

Réseau des

SADC +CAE

Société
d'aide au développement
des collectivités et Centre
d'aide aux entreprises



AR

2023-2024

COUNT ON US

Table of Contents

RÉSEAU DES SADCs AND CAEs

- 03 Message from the minister
- 04 Message from the President and the General Director
- 07 Highlights: 2023-2024 economic impact

AN IMPACT THAT COUNTS

- 08 Quinquennial wrap-up: Looking back on the last five years
- 09 Ad hoc programs
- 09 Routine measures
- 10 Activity hubs
- 12 Impact on Quebec's economy

2023-2024

- 14 The year in brief

A QUEBEC-WIDE NETWORK YOU CAN COUNT ON

- 19 Strategic directions
- 20 The Réseau map

COUNT ON US WHERE IT COUNTS THE MOST

- 23 Local economic development for regional prosperity
- 26 Agir pour l'avenir
- 32 Passer au suivant
- 35 Accélérer le virage numérique

COUNTING ON THE SUM AND ITS PARTS

- 36 The Team

CAPITAL RÉSEAU

- 38 Message from the President
- 38 Message from the Treasurer
- 38 Action plan
- 39 Fund assets



**SORAYA
MARTINEZ FERRADA**

The Honourable Soraya Martinez Ferrada, Minister of Tourism and Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec

Message from the Minister

The collaboration between CED and the Réseau des SADC et CAE is a key partnership for the economic development of communities across Quebec.

For 28 years, our government has been able to count on the Réseau and its members to support our rural communities, creating quality jobs and driving innovation.

With the help of your 400 professionals and 600 volunteers, you assist over 10,000 entrepreneurs each year and bring 1,000 projects to life. You also help nurture a new generation of creative and inspiring entrepreneurs, helping to shine a spotlight on Quebec's regions.

Your unparalleled understanding and appreciation of sustainable development make you, esteemed Réseau and members, major players in our economic growth. Year after year, you help bring us closer to our vision of a greener, healthier and more inclusive economy.

On behalf of the Government of Canada, and on my own behalf, I commend and thank you for your ongoing and undeniable contribution to fostering economic development and innovation in our small businesses and communities.

I look forward to continuing our work together.

Message from the President and the General Director



**VALLIER
DAIGLE**

Président
du Réseau des SADC et CAE

Everything we do, we do to create and drive value. This year, Quebec's SADCs and CAEs pulled out all the stops to help entrepreneurs and communities grow and thrive even more. Our clients were able to count on us to tackle various economic challenges, particularly the rising cost of living. In addition to providing entrepreneurs with numerous joint, financing and support initiatives, we also help them through their green and digital transitions, setting them up for both short-term and long-term success.

We were also actively involved in supporting entrepreneurs with their business succession needs, focusing on awareness activities and services for young entrepreneurs, particularly flexipreneurs.

The Réseau des SADC et CAE's pivotal role is reflected through impactful initiatives, such as special projects and programs that enhance stakeholder cohesion and highlight its members' expertise.



**PASCAL
HARVEY**

President-General Director
du Réseau des SADC et CAE

The Réseau's impact

Over the years, SADCs and CAEs have played a key role in the economic development of Quebec's regions. A recent economic study by Aviséo Conseil showed that SADCs and CAEs have made a whopping contribution of nearly half a billion dollars to Quebec's GDP since 2019. Read on for an overview of the Réseau's contribution to Quebec's economic activity. Thank you to the 600 volunteers, 400 professionals and countless partners who work with the Réseau, SADCs and CAEs. Your overall dedication has made a real difference across all Quebec regions!

A new era

The next few months will mark a new era for our Réseau and the 67 SADCs and CAEs; 2023 was a pivotal year in terms of rethinking and improving our work methods. We worked closely with our main business partner, Canada Economic Development for Quebec Regions, to draft a new five-year agreement that will bolster our efforts, specifically through newly established special funds.

Our newly appointed senior leaders and the six new openings on the Réseau team will help us take on new challenges that align with our shared goals. We thank the Government, whose openness and collaboration empower our organizations and, by extension, Quebec's regions.

This year's changes to the Réseau's governance landscape also brought a breath of fresh air to our committees, ensuring better representation for both regional communities and our members. We also created an SADC and CAE expertise map to better identify areas of expertise and boost their impact across all SADCs and CAEs and the broader economic development ecosystem.

June 2024 will also be the end of the Réseau President's term. A foundation has been laid for a promising future; the new leadership will be able to build upon a robust legacy 40 years in the making and benefit from a clear roadmap for the next five years through the recently signed five-year agreement.

We will wrap things up by once again thanking our economic development partners, professionals and volunteers for playing a part in this year full of promising initiatives for our regions.

"The appointments of Pascal Harvey as president-general director and of Pierre-Olivier Colas as assistant general director bring a strategic depth to the Réseau's operational governance." Vallier Daigle, President of the Réseau des SADC et CAE

"June 2024 will mark the end of Vallier Daigle's term as the

Réseau's President, a role he has held for the last five years. All throughout his term, he made member solidarity and teamwork a priority in everything he did. Through his active involvement in the agreement renewal committee, Vallier has left us with a valuable legacy and a collaborative spirit that we hope will endure." Pascal Harvey, President-General Director of the Réseau des SADC et CAE

AN IMPACT THAT COUNTS



Annual investments into Quebec's economy:

<\$93 MILLION



Investments with entrepreneurs:

\$80,7 MILLION



Financing for young entrepreneurs:

\$12,6 MILLION invested with
674 young entrepreneurs



Businesses supported:

2 849 Businesses



Thriving regions:

\$7,4 MILLION invested in
947 joint projects



Virage Vert program:

\$ 4,5 MILLION invested in
sustainable development projects



Digital shift:

3 685 small businesses coached
and financed under CDAP

QUINQUENNIAL

WRAP-UP:

LOOKING BACK ON THE

LAST FIVE YEARS

AD-HOC PROGRAMS:

FOR FACING THE HEALTH CRISIS AND MEETING ECONOMIC PRIORITIES

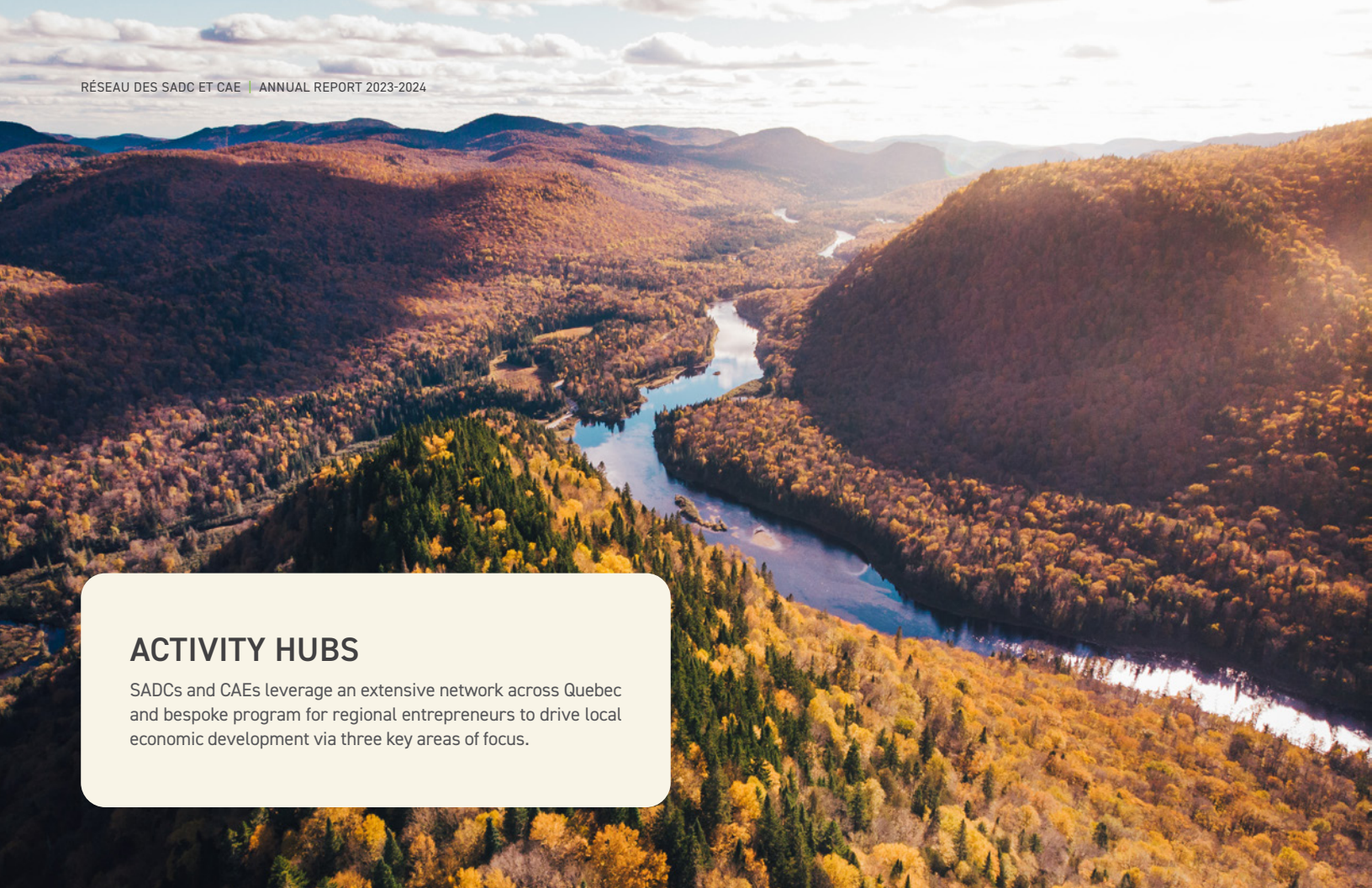
Over the last five years, our organization has had to think on its feet and adapt to the rollercoaster of the health crisis. SADCs and CAEs played a major role in helping entrepreneurs come out of the pandemic stronger than ever and, later, take advantage of recovery opportunities. As our five-year partnership agreement with Canada Economic Development for Quebec Regions comes to an end, here is an overview of the project that helped ensure the economic vitality of our regions.

 COVID-19 emergency measures April 1, 2020 to August 31, 2021	 Assistance for small businesses in tourism April 1, 2022, to March 31, 2023	 Digital transformation August 2022 to March 2024	 Virage Vert program December 13, 2021, to March 31, 2024
Regional Relief and Recovery Fund (RRRF)	Tourism Small Business Assistance Project Offered in collaboration with the FCCQ and partners from the regional tourism ecosystem	Canada Digital Adoption Program (CDAP) Offered in collaboration with the FCCQ	Supported by CED through the Regional Economic Growth through Innovation (REGI) program - Jobs and Growth Fund
GOALS			
Support businesses and communities affect by COVID-19	Improve the range of services offered by small tourism businesses	Promote the implementation of e-commerce projects	Support the greening of Quebec's regional ecosystem by leveraging the sustainable development expertise and strengths of the SADCs and CAEs
IMPACT IN NUMBERS			
A total of \$122,8 MILLION invested LOCAL ECONOMIC DEVELOPMENT \$5 MILLION invested in 355 joint projects LOANS 3,576 loans to 2,779 businesses for total investments of \$97,5 MILLION TECHNICAL ASSISTANCE \$20,3 MILLION invested in 3 845 projects	\$20 MILLION in non-refundable contributions for 665 projects to help small tourism businesses in rural communities	\$6,3 MILLION in micro-grants awarded to 6,506 businesses AROUND 400 ADVISORS specializing in e-commerce coached CDAP-supported businesses in implementing their business	\$9,4 MILLION Invested LOCAL ECONOMIC DEVELOPMENT 264 joint projects TECHNICAL ASSISTANCE 446 businesses supported

REGULAR MEASURES :

AME-CHANGING INITIATIVES

Local intervention measure (LIM) \$12,4 MILLION for 2,279 joint projects	Regular Investment fund (IF) \$269,6 MILLION invested with 4,576 businesses	Youth Strategy \$57,3 MILLION invested with 3,216 young people
---	--	---



ACTIVITY HUBS

SADCs and CAEs leverage an extensive network across Quebec and bespoke program for regional entrepreneurs to drive local economic development via three key areas of focus.

1. SUPPORT FOR LOCAL ECONOMIC DEVELOPMENT

SADCs and CAEs supported local economic development projects through funds and programs such as the LIM, Virage Vert (local economic development component) and RRRF.

4,241 joint projects

\$29 MILLION in investments

2. TECHNICAL ASSISTANCE SERVICES

These local services help entrepreneurs with their business projects by giving them access to expertise and coaching from SADC and CAE professionals. Available as a standalone service, this technical assistance is offered with or without financing. Several thousand entrepreneurs have been able to take advantage of this key technical assistance under the LIM and Sustainable Development programs' technical assistance components and under the RRRF.

Over **10,826** entrepreneurs helped

Around **\$37 MILLION** in investments

3. FUNDING FOR ENTREPRENEURS

Injecting funds into the local economy, the next generation of entrepreneurs and future-forward initiatives is at the core of the mission of SADCs and CAEs.

The RRRF, the Regular Investment and Youth Strategy funds, CDAP and the Tourism Small Business Assistance Projects have facilitated thousands of loans to support local entrepreneurs.

17,742 businesses financed

\$450 MILLION in investments

Tons of happy clients

- Overall entrepreneur satisfaction with our services is **97 %**.
- **81%** of our clients say they would recommend the services offered by SADCs and CAEs

TOTAL INVESTMENTS OVER FIVE YEARS

\$515,3 MILLION to boost Quebec's regional economies

IMPACT ON QUEBEC'S ECONOMY

A NEARLY HALF A BILLION DOLLAR IMPACT ON QUEBEC'S ECONOMY

A new study by Aviseo showed the significant impact that SADCs and CAEs had on Quebec's economic vitality over the 2019 to 2023 fiscal years.*

Impact on the increased GDP

SADC and CAE investments increased Quebec's realGDP by \$458 million:

- \$185 million from our loan investments.
- \$273 million generated by increased business survival rates

A \$217 million increase in government revenue

The work of SADCs and CAEs yields economic and fiscal impacts that benefit everyone in Quebec, including households, businesses and the Government. It generated \$104 million in revenue for businesses and \$296 million for households.

- \$92 million generated in government tax revenue through investments from loans granted by SADCs and CAEs
- \$120 million in government revenue generated through the impact of SADCs and CAEs on increased business survival rates

Recall that a Statistics Canada study found that businesses that receive support from an SADC or CAE in their first four years of operations are, on average, more than twice as likely to survive past their fifth year compared to businesses that do not have this support.

Three complementary business lines and areas of expertise aligned with Quebec's goals

SADCs and CAEs deliver three business lines: local economic development, specialized support and business financing. SADCs and CAEs have also cultivated various areas of expertise to better address the specific issues affecting their local communities. SADCs' and CAEs' local development efforts help to increase business stability, improve business competitiveness, promote job creation and improve population retention in Quebec's regions. We take an active role in:

- Promoting an **ecological transition** toward a more sustainable economy – SADCs and CAEs are highly active in sustainable development, having invested more than \$10 million in the last year to help small businesses go greener, faster.
- Ensuring that the **next generation of entrepreneurs** can take the reins, specifically via the Youth Strategy program, which has invested \$165 million into 14,000 young people over the past 26 years.
- **Address the new trend of women entrepreneurs and flexipreneurship.** SADCs and CAEs are currently working on a support program specifically designed for part-time entrepreneurs, a growing client base that few organizations serve.



The Utopie MFG team gathered around founder Jean-François Bouchard during the company's 20th anniversary celebration in September 2023. The company has been supported by the SADC de la Neigette since its inception.

* Note: The study focuses on analyzing the impacts of SADC and CAE loans and on the increase in business productivity and survival rates generated by SADC and CAE support. The data do not take into account various programs delivered by SADCs and CAEs

2023-2024 in a nutshell

If we had to name a theme for last year, it would be **Count On Us**. **Count On Us** to promote our land, our heritage and our innovations. **Count On Us** to develop the world of tomorrow here and now, with green initiatives, young entrepreneurs, and municipalities and businesses that embrace new technologies. Local entrepreneurs can and do **count on us**—the Réseau and their local SADCs and CAEs.

→ **Spotlight on ASM Consultants and La Fabrique Nordique, who shared their stories about the Canada Digital Adoption Program (CDAP) in Le Soleil.**



- We attended the Rendez-vous national du développement local, organized by the Fédération québécoise des municipalités (FQM) at the Lévis Centre des congrès.
- Our annual general meetings were held virtually due to fires that forced the Val-d'Or conference to be cancelled.
- A job well done deserves recognition! The Réseau announced the results of the Projet d'aide aux petites entreprises touristiques alongside its implementation partners—the Fédération des chambres de commerce du Québec (FCCQ), the Canada Economic Development for Quebec Regions and Minister Pascale St-Onge—who all helped to quickly and effectively deliver the project. A total of \$40 million was invested in 1,040 businesses, \$20 million of which was granted to 665 Quebec businesses by local SADCs and CAEs.



→ The Réseau participated as a partner and jury member in the 24th edition of the OSEntreprendre Challenge's national gala. Plus, we unveiled the 14 regional winners of the flexipreneur regional favourite prize from the Réseau des SADC et CAE in June.



Yves Juneau, CEO of the Quebec Ski Areas Association, Dave Laveau, Executive Director of Indigenous Tourism Quebec, Rachel Bendayan, Outremont MP and Parliamentary Secretary to the Deputy Prime Minister and Minister of Finance, Pascale St-Onge, then Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec, Pascal Harvey, president-general director of the Réseau des SADC et CAE, Charles Milliard, CEO of the Fédération des Chambres de commerces du Québec, Jean-François Royal, director of the Historic Site Marguerite-Bourgeoys

→ At the 81st annual conference of the Fédération québécoise des municipalités (FQM), the Réseau gave a presentation about exciting new initiatives, like the development of Kamouraska's mushroom industry, which encourages entrepreneurs to harness the potential of edible mushrooms.



→ We offered SADC and CAE clients throughout Quebec entrepreneurship training in partnership with the École d'Entrepreneurship de Beauce (EEB). Thanks to support from the Lemaire Family Foundation and the Ministère de l'Économie, de l'Innovation et de l'Énergie, clients were able to access the decision-making bootcamp Séjour intensif - Décider, normally \$2,200, for just \$500. A few dozen entrepreneurs were selected to attend the September 25 and 26, 2023, bootcamp held at EEB, in Saint-Georges in the Beauce region of Chaudière-Appalaches.



- The Réseau held its strategic retreat, with representatives from all of Quebec's regions in attendance.
- The Réseau mounted a new ad campaign, featuring Indira Moudi from Viandes Lafrance and Olivier Marcoux from Bromont Campervan. The six-week-long "SADC + CAE: Stories that count" major campaign aimed to raise awareness about our organization and how it has made a difference. Ads were designed to reach our primary target audience of businesspeople and investors in Quebec through their preferred media channels.



→ Richard Quinn (Desjardins), Alexandre Ollive (CTEQ), Benoît Cochet (SADC D'Antoine Labelle) and Sébastien Côté (Groupe Léon Grenier) led a webinar about the next generation of entrepreneurs, which dozens of business owners attended.



2023-2024 in a nutshell

- CAE Haute-Yamaska et région met for the first time with the honourable Soraya Martinez Ferrada, to discuss local economic development issues and opportunities for entrepreneurs in the region.



Isabelle Brochu, executive director of CAE Haute-Yamaska et région, Vallier Daigle, president of the Réseau, the honourable Soraya Martinez Ferrada, Minister of Tourism and Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec and Pascal Harvey, president-general director of the Réseau.

- The Lévis Centre des congrès played host to the Réseau des SADC et CAE's annual mid-year meeting, which brought together the Réseau's driving force—over 140 SADC and CAE professionals from across Quebec—to share their expertise, attend talks and take trainings.



- Spotlight on regional businesses and their products! Quebec SADCs and CAEs promoted unique local products in a new Réseau campaign all December long.



- The Flexi-Loan for Women project launched on January 8 to support and fund Quebec's part-time women entrepreneurs. Over \$1.5 million will be invested as loans by the 11 participating SADCs and CAEs to support flexipreneurs, a growing niche in Quebec's entrepreneurial landscape.



Nathalie Boisvert, president of SADC Shawinigan, François Philippe Champagne, Minister of Innovation, Science and Industry, Amélie Racette, Project manager, Flexi Loan for Women and Pascal Harvey, president-general director of the Réseau.



At the tour kick-off in Estrie with **Éric Dufour**, Raymond Chabot Grant Thornton, **Raphaël Voscorian**, Morency, Société d'avocats, **Amélie Isabelle**, general director of the Chambre de commerce et d'industrie Région Mégantic, **Charles Milliard**, CEO of the FCCQ, **Pascal Harvey**, president-general director of the Réseau, and **Alexandre Ollive**, CEO of CTEQ

- The Tournée nationale sur le repreneuriat is off to a strong start! The business succession tour, organized by the FCCQ and the CTEQ, brought together experts for a breakfast talk to help entrepreneurs better understand the transfer process, share their best practices and give advice on real-life scenarios. The Réseau sat on the panel in 10 administrative regions and the tour continues through September 2024 in other regions.
- SADCs and CAEs have a major impact on Quebec's economic vitality! The results of a new economic study were released and show that we've generated nearly half a billion dollars in economic returns since 2019.
- We streamed a flexipreneur time management webinar to help part-time entrepreneurs deal with cognitive overload, get a handle on time management best practices and better manage a variety of tasks.



- Exciting news! At the start of the 2024-2025 year, the Réseau's board of administrators announced the appointment of Pascal Harvey as president-general director and Pierre-Olivier Colas as assistant general director. This changing of the guard is sure to reinvigorate Quebec's economic development network.



Members of the agreement renewal committee: **Pierre-Olivier Colas**, the Réseau, **Vallier Daigle**, president of the Réseau, **Anne-Marie Grenier**, CED, **Simon Charlebois**, SADC Shawinigan, **Marouane Abidar**, CED, **Raymond Cimon**, treasurer of the Réseau and president of Capital Réseau, **Nadia Bellehumeur**, SADC du Témiscamingue, **Marie Ève Harvey**, CED, **Nancie Villeneuve**, CED Outaouais Business Office, **Pascal Harvey**, president-general director of the Réseau and **Nathalie Garon**, CED.

- The presidents met with representatives of Canada Economic Development for Quebec Regions at Entourage-Sur-le-Lac to present an agreement in principle for the upcoming renewal of our five-year agreements.
- The Réseau strengthened its partnership with Community Futures Network of Canada (CFNC). In November, Pascal Harvey, president-general director of the Réseau des SADC et CAE was appointed secretary of the CFNC, which is made up of 267 CFDCs, CBDCs, SADCs and CAEs across Canada that are, more than ever before, working in unison to help spur economic development in local communities around Canada. We also attended quarterly meetings with our colleagues from other provinces.



Representatives from regional SADCs, CAEs, CFDCs and CBDCs across Canada.

OUR RESEAU



For over 40 years, the Réseau has brought together 57 SADCs and 10 CAEs, which strive to support economic development in Quebec's regions. We have 400 professionals and over 600 volunteers implementing the Community Futures Program (CFP) in Quebec's regions, supporting and financing more than 10,000 entrepreneurs and 1,500 local economic development projects annually. The CFP is a federal program that recognizes the expertise of local decision makers and decision-making autonomy, in order to encourage communities to take charge of their futures. There are also 269 funded CFDCs and CBDCs implementing the CFP across the rest of the country.



MISSION OF THE RÉSEAU DES SADC ET CAE

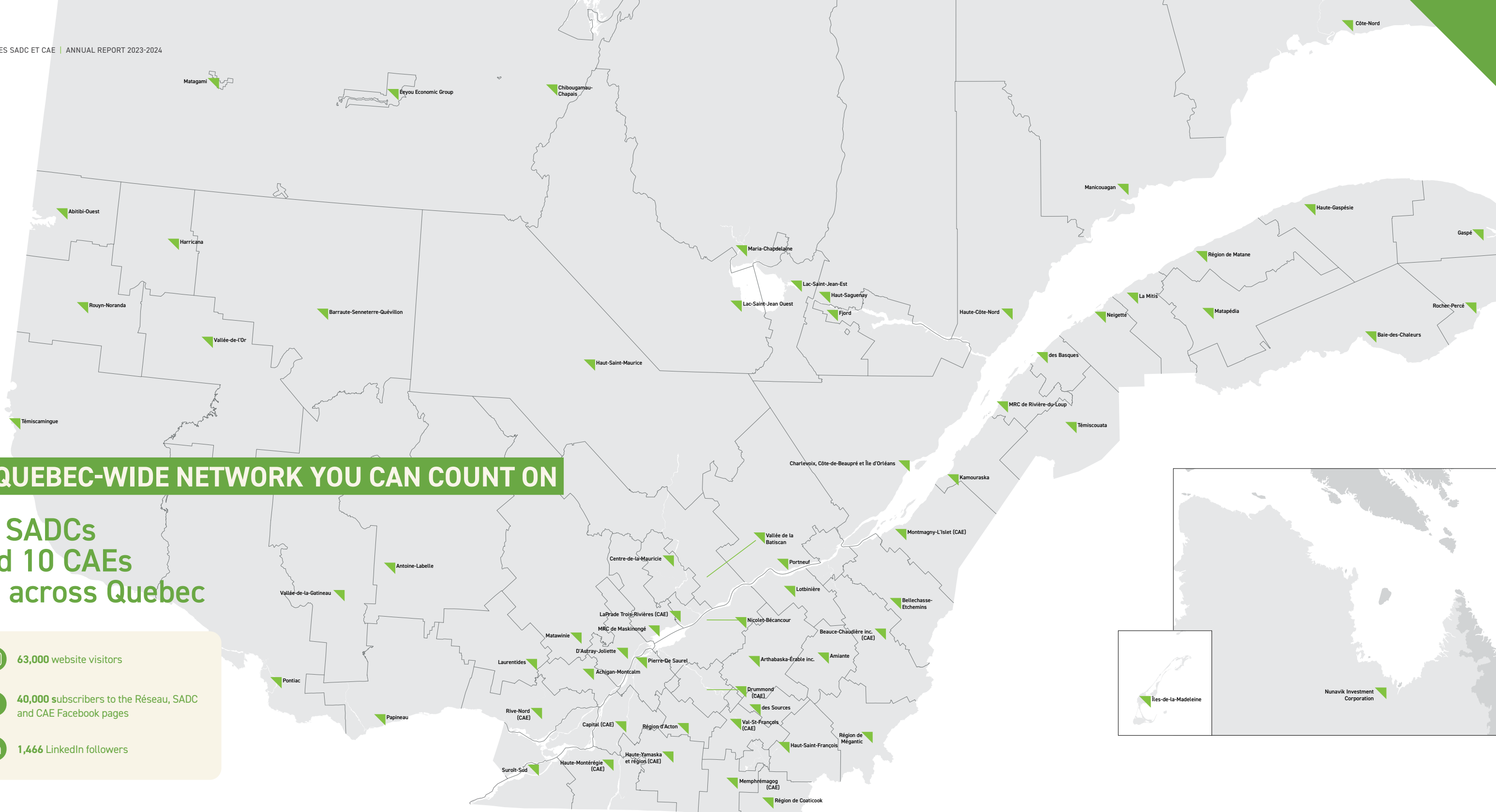
Act as the focal point for SADCs and CAEs in promoting and defending their interests, and in sharing and developing expertise and innovative tools to ensure the development objectives of their communities are achieved.

OUR VISION

Be recognized as a key local economic development partner for our communities.

2023-2024 STRATEGIC DIRECTIONS


- **Maintain and reinforce coherence and solidarity within the Réseau**
- **Remain at the forefront with respect to community issues**
- **Ensure the sustainability of the Community Futures Program (CFP)**
- **Maintain and increase awareness of our activities**
- **Maintain and strengthen our credibility**



A QUEBEC-WIDE NETWORK YOU CAN COUNT ON

**57 SADCs
and 10 CAEs
All across Quebec**

 **63,000** website visitors

 **40,000** subscribers to the Réseau, SADC and CAE Facebook pages

 **1,466** LinkedIn followers

ABITIBI-TÉMISCAMINGUE

SADC Abitibi-Ouest
SADC Barraute-Senneterre-Quévillon
SADC du Témiscamingue
SADC Harricana
SADC Rouyn-Noranda
SADC Vallée-de-l'Or

BAS-SAINT-LAURENT

SADC de la Matapédia
SADC de la Mitis
SADC de la MRC de Rivière-du-Loup
SADC de la région de Matane
SADC de Témiscouata
SADC des Basques
SADC Kamouraska
SADC Neigette

CAPITALE-NATIONALE

SADC Charlevoix, Côte-de-Beaupré, Île d'Orléans
SADC Portneuf

CHAUDIÈRE-APPALACHES

CAE Beauce-Chaudière
SADC Bellechasse-Etchemins
SADC de l'Amiante
SADC Lotbinière
CAE Montmagny-L'Islet

CÔTE-NORD

SADC Côte-Nord
SADC Haute-Côte-Nord
SADC Manicouagan

ESTRIE

SADC des Sources
SADC Haut-Saint-François
CAE Memphrémagog
SADC région de Coaticook
SADC région de Mégantic
CAE Val-St-François

GASPÉSIE-LES-ÎLES-DE-LA-MADELEINE

SADC Baie-des-Chaleurs
SADC de Gaspé
SADC de la Haute-Gaspésie
SADC des Îles-de-la-Madeleine
SADC Rocher-Percé

LAURENTIDES / LANAUDIÈRE

SADC Achigan-Montcalm
SADC Antoine-Labelle
SADC de d'Autray-Joliette
SADC des Laurentides
SADC Matawinie
CAE Rive-Nord

MAURICIE-CENTRE-DU-QUÉBEC

SADC Arthabaska-Érable
SADC de la MRC de Maskinongé
SADC du Haut-Saint-Maurice
CAE LaPrade-Trois-Rivières
SADC Nicolet Bécancour
SADC Shawinigan
SADC Vallée-de-la-Batiscan

MONTÉRÉGIE

CAE Capital
CAE Drummond
CAE Haute-Montérégie
CAE Haute-Yamaska et Région
SADC Pierre-De Saurel
SADC Saint-Hyacinthe Acton
SADC Suroît-Sud

NORD-DU-QUÉBEC

SADC Chibougamau-Chapais
SADC Matagami
Eeyou Economic Group
Nunavik Investment Corporation

OUTAOUAIS

SADC Papineau-Collines
SADC Pontiac CFDC
SADC Vallée-de-la-Gatineau

SAGUENAY-LAC-SAINT-JEAN

SADC du Fjord
SADC du Haut-Saguenay
SADC Lac-Saint-Jean Est
SADC Lac-Saint-Jean-Ouest
SADC Maria-Chapdelaine

COUNT ON US

WHERE IT COUNTS

THE MOST

947 SUCCESSFUL PROJECTS
IN QUEBEC, ALL THANKS
TO SADCs AND CAEs

IMPACT OF THE LOCAL INTERVENTION MEASURE (LIM)

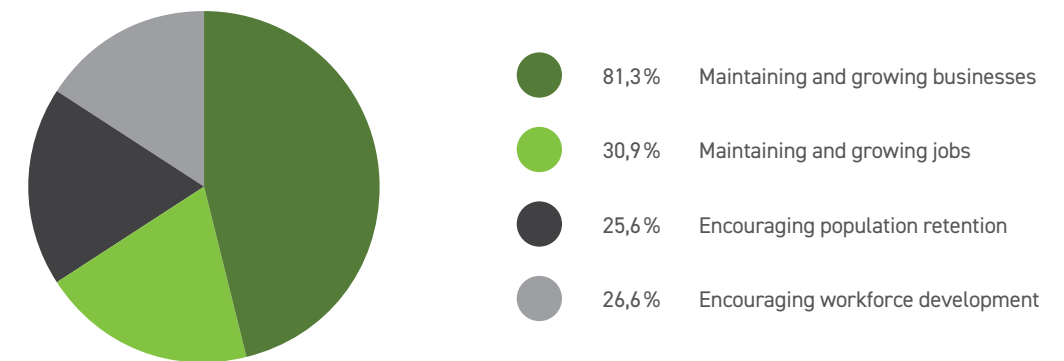
SADCs and CAEs implement and support joint projects to drive local economic vitality. This year, a total of \$7.4 million went to support 947 projects.

Impact of the Local Intervention Measure (LIM)

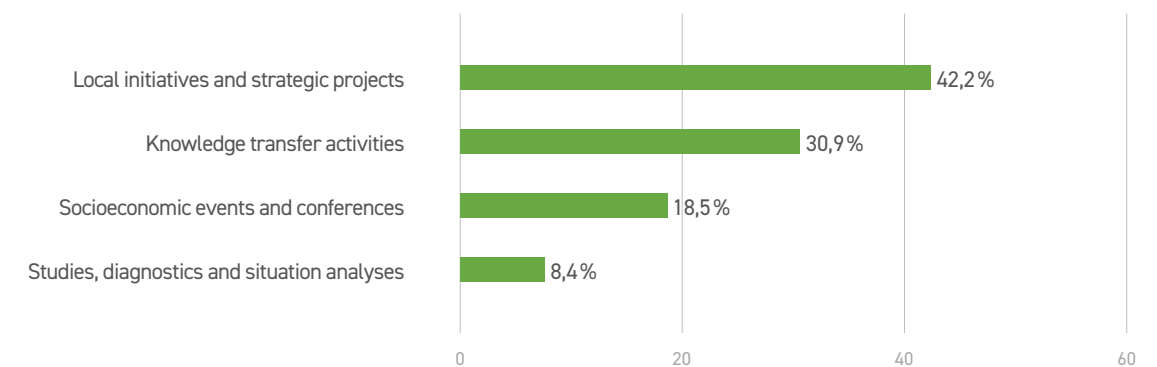
On top of their regular budget, SADCs and CAEs have a program dedicated to local economic development projects called the Local Intervention Measure (LIM). This year, \$2.5 million was invested in 379 joint projects. These projects were chosen to benefit local communities and entrepreneurs, especially women and young people, by fostering business development, primarily through skills enhancement. Many of the projects tackled issues related to the workforce and how to ensure rural areas remain attractive places to live.

More specifically, the LIM has helped to cover professional fees to complete projects, nearly half of which were led by SADC and CAE development officers. The LIM has a multiplier effect as it allows other investors, key local actors and complementary resources to get involved in entrepreneurs' projects. When stakeholders join forces, it creates incredible value—namely, an estimated \$15.4 million in total investments across all projects.

PROJECT ECONOMIC OBJECTIVES



TYPES OF PROJECTS



INSPIRING JOINT PROJECTS

Business transfer club

The SADC de Lotbinière and the SADC de l'Amiante join forces for business succession

The SADC de Lotbinière and the SADC de l'Amiante banded together to set up a business transfer club that serves as a confidential space for entrepreneurs to meet and learn more about what to expect when selling their business. Members attended five half-day workshops held between October 2023 and March 2024, where they explored topics such as deciding to sell your business, starting the sale process, valuating your business and other legal issues, and handling family business successions. At the final workshop, a psychologist specialized in supporting entrepreneurs came in to discuss how to prepare for starting a new life after the transfer.



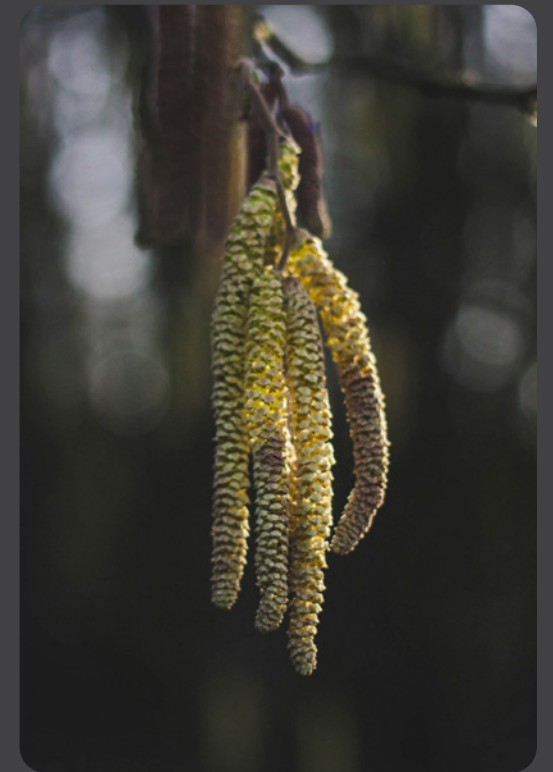
GOING HAZELNUTS

SADCs in Bas-Saint-Laurent

On a mission to develop the hazelnut industry: A foray into Ontario and the American Midwest

In fall 2023, Biopterre (specialist in applied research and technology transfers), the Bioproducts Development Centre and Filières PFNL et Cultures innovantes du Bas-Saint-Laurent set up a project to explore the economics of hazelnut farming. The team, which includes several producers and actors in the hazelnut industry, visited Ontario and the American Midwest to learn and draw inspiration from these two regions, some of the biggest hazelnut producers in North America..

Over the course of seven days, the group visited new and old hazelnut farms alike (one dates back 45 years!) and nurseries and researchers developing hybrid hazelnut cultivars with higher yields and better disease resistance. This visit was part of a longer term technical and financial collaboration of eight SADCs in Bas-Saint-Laurent to develop the hazelnut industry. There are currently 15 hazelnut producers in Bas Saint Laurent who are members of the experimental hazelnut network, under the supervision of the Biopterre product development centre in La Pocatière. The Bas Saint Laurent SADCs helped identify where to conduct the research, which producers to recruit and train and how to promote Quebec's burgeoning hazelnut industry.



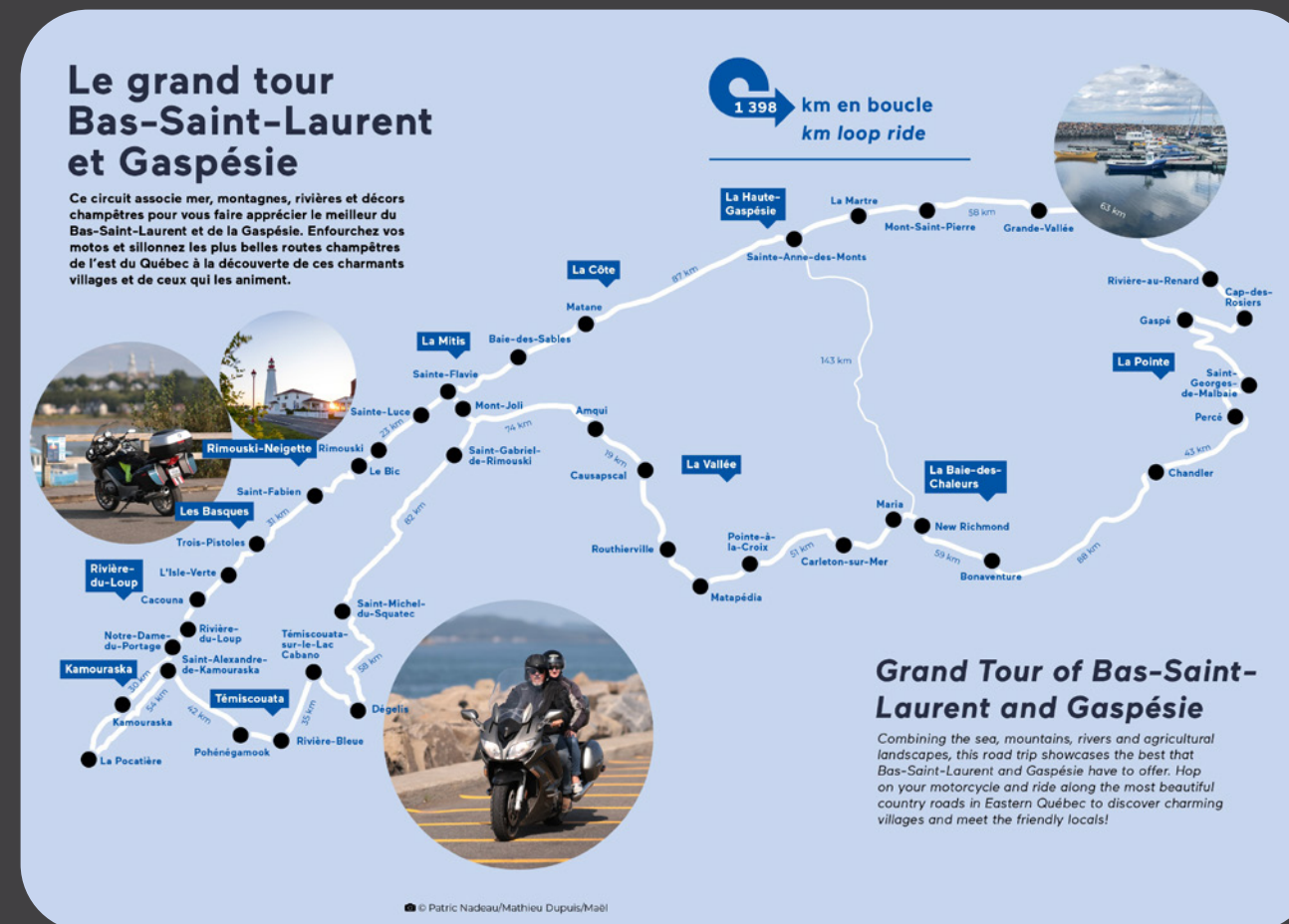
The SADC Témiscouata's Grand Tour

The Bas-Saint-Laurent is the only region in Quebec that boasts three tourist routes, each of which is managed by a different group: the Route des Navigateurs (the 132) along the St. Lawrence River, the Route des Frontières (the 289) tracing the borders of the Bas-St-Laurent, New Brunswick and Maine, and the Route des Monts Notre-Dame, which follows the Appalachian Mountains through the area's rural countryside.

In 2023, the Association touristique du Bas-St-Laurent began brainstorming how to consolidate the management of these three routes, which had been less actively managed in recent years, to better structure the tourism offering and increase traffic, by advertising a loop of tourist attractions à la route 66, a legendary road trip route in the United States.

To this end, a committee of regional partners was established, including the SADC de Témiscouata, the SADC de la Neigette, the SADC de La Mitis, three RCMs in the Bas Saint Laurent region, the Association touristique du Bas-St-Laurent, the Collectif régional de développement du Bas-St-Laurent, the Corporation des Monts Notre-Dame and the Corporation de développement économique du Transcontinental. SADC de Témiscouata's leadership team played a major role in mobilizing partners, identifying potential management models and developing tools to successfully restructure tourism in the region.

These partners now have a shared vision of tourism development and are taking concrete action to build up and promote this one-of-a-kind tourism loop in Quebec.



Sustainable development for the future

One of the Réseau's top priorities is sustainable development, and the Virage Vert program is our SADCs and CAEs' tool of choice to achieve it. Collaboration is also now part and parcel of our strategic approach to development projects. SADC and CAE professionals develop their own expertise in sustainable development and work closely with experts in the circular economy, environmental accounting and carbon credits to best support our clients. SADCs and CAEs use these existing initiatives to speed up local municipalities' and businesses' transition to using sustainable practices.

The 53 SADCs and CAEs in the sustainable development group had yet another busy year. The organizing committee held four meetings to inspire, inform, share ideas and develop tools and address different themes like degrowth, digital sobriety, artificial intelligence for sustainable development and the importance of preserving our regions' attractiveness and biodiversity. This year, the committee published a new edition of their sustainable development best practices, which now includes factsheets for 14 different business sectors.



SUSTAINABLE DEVELOPMENT BEST PRACTICES FOR CAMPSITES

USE LESS ENERGY

- Hire an expert to assess your energy consumption, and learn more about alternative energy solutions.
- Put up posters to educate your customers about how and why to save energy.
- Install electronic thermostats and set them to drop the temperature in your buildings after hours (e.g., reception, community hall, etc.).
- Set up timers for outside lights and motion detectors for lights in comfort stations.
- Swap out your lightbulbs for more energy-efficient models, like LEDs.
- Learn how to use new technology to optimize your water heater on the *Québec Energy Transition* website.
- Choose energy-efficient appliances (e.g., *Energy Star*).

MANAGE YOUR WASTE EFFICIENTLY

- Hire an expert to produce a report on the waste generated by your organization and develop a waste action plan.
- Implement the 5 Rs (rethink your needs, reduce, reuse, recycle and reclaim).
- Set up sorting areas with clear posters to promote proper materials management.
- Assess the possibility of adding recycling bins for glass and cans and a compost bin.
- Get *ICI on recycle +* certification.

MAKE RESPONSIBLE PURCHASES

- Avoid waste in ready-to-camps by providing soap, shampoo, conditioner and lotion dispensers instead of individual mini bottles.
- Adopt a responsible purchasing policy.
- Educate your suppliers about reducing packaging.
- Look into making group purchases with other companies in your sector.
- Shop local, sustainable products, like recycled fibre toilet paper, antifreeze, food and cleaning products.
- Avoid using single-use containers in ready-to-camps, common rooms and dining areas.

CONSERVE WATER AND ECOSYSTEMS

- Hire an expert to ensure your onsite wastewater management system is up to code and evaluate greener wastewater management options.
- Install low-flush toilets or devices to reduce water flow on faucets.
- Install token-operated shower systems.
- Use environmentally friendly, phosphate-free cleaning products.
- Ask customers to use products that don't compromise your wastewater management system (e.g., phosphate-free cleaning products, toilet paper, etc.).
- Set up a rain barrel and use the rainwater collected to water plants and other landscaping element.
- Educate customers about using reef-safe sunscreen.

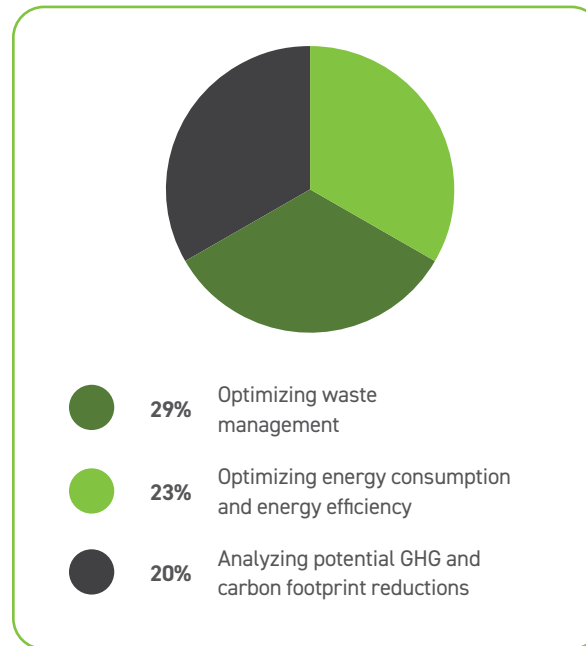
The sustainable development group also drew inspiration from best practices across Quebec, sending 37 members to visit businesses working with SADC Haute-Côte-Nord in Tadoussac last September. One of the businesses visited was Groupe Boisaco, a local cooperative specialized in wood processing and recovery.



Virage Vert program

March 31, 2024, marked the end of the Virage Vert program, a program designed to accelerate sustainable development in Quebec. The results have been incredible—more and more businesses are making major eco-friendly strides with support from their SADCs and CAEs.

TOP THREE FOCUS AREAS FOR BUSINESSES:



Programme d'accélération du développement durable des régions du Québec



Virage vert
\$4,5 MILLION invested in
335 PROJETS

THIS YEAR

- Technical support: \$2.4 million to 191 projects
- Economic development: \$2.1 million to 144 collective projects
- *Thanks to the Virage Vert, local projects from SADCs and CAEs grew in scope, as 14 such projects became regional initiatives involving multiple SADCs and CAEs.*

MAIN PROJECTS

42 studies, diagnostics and situation analyses

77 local initiatives and strategic plans

15 socioeconomic events and conferences

10 knowledge transfer activities

MULTI PROJECTS: Stronger together

THE RÉSEAU RALLIES ITS MEMBERS

The Réseau used a special budget set aside under the Virage Vert program to organize various projects in conjunction with a steering committee made up of SADC and CAE representatives.

Thanks to this special budget, all interested SADCs and CAEs were able to take part in a training path on sustainable development coaching and responsible financing. In total, 120 Réseau professionals took six refresher trainings with experts from the consulting firm Millani and the Centre de transfert technologique en écologie industrielle (CTTEI).

Millani's four responsible financing workshops aimed to:

- Train SADCs and CAEs on the ecosystem, trends and opportunities surrounding responsible investment in order to promote it as an approach to consider in their financing processes and policies
- Demystify responsible investment by developing tools (an analytical grid template featuring nine issues as well as three policy templates) to help SADCs and CAEs adopt new criteria for their funds and practices.

Preliminary post-workshop outcomes: 80.5% of respondents said they would include four to eight ESG criteria in their application assessment process.

The two workshops in the CTTEI's training path focused on exploring the circular economy and aimed to:

- Develop shared tools to make it easier for business advisors to pinpoint businesses' sustainable development needs
- Provide an overview of the industrial symbiosis in each area and how SADCs and CAEs can contribute

The Réseau also launched studies to review sustainable development certification and to get a better picture of sustainable financing in Quebec so that we can improve the strategic position of our coaching.

CALL FOR LOCAL ECONOMIC DEVELOPMENT PROJECTS FOR SADCs AND CAES

The Virage Vert program issued a call for proposals from SADCs and CAEs with multi-stakeholder sustainable initiatives; six projects received a total of \$322,789 in funding.

A total of six multi-stakeholder projects were conducted with support from multiple SADCs and CAEs in the same area and from other economic development stakeholders. Here is a list of these projects, each more inspiring than the other!

Côte-Nord - Verre la 138

Promoter: **SADC Manicouagan**

Total SADCs and CAEs involved in reviewing applications: **4**

Réseau contribution value: **\$86,500**

Total project value: **177,972,89**

Laurentides - Virage écoresponsable secteur alimentaire

Promoter: **SADC Laurentides**

Total participating SADCs and CAEs: **2**

Réseau contribution value: **\$35 500**

Total project value: **\$97 829**

Saguenay - Économie circulaire au Saguenay-Lac-Saint-Jean

Promoter: **SADC Haut Saguenay**

Total participating SADCs and CAEs: **5**

Réseau contribution value: **\$50,000**

Total project value: **\$175,000**

Abitibi - Synergie Virage vert Abitibi-Témiscamingue

Promoter: **SADC Abitibi Ouest**

Total participating SADCs and CAEs: **6**

Réseau contribution value: **\$65,789**

Total project value: **\$185,789**

Bas St-Laurent - Mise en valeur des résidus de bois CRD au Bas-Saint-Laurent

Promoter: **SADC des Basques**

Total participating SADCs and CAEs: **8**

Réseau contribution value: **\$50,000**

Total project value: **\$130,800**

Estrie 23-24 - Responsible, sustainable tourism - Eastern Townships

Promoter: **CAE Memphrémagog**

Nombre de SADC+CAE impliqués au total : **7**

Total number of participating SADCs and CAEs: **\$35,000**

Total project value: **\$187,050**



SADCs HELP ESTRIE ADVANCE SUSTAINABLE TOURISM

Estrie's seven SADCs and CAEs, joined by Tourism Eastern Townships and Destination Sherbrooke, hired a shared resource for a one-year contract to carry out sustainable tourism initiatives. This shared resource will implement a regional action plan for responsible, sustainable tourism to support local tourism businesses in embracing sustainable development practices. Outreach and expertise-sharing activities, discussion workshops and themed speaking events will be conducted to help these businesses make the Eastern Townships into a responsible, sustainable tourist destination. Two committees were established to assist the resource's work: a steering committee and a management committee.

Impact in numbers:

- Around 20 businesses took steps to become sustainable tourism certified after conducting various assessments of their practices. Five different businesses developed a structured action plan with actionable benchmarks.
- A total of 20 businesses moved beyond the awareness stage and were trained to use various structuring tools.
- A total of 50 businesses received work tools to help them develop a self assessment too, an action plan with monitoring indicators, giving them a better chance of long-term success as several of these initiatives will reduce their waste management and energy costs.



KEY IMPACTS OF THE MULTI PROJECT LED BY THE SADCs AND CAES

IN ESTRIE

- Bromont, montagne d'expériences now has a new sustainable development section on its website to share its sustainable practices more effectively in hopes of appealing to a specific client base..
- Le Marais de la Rivière-aux-Cerises conducted several environmental impact reports that highlight the outcomes of its scientific research project on climate change.
- Le Parc de la Gorge de Coaticook performed a carbon footprint assessment of its activities.

NEXT PHASE

A follow-up to the project is underway. The steering committee for the sustainable tourism project held a meeting in April to determine various options to make available to tourism businesses in the 2.0 phase, including possible access to technical assistance.

A \$145,000 budget has been allocated for efforts such as:

- Developing different forms of training
- Creating six new fact sheets on best practices for sustainable development.
- Developing a free toolbox including a GHG emission assessment in partnership with Tourisme durable Québec.
- Conducting a tour of speaking events and success stories.

Three trailblazing projects!

These projects were made possible by the Virage Vert program.



STUDY ON THE RECYCLING POTENTIAL OF ASHES GENERATED IN NORD-DU-QUÉBEC

Wood ash is a by-product generated by several manufacturing plants in Nord du Québec. Unlike other parts of the province, Nord du Québec currently disposed of its ashes in landfills since the region has too few crop fields to recycle all the ashes produced in the area. Local businesses may be keen to find more sustainable ways to manage their production waste, but lack of knowledge, dedicated funds, time or examples to follow make implementation difficult.

The resulting literature review and map of ash generation in Nord-du-Québec will eventually be used to develop a turnkey reference document that will help local ash producers navigate various aspects of ash recycling, such as choosing the best recycling method for their business and figuring out how to use that method, the permits/authorizations required to do so, the environmental standards to follow, and any other relevant information. This project aims to bring new circular economy solutions to the region by making it easier for ash producers to recycle by-product ashes. The study has brought to light potential recycling strategies applicable to Nord-du-Québec's agricultural, and possibly silvicultural, operations.

Total project value **\$25,447**

Number of participating SADCs **4**

Number of participating businesses **5**

FIXING TO GO THE DISTANCE

Lanaudière's LanOTR, a business specializing in retreading and repairing tires, was hoping to boost the number of tires restored through his services. With the help of SADC d'Autray Joliette and the Virage vert program, LanOTR was able to perform the life-cycle assessment he wanted and now repairs and retreads 1,711 and 2,093 tires respectively, equating to 141,000 trees saved.



GIVING CONSTRUCTION WASTE A SECOND LIFE

After receiving funds from SADC Côte-Nord under the Virage Vert program and Mitacs, Pavage Béton TC Inc. in Sept-Îles partnered with École de technologie supérieure (ÉTS) to turn construction waste into a circular, sustainable resource for a better future.



PASSING THE TORCH: BUSINESS SUCCESSION AND TRANSFER

In Quebec, 34,000 entrepreneurs said that they were planning to transfer their business between 2020 and 2025. Meanwhile, a quarter of aspiring young entrepreneurs prefer to take over an existing business, a rate of 26.6% (IEQ, 2022).



Both our members and the Réseau have ramped up their efforts to encourage business succession, including by raising awareness about its importance among entrepreneurs and decision makers and by using training activities to guide entrepreneurs through the business transfer process. We also played an active role in supporting business succession by focusing our efforts on young people and flexipreneurs.

TRAINING AND AWARENESS ACTIVITIES

- The Réseau attended the business succession tour organized by the FCCQ, the Centre de transfert d'entreprise du Québec (CTEQ) and other partners, such as the Morency law firm and Raymond Chabot Grant Thornton. The tour made its way to around ten regions during the year, providing up-and-coming entrepreneurs with tangible strategies from business succession experts. The tour is set to reach a total of 17 regions by September
- The President-General Director of the Réseau des SADC et CAE attended the Semaine du repreneuriat [Business succession week] and the Sommet du repreneuriat [Business succession summit].

THE YOUTH STRATEGY: FOSTERING AN ENTREPRENEURIAL SPIRIT

Business succession has always been important to the Réseau. We've been implementing the Youth Strategy since 1997, when it was established in collaboration with Canada Economic Development for Quebec Regions to try and convince young people to become entrepreneurs.

- 674 young entrepreneurs supported
- \$12,6 million invested by SADCs and CAEs
- Total cost of projects: \$109,500,000

FLEXI-LOANS FOR WOMEN

Helping a new breed of entrepreneurs

Flexipreneurs have a part-time or even full-time job in addition to their business. They have many spinning plates up at once, as students, caregivers or seasonal workers. Not much is known about them because it is not a popular discussion topic in Quebec. And yet, it is a growing phenomenon, especially among women. Our Réseau and SADC Shawinigan have created a coaching and financing program to stimulate project development for this emerging clientele.

Dreaming big, on their own terms

Small businesses are the beating heart of rural economies, and many of them are part-time affairs, especially women-owned businesses. It is time to give these entrepreneurs the attention they deserve and offer flexible solutions that meet their unique needs.

The Flexi-Loan for Women initiative is a pilot project harnessing the expertise of 11 SADCs and CAEs across Quebec. These SADCs and CAEs develop support services and provide financing under favourable terms for hundreds of women from all walks of life.

The Flexi-Loan project helps sustain women-owned businesses in the long term, boosting their growth, innovation and productivity and in turn yielding greater economic and social benefits for Quebec. Quantitative and qualitative data will be collected throughout the course of the project, and the findings will be used to make recommendations for breaking down the barriers that flexipreneurs face in their careers.

The Honourable Marci Ien, Minister for Women and Gender Equality and Youth, commended the initiative and the \$296,000 investment in rolling out the project over three years. The 11 participating SADCs and CAEs will invest more than \$1.5 million altogether to provide loans for flexipreneurs in addition to other forms of support.

New Loans were recently issued to support flexipreneur-run businesses, and this is just the beginning.

FLEXIPRENEURSHIP: A GROWING PHENOMENON

Flexipreneurship is gaining traction in Quebec and has seen a sharp uptick among women in recent years. According to the latest data from Global Entrepreneurship Monitor, 72.3% of early-stage entrepreneurs run their businesses part time.

The word “flexipreneur” was coined by SADC Shawinigan to describe people who run businesses part time while juggling other work. The term was inspired by a SADC study that found that women entrepreneurs do not see themselves as entrepreneurs as it is typically defined in Quebec, and are hesitant to seek out support and financing as a result.



The Flexi-Loan project also helps the Réseau enhance its equity, diversity and inclusion (EDI) efforts. The EDI consultant sitting on the coordination committee ensures these three concepts are embedded in our decision making. We have also developed two training courses on EDI and inclusive writing for our members.

The Flexi-Loan program was launched in January 2024 at an event attended by the Honourable **François-Philippe Champagne**, Canada's Minister of Innovation, Science and Industry and Member of Parliament for Saint Maurice–Champlain, Quebec's Réseau des SADC et CAE and SADC Shawinigan.

Helping SMEs go digital faster



THE CANADA DIGITAL ADOPTION PROGRAM COMES TO AN END

The Minister of International Trade, Export Promotion, Small Business and Economic Development asked the Réseau and the Fédération des chambres de commerce du Québec (FCCQ) to implement the Canada Digital Adoption Program (CDAP), and \$70 million over three years has been granted to accomplish this task. The CDAP delivered on its promises and helped hundreds of SMEs of all sizes and in all industries go digital via:

- A team of e-commerce advisors who work with SMEs to help businesses in all of the province's administrative regions receive coaching services and carry out a 360 diagnostic
- \$2,400 micro-grants for e-commerce development to help businesses and entrepreneurs lower the cost of implementing e-commerce projects

THIS YEAR:

429 e-commerce advisors were hired under CDAP to help SMEs go digital.

With this coaching, **3,685** businesses invested a total of **\$6 million**.

The CDAP may be wrapping up, but its commitment to helping SMEs go digital lives on through the regular activities of SADCs and CAEs, from support, financing and digital initiatives to e-commerce and new technologies.

COUNTING ON THE SUM AND ITS PARTS

The team

BOARD OF ADMINISTRATORS

VALLIER DAIGLE, President, Bas-Saint-Laurent

LINE ST-AMOUR, Vice-Présidente, Abitibi-Témiscamingue

RAYMOND CIMON, Treasurer, Chaudière-Appalaches

AURÈLE DOUCET, Secretary, Gaspésie-Îles-de-la-Madeleine

STÉPHANE LEGRAND, Administrator, Montérégie

GERMAIN GRENON, Administrator, Saguenay-Lac-Saint-Jean

JEAN-SERGE ROCHON, Administrator, Outaouais

MARTINE PAIEMENT, Administrator, Laurentides-Lanaudière

JEAN LAROCHE, Administrator, Mauricie-Centre-du-Québec

NATHALIE SIMARD, Administrator, Côte-Nord

MICHEL PATRY, Administrator, Nord-du-Québec

SERGE GOSSELIN, Administrator, Estrie

THE STANDING COMMITTEE

NADIA BELLEHUMEUR, Abitibi-Témiscamingue

ANNIE FOURNIER, Bas-Saint-Laurent

MARIE-CHRISTINE PERRON, Côte-Nord

MARC GRIMARD, Estrie

DAVE LAVOIE, Gaspésie-Îles-de-la-Madeleine

JONATHAN LANDREVILLE, Laurentides-Lanaudière

PIERRE CLOUTIER, Mauricie-Centre-du-Québec

NATHALIE DUBORD et MIRETTE TIANI, Montérégie

RHONDA PERRY, représentante des directions générales, Outaouais

LAURENCE MONTREUIL, observatrice au conseil d'administration, Chaudière-Appalaches

JEAN-FRANÇOIS LALIBERTÉ, Saguenay-Lac-Saint-Jean

ANNIE POTVIN et LAURA LANDREVILLE, Nord-du-Québec

CAPITAL RÉSEAU BOARD OF ADMINISTRATORS

RAYMOND CIMON, president, SADC de l'Amiante

RÉAL TURGEON, Vice-Président, SADC de Lotbinière

JEAN-CLAUDE LAROCQUE, Treasurer, SADC de la Neigette

NATHALIE DALLAIRE, secrétaire, SADC Antoine-Labelle

JOCELYN GRONDIN, Administrator, SADC Arthabaska-Érable

MARC GRIMARD, Administrator, SADC des Sources

DAVE LAVOIE, Administrator, SADC de Gaspé

JOCELYN LÉVESQUE, Administrator, SADC Rouyn-Noranda

MARIO THOUIN, Administrator, SADC Vallée-de-l'Or

THE RÉSEAU TEAM

PASCAL HARVEY, President-General Director

MARIE-PIER BÉDARD, Executive Assistant

PIERRE-OLIVIER COLAS, Assistant General Director

DOMINIQUE CÔTÉ, Director Human Resources and Compliance, and Coordinator of Capital Réseau

JOLIN FERLAND, Director, Technology and Training

NATHALIE NOLET, Director, Administration

CHRISTINE PILOTE, Director, Communications

ANNIE POMERLEAU, Director, Programs

ÉDITH CORBEIL, Project Manager



Our financial vehicle

**\$142 MILLION IN ASSETS TO MEET THE
NEEDS OF COMMUNITIES**

Our mission: Ensure long-lasting economic development for all regions of Quebec by providing SADCs and CAEs with innovative tools to

- Pool funds and capitalize them effectively
- Distribute capital equitably and manage it soundly
- Meet local needs and support local investment initiatives

Our vision: Pursue sustainable collective prosperity focused on solidarity and equitably sharing our network's strengths



Message from the President

**RAYMOND
CIMON**

The organization's new governance structure was the highlight of the past year, with the arrival of new board administrators. I want to commend the exceptional professionalism of the team who helped them settle in seamlessly and with a great focus on transparency, in alignment with our organization's values.

This change in governance allowed us to make several updates to our general by-laws, something that had not been done in years. It was this spirit of modernization and transformation that carried us into 2023-2024.

Holding meetings more frequently and on a set schedule led to more robust discussions and quicker action, greatly benefiting Capital Réseau members. Having more administrators around the table also enriched our discussions on the organization's daily operations and the realities faced by users.

These conversations, and a few subsequent consultations with executive directors, allowed us, among other things, to establish a new model to sort out the issue of organizations that were simultaneously borrowing and investing.

The current economic climate, marked by rising interest rates, obviously required that administrators find innovative solutions to maintain the mobilizing force so prized by Capital Réseau. The operative word through all of this has clearly been "adaptation": to new members, new economic realities and operational changes such as the new deadlines for RRRF loan repayments. We have effectively adapted to all situations thrown our way.

This is also the year that I take a bow after many years on the Réseau's Board of Administrators, serving in multiple roles from Treasurer to Capital Réseau President. Having witnessed the growth journeys of so many of these organizations, I think I can safely declare a mission accomplished.

I hope that Capital Réseau continues to be a source of agility, mobilization and hope for its members.

Keep up the good work!



Message from the Treasurer

**JEAN-CLAUDE
LAROCQUE**

Capital Réseau had an incredibly busy 2023-2024! While our regular activities carried on as usual, the Board of Administrators was on the lookout for ways to boost SADC and CAE performance. This year, SADCs and CAEs issued 36 loans worth a total of \$9.3 million: 13 from the regular fund, totalling \$6.1 million, and 23 from the Youth Strategy fund, for a total of \$3.2 million. Capital Réseau's total assets are valued at \$142 million, with member equity accounting for 45% and control account assets accounting for 55%.

On the financial strategies front, the Board introduced special measures enabling Capital Réseau to offer SADCs and CAEs more competitive rates of return on their investments and better interest rates on loans. Members with outstanding Capital Réseau loan balances were encouraged to repay their loans using their investments. Capital Réseau continued its regular activities throughout the year, including the application of the popular interest rebate measure on Youth Strategy loans, which benefited 35 SADCs and 5 CAEs, proving to be an effective way to stimulate the uptake of Youth Strategy loans within communities.

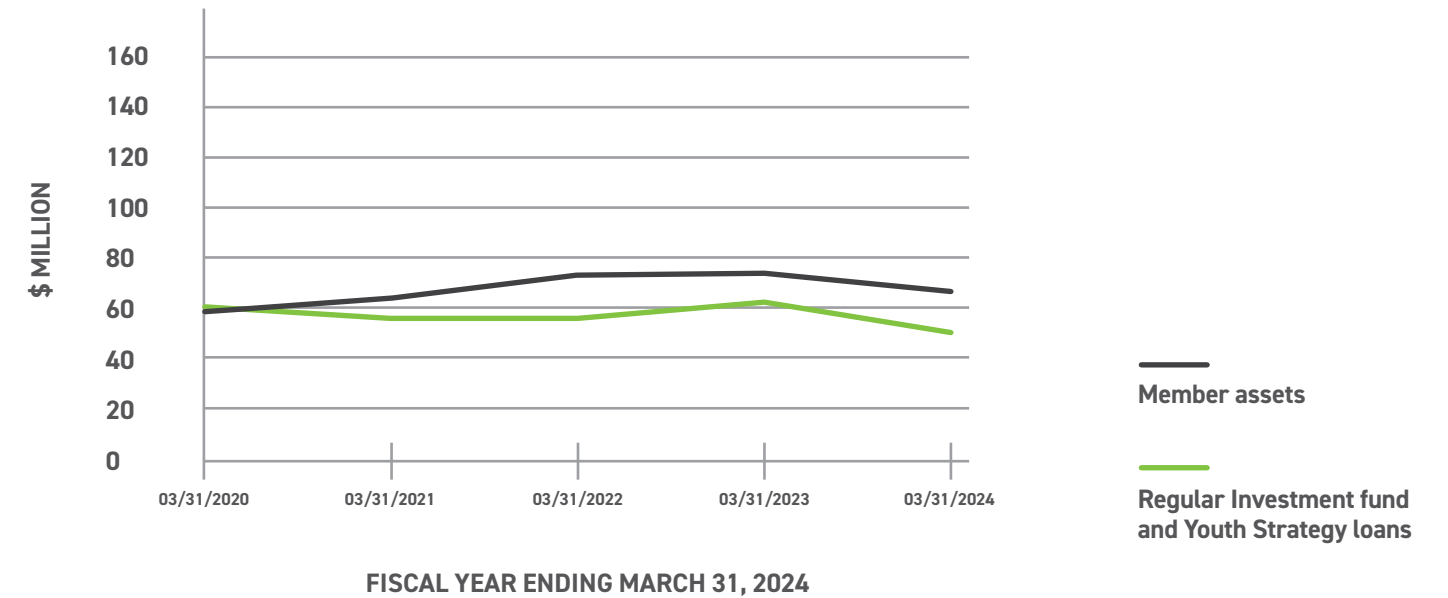
Another notable achievement this year was the high repayment rate enjoyed by the business loan stream of the Regional Relief and Recovery Fund, established by the federal government in 2020 in response to COVID-19. On April 30, 2024, entrepreneurs collectively repaid a total of \$61.8 million in loans, delivered by SADCs and CAEs and administered by Capital Réseau. Recall that businesses could qualify for partial loan forgiveness (25% on the portion of the loan not exceeding \$40,000 and 50% on the portion between \$40,001 and \$60,000) by paying off the outstanding balance on or before March 28, 2024.

2024-2025 ACTION PLAN

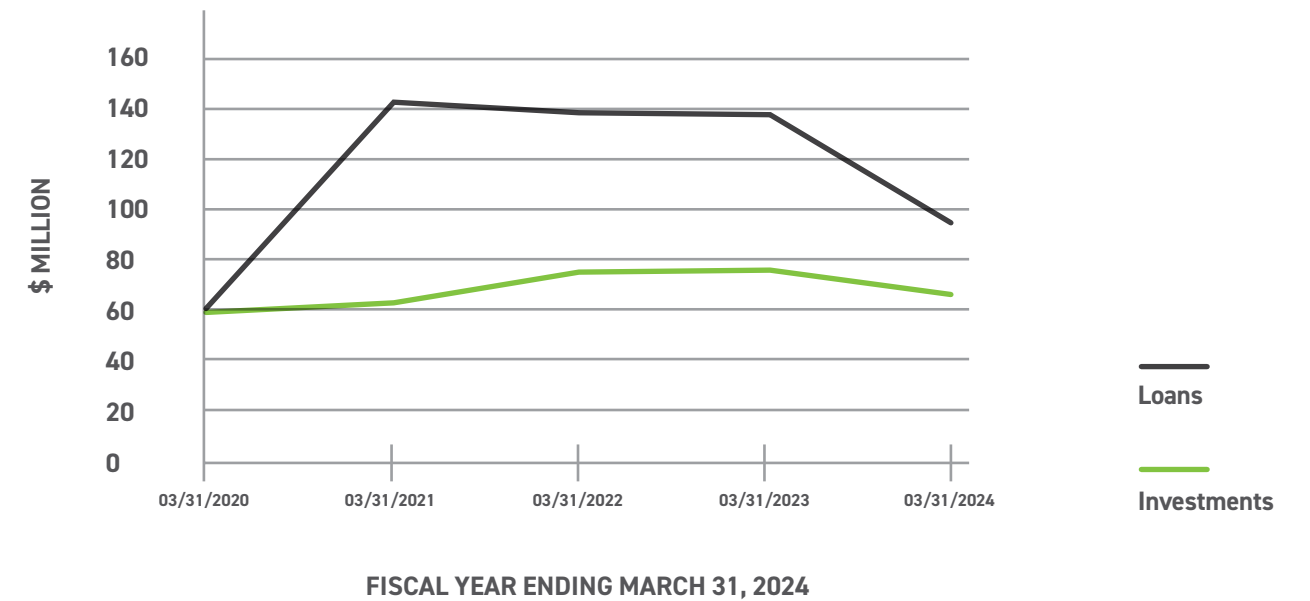
- Hire, welcome and integrate the new resource
- Implement better communications tools
- Continue delivering the RRRF
- Continue serving members and improving investment conditions
- Explore new ways to ensure the sustainability of the fund
- Maintain the interest rebate terms for the Youth Strategy
- Implement dedicated funds and the capacity-building measure
- Ensure the proper management of contracts

Fund assets

CAPITAL RÉSEAU Assets and regular loans – Changes over 5 years



CAPITAL RÉSEAU Loans and investments – Changes over 5 years



More than
40 years
of experience

67 SADCs and CAEs
throughout Quebec

Ove
1 000 volunteers
and professionals

sadc-cae.ca

Développement économique Canada pour les régions du Québec
appuie financièrement les SADC et les CAE



Développement
économique Canada
pour les régions du Québec

Canada Economic
Development
for Quebec Regions