

SADC

Société
d'aide au développement
des collectivités

VALLÉE-DE-LA-GATINEAU

2008



2015



2017



2018



2022



2023



2023-2024 ANNUAL REPORT

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WORD FROM THE PRESIDENT AND THE GENERAL MANAGER

We have just completed our 2023-2024 fiscal year, during which several events took place.

For starters, our last year of activity, which ended on March 31, also coincided with the end of a 5-year agreement with the federal government (represented by Canada Economic Development), which was renewed for another five years. In addition, one of our employees retired, capping an adventure that lasted more than 29 years.

Our fiscal year was marked by the continuation of our local economic development projects, mainly the Demystifying the Gatineau Valley project, the follow-up of the labour survey and issues relating to the business models of Gatineau Valley businesses.

With respect to the Demystifying the Gatineau Valley project, we focused more on the succession of our entrepreneurs, an orientation that will be at the heart of our local development project which, during the development and planning phases, was one of the objectives.

As mentioned, our 5-year agreement with the federal government ended. We are proud of and pleased with the results in terms of investments and the local economic development achieved over these five years.

In 2023-2024, the SADC-GV, through its various funds and programs, injected a total of \$1,199,322, generating \$2,674,992 in total investments. Over the past five years, a grand total of \$6,386,727 was invested, bringing total

investments of \$12,825,897.

In the past five years, we initiated 13 local development projects, all of which had a specific objective relating to the socioeconomic issues of our regional county municipality (RCM). More than 355 entrepreneurs took part in our various local economic projects in the Valley. We are proud of the positive results over the five years, which saw close to \$13 million invested in the territory. This highlights the importance and relevance of our organizations in our communities.

We would also like to take this opportunity to underscore our partnership with Canada Economic Development (CED) and their excellent cooperation, particularly the people in the Gatineau Office, whom we would like to thank.

Finally, we would be remiss if we did not mention an upcoming milestone that will go down in the annals of SADC-GV. Our colleague Nathalie spent her last day in the office on June 14.

She will be embarking on another phase of her life. After more than 29 years of loyal service, she is retiring. When SADC was founded in the spring of 1995, she became the first financial analyst and has been the only one SADC-GV has ever had. Twenty-nine years of work, collaboration, exemplary day-to-day involvement



Pierre Monette
General manager



André Galipeau
President

and commitment. We have been able to rely on her all this time due to her loyalty and adherence to the organization's values, including helping others. Knowing her, it comes as no surprise that she has remained with SADC for so long, since her values are matched only by her kindness.

Not only is SADC-GV losing an excellent analyst and adviser, but her absence will be felt by the entire Gatineau Valley business community as well.

As we turn to the future, we have recruited someone to take over for Nathalie. We are sure he will enthusiastically take up the challenge. Welcome to SADC-GV Anas!

In closing, we wish to underscore the contribution by all employees of SADC-GV and thank them for their exemplary work throughout the year, along with all members of the Board of Directors and the Investment Committee for their commitment and devotion.

Enjoy your retirement Nathalie!

LOCAL DEVELOPMENT

The contractual agreement with Canada Economic Development came to an end in the 2023-2024 fiscal year. This provides us an excellent opportunity to take stock of SADG-GV activities over the past five years with a view of what is to come.

This annual report will recap the results of the just-completed fiscal year and cover the highlights from 2019 to 2023.

2023-2024

Demystifying the Gatineau Valley

The five-year Demystifying the Gatineau Valley project was in year three, and the main focus was on continuing to develop exposure. A budget totaling \$54,135 was set aside to keep the monentreprisedanslavg.ca website on line and to continue the advertising campaign on social media, on COGECO radio at 104.7 FM, on STO bus panels, in Le Droit Affaires newspaper, on advertising slots on TVA and finally on Radio-Canada television for the first time.

During the year, these efforts paid off and generated close to 7,000 single visits to the monentreprisedanslavg.ca website along with 816,156 views on the French Facebook page and 539,900 on the English Facebook page. Since the project began, 20,761 people have visited the website. The French and English versions of the Facebook page have received 2 million and 2.5 million views respectively.



Survey On Labour and Issues Confronting Gatineau Valley Companies (continued)

**Available on sadc-vg.ca*

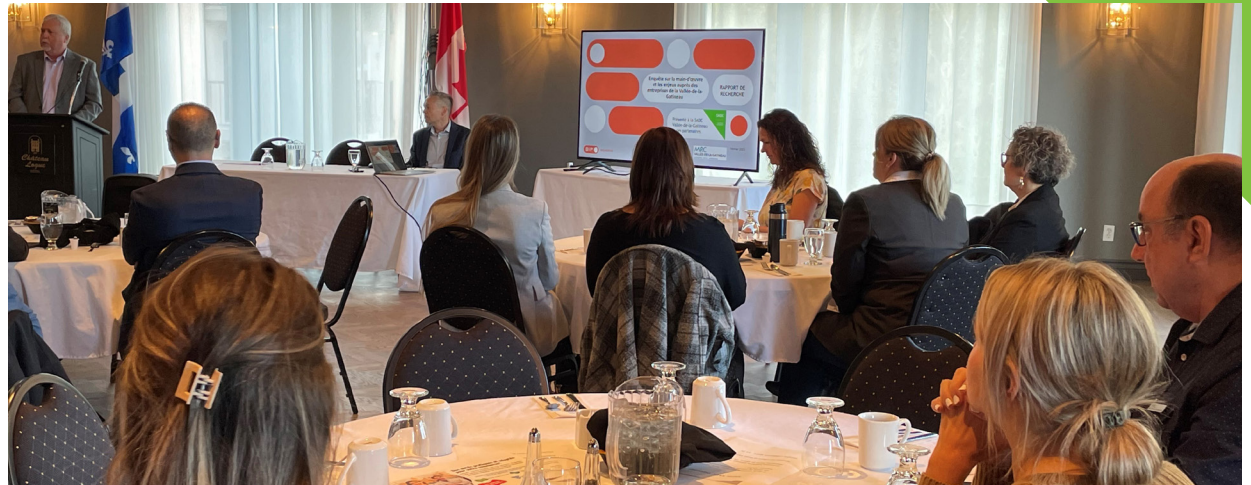
The final version of this survey was submitted late in 2022-2023. This spawned some actions that took place in 2023-2024, but the most important outcomes should take shape in 2024-2025 and in subsequent years.

This survey was the genesis of the following actions this past year.

Presenting the findings

Given that the findings were important to the entire socioeconomic ecosystem of the Valley, SADC, in cooperation with its partners in this project (Services Québec and the Gatineau Valley RCM), first organized a public presentation of the survey findings. Simon Bastien of BIP Recherche, who was in charge of this survey, released the findings on May 17, 2023 to the some 30 representatives of businesses and organizations on the territory, who attended the event at the Hôtel Château Logue in Maniwaki.

This project also had reverberations outside the Gatineau Valley and even piqued the curiosity of the Radio-Canada radio station, which interviewed Pierre Monette, the General Manager of SADC-GV, on May 17, 2023. This was another way of maintaining business ties with the Ottawa-Gatineau CMA, in support of the objectives of the Demystifying the Gatineau Valley project.



The Partners' Committee springs into action

The Survey On Labour and Issues Confronting Gatineau Valley Companies came together thanks to a partnership between the Gatineau Valley SADC, Services Québec and the Gatineau Valley RCM. Entrepreneurs responding to the survey identified several important challenges. As a result, the partners further pursued their association to develop an action plan adapted to the needs that were identified. Several planning meetings on the topic were held during the fiscal year that just ended and will prompt further action in 2024-2025.

Presentation by Detail Québec

It doesn't take a survey for one to realize that many businesses on the territory are operating in the retail sector and that many are encountering labour-related issues. However, a large majority of respondents cited issues they are having with the skills development of their employees, the implementation of digital technologies, improving their image, marketing innovation and so on. At the invitation of Services Québec, Manuel Champagne of Détail Québec, a retailing labour sectorial committee, attended a breakfast in Maniwaki last June 6. He presented to the ten or so attendees the various services and tools made available to retailing businesses, which can simply and effectively respond to the challenges that companies expressed during the survey.



RECAP OF PROJECTS FROM 2019 TO 2024

DATE	PROJECT	PARTICIPANTS
2019-2020		
	10 HR projects	50
	La relève, par où commencer?	11
2020-2021		
	15 webinars	198
	Personalized support	24
	Intelligent lockers	6
	Ottawa-Gatineau CMA survey	
	Demystifying the Gatineau Valley	
	Intelligent convenience stores	
2021-2022		
	Demystifying the Gatineau Valley	9
	Deployment of intelligent lockers	
	Webinar: What does the future of marketing hold in store?	20
	Autonomous convenience stores	
2022-2023		
	Demystifying the Gatineau Valley	8
	Labour survey and issues	
	Technology in support of new business models (report)	
2023-2024		
	Demystifying the Gatineau Valley	
	Labour survey (continued) presentation	30
TOTAL		356



ACTION PLAN

Innovation conference

As a direct result of the Survey on Labour and Issues Confronting Businesses in the Gatineau Valley, SADC and its partners – Services Quebec and the RCM – are planning on organizing a conference in 2024 where the topics of discussion will deal directly with the responses to the survey. The major themes of this activity are pointing toward innovation in labour through digital technology and the adaptations of the business model. During the first months of the year, the working committee will develop the specific content of this activity and how it will unfold.



Business succession

Like the general population at large, the owners of companies are getting on in years. In recent years, several entrepreneurs have successfully passed on their company to young successors. However, many others have not begun this process, which requires their full attention.

Through its consulting services and external partners (the Quebec Business Transfer Centre, consultants, etc.), SADC intends to provide support to entrepreneurs during their succession process, which will thus maintain the regional economic fabric and the services offered on the territory.

Demystifying the Gatineau Valley

To date, this project has dealt with promoting the Gatineau Valley as an interesting area to do business in among entrepreneurs in the Ottawa-Gatineau Census Metropolitan Area (CMA).

The two remaining years will focus on the search for successors in strategic areas of activity in the region where succession or business start-up opportunities do exist.

FINANCING AND CONSULTING SERVICES

The Investment Fund and Youth Strategy

Again this year, SADC contributed to the region's economic development. For the year ending March 31, 2024, loans totalling \$1,112,000 were authorized and issued to 11 companies on the territory. This money went toward 2 acquisitions, 4 start-ups, 2 expansions/modernizations and 3 working capital and/or recovery projects.

SADC invests in partnerships with other financial institutions or organizations and/or in complementarity with promoters. Once again this year, total investments came to \$2,558,883, thereby creating and/or maintaining 43 jobs.

SADC provided consulting services to 46 new promoters and made 444 direct interventions to offer follow-up or direct assistance to companies and their owners.

Action plan for the coming years

According to a survey SADC conducted in February 2023, slightly more than one-third of business owners are planning to retire in the next five years. They are steadily aging and will be required to turn over the reins to another generation. With no succession in place, they will have to shut their doors, which would represent a loss of services in the region.

To address this succession challenge and to maintain services in the region, SADC has developed a financing program tailored to succession cases. With the flexible measures of this program and effective promotion, SADC hopes to provide its support, in the next two years, to 8 to 10 businesses as they work through the ownership transfer process.



REGULAR INVESTMENT FUND

	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020	TOTAL
Companies assisted	7	10	8	8	15	48
Start-ups	1	2	2	2	2	9
Acquisitions	1	1	1	1	2	6
Expansions/modernization	2	7	3	1	2	15
Recoveries/working capital	3	0	2	4	9	18
SADC investments	\$1,011,500	\$948,910	\$381,370	\$535,950	\$791,480	\$3,669,210
External investments generated	\$976,423	\$302,739	\$399,891	\$5,721	\$1,205,000	\$2,889,774
Total investments generated	\$1,987,923	\$1,251,649	\$781,261	\$541,671	\$1,996,480	\$6,558,984
Jobs created and maintained	29	42	25	61	90	247

YOUTH STRATEGY FUND

	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020	TOTAL
Companies assisted	4	5	1	1	3	14
Start-ups	3	3	1	1	2	10
Acquisitions	1	2	0	0	1	4
Expansions/modernization	0	0	0	0	0	0
Recoveries/working capital	0	0	0	0	0	0
SADC investments	\$100,500	\$130,656	\$25,000	\$14,000	\$100,843	\$370,999
External investments generated	\$470,460	\$818,638	\$16,960	\$440,100	\$1,057,657	\$2,803,815
Total investments generated	\$570,960	\$949,294	\$41,960	\$454,100	\$1,158,500	\$3,174,814
Jobs created and maintained	14	17	1	3	20	55

REGIONAL RELIEF AND RECOVERY FUND (RRRF)

	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020	TOTAL
Companies assisted	0	0	1	37	0	38
Financing	0	0	\$30,000	\$1,250,000	0	\$ 1,280,000,00
FARRATDEL	0	0	0	\$ 247,940		\$247,940
SADC investments	0	0	\$30,000	\$1,497,940	- \$	\$1,527,940
External investments generated	0	0	0	- \$	- \$	- \$
Total investments generated	0	0	\$30,000	\$1,497,940	- \$	\$1,527,940
Jobs created and maintained	0	0	1	96	0	97

OTHER PROGRAMS

	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020	TOTAL
Tourism Small Business Assistance Project (PAPETR)	0	\$270,947	0	0	0	\$270,947
Green shift program	0	\$9,513	0	0	0	\$9,513
Local economic development	\$43,110	\$43,110	\$43,110	\$43,110	\$43,110	\$215,550
Local Initiative Measure (LIM)	\$44,212	\$49,950	\$49,629	\$40,000	\$40,000	\$223,791
Structuring Technical Assistance program	0	0	\$98,777	0	0	\$98,777
SADC investments	\$87,322	\$373,520	\$191,516	\$83,110	\$83,110	\$818,578
External investments generated	\$28,787	\$369,619	\$168,665	\$87,256	\$91,254	\$745,581
Total investments generated	\$116,109	\$743,139	\$360,181	\$170,366	\$174,364	\$1,564,159
Companies assisted	4	10	5	3	2	24

COMMUNITY DEVELOPMENT PROGRAM

	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020	TOTAL
Operating fund	\$347,169	\$347,169	\$347,169	\$347,169	\$347,169	\$1,735,845
Youth strategy	\$61,200	\$61,200	\$61,200	\$61,200	\$61,200	\$306,000
Official Languages Act	\$15,000	\$14,536	\$13,091	\$14,645	\$6,446	\$63,718
Total	\$423,369	\$422,905	\$421,460	\$423,014	\$414,815	\$2,105,563



PERMANENT EMPLOYEES



Pierre Monette,
General manager



Julie Bénard,
Follow-up officer



Nathalie Patry,
Financial analyst



Anas Elkandoussi,
Business advisor

BOARD OF DIRECTORS



**André Galipeau,
President**



Jean-Serge Rochon



André Lanthier



Kerry Anne Gorman



Maria Brennan



Michel Thibault



Daniel Chalifour

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

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.

TO REACH US

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