	\$745 221	\$1 057 400	\$216 500	\$311 500	\$5 320
Jobs created and saved	7	11	12	8	5

Administration Fund

Revenue

Contribution by the Ministry \$318 362

Expenditures

Salaries and benefits \$239 812

Travel \$7 500

Legal fees \$7 000

Meetings \$6 500

Rent \$9 450

Insurance \$4 000

Telephone and postage \$6 000

Office supplies \$3 500

Maintenance \$5 500

Outsourcing - \$

Development \$10 000

Dues \$3 500

Publicity and promotion \$5 000

Professional fees \$7 500

Bank fees \$100

Capital property \$3 000

Surplus - \$

Youth Strategy Fund

Revenue

Contribution of the Ministry \$82 000

Expenditures

Salaries and benefits \$51 200

Travel \$500

Legal fees \$1 000

Rent \$4 050

Telephone and postage \$1 500

Office supplies \$1 000

Maintenance \$1 000

Dues \$250

Publicity and promotion \$500

Professional fees \$1 500

Development \$1 000

Capital property \$500

Third-party program \$18 000

Surplus - \$

Other program and budget

Local development initiative \$40 000

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Local Development



La Vallée de l'Art de Vivre

Launched in 2009, this project needs to be implemented. The process of accreditation for the seal of quality must be completed, followed by the first round of certification (mid-June 2010) and continuous promotion, with an end of December objective of 50 certified businesses. In January, the process will be assessed to identify the next stage that could involve a contest, promotional activities and, of course, the continuing deployment of the *Vallée de l'Art de Vivre*.

Come and talk to us about your future

In terms of this initiative, how are we, collectively, going to follow up with actions based on what the youths shared with us on March 17? The SADC, and others who share the same interests, do indeed intend to implement follow-up action.

The first stage will be to present the results of this activity on May 27.

Viens nous parler de ton avenir.

Le 17 mars 2010, un rendez-vous pour écouter ce que la relève en dit.

SADC
Société d'Appui au Développement des Collectivités de la Vallée-de-la-Gatineau

Carrefour jeunesse emploi
Vallée-de-la-Gatineau

Emploi Québec
Outaouais

CD
VALLÉE-DE-LA-GATINEAU

Comité régional de l'Outaouais
400, Rue de l'Outaouais

Desjardins
Les Caisses populaires de la Vallée-de-la-Gatineau

La Fondation Jean-Claude Bouchard

Local Development

Business Contact - Outaouais, follow-up

During the event in March 2010, several concepts of both current and future interest were tackled. Our research located an entrepreneur who is interested in developing his business in cooperation with Gatineau Valley businesses.

Meetings will be organized with Gatineau Valley businesses to establish the basis for these business relations, which could eventually translate into real business opportunities.

The event was also an opportunity to release the results of a survey on consumer trends and consumer profiles in the greater Ottawa-Gatineau region. The data collected and the recommendations proposed will be used to orient business development actions in this very significant market. This is a long term proposition that will be phased in over many years.

Francophone Economic Space

The SADC is continuing its work on this pilot project. Initial contacts have already been made with Nova Scotia. Over the coming year, the SADC intends to continue the process by sharing its expertise. Three avenues have been identified: sustainable development, entrepreneurial renewal and water protection legislation.

Fonds sEAUvegarde Vallée-de-la-GatinEAU

This fund (formerly known as the Fonds de Développement durable inter-municipalités) will continue its involvement over the coming year by sharing advice and expertise, and by ensuring that decisions will allow current generations to meet their needs without compromising the needs of future generations, thereby contributing to sustainable development in the region. Clerical and secretarial services will soon be provided by means of a new partnership or by outsourcing.

Investment Fund

Canvassing campaign

In order to properly grasp the reality faced by our businesses, we have to go where they are. To this end, we continue our canvassing campaign launched nearly 3 years ago. We will visit businesses in certain sectors to explain our programs and services, and discuss their plans and visions for the future. We hope to be able to identify some opportunities that will lead to possible financial partnerships or simply to consulting service contracts. Our goal is to meet with 50 or so area businesses. These visits will provide the SADC with an opportunity to promote its various funds and programs. The SADC also intends to stress the renewal process. This canvassing campaign will be one of the best ways to address this process with promoters and identify measures for helping them through this period of transition.

Financing

Over the coming year, the SADC intends to continue the actions started during the past year. Stimulating the start-up and growth of new businesses in the area remains one of the SADC's major windows of opportunity. With the tools already in place, such as investment funds, follow-up officer services, market studies, business plan services, the SADC continues its efforts to meet client needs and thereby influence the community to expand its horizons. Promoting its Investment Fund and remaining proactive are key to reaching as many promoters as possible. The SADC meets on average with 40 or so clients each year and 15 or so receive financial assistance. To maintain this objective, the SADC has started a radio publicity campaign in the form of capsules broadcast at strategic times and will continue this communication plan this year. The aim is to publicize our various products, services and initiatives, and to inform people of the potential of our market. The radio is currently our best bet for reaching our business clientele. In fact, over the past year, we reached 34% of our clientele with our radio capsules. The SADC intends to continue this means of communication, which has become more and more successful over the years.

Continuing to innovate and to diversify their operations and products is key to the success of our businesses. Our job is to support their efforts.