

Annual report 2021-22

SADC PAPINEAU
COLLINES



Développement
économique Canada
pour les régions du Québec

Canada Economic
Development
for Québec Regions

appuie financièrement la SADC
offers a financial support to the SADC

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A message from our GD

We are pleased to present you with the report of our activities carried out in 2021-2022. Thanks to the commitment of our team and administrators, you will see the important role played by the SADC Papineau-Collines with businesses and organizations in the region. This commitment confirms our renewed mission: “The SADC Papineau-Collines stimulates regional economic development by supporting and structuring businesses, organizations, and communities.”

This year, we surveyed the needs of the organizations in our territory to give us a relevant strategic perspective. We were able to individually reach nearly 20% of the companies in the territory, and through this study, we can confirm our reports concerning the impact of the events of the last five years, as well as the needs and challenges to come for our companies and communities.

The last fiscal year was marked by the continuation of our personalized support, leading our companies to adapt their business development to new and emerging realities. The enthusiasm for our new “Sustainable Recovery Cohort” and “L’Accélérateur RH” projects demonstrates the need for our local SMBs to obtain consulting services on current issues, such as the labour shortages and implementation of eco-responsible business practices. Local support focused on concrete solutions, in line with our vision, places SADC in an atmosphere that encourages the resilience of the entrepreneurial ecosystem by promoting innovative and responsible business practices.

We would like to thank the team members and our volunteer administrators for their **commitment** and **engagement**. Thanks to them, for nearly 40 years, the SADC has worked with a spirit of **collaboration** and **agility**, to make our regional and local economies prosperous and sustainable.

Happy reading!

A handwritten signature in black ink, reading 'Mélissa Bergeron'.

Mélissa Bergeron
General Director, SADC de Papineau-Collines

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Tribute to our outgoing president, Jacques Bélisle

The Board of Directors and employees of the SADC would like to salute the immense contribution from a major pillar of our organization, Mr. Jacques Bélisle. After 38 years of exceptional volunteer dedication, he has stepped down as Chairman of the Board of Directors. Wearing the SADC colours proudly throughout the decades and celebrating the great accomplishments for the organization, Mr. Bélisle was there from the start.

Driven by the desire to see our rural community achieve its full potential, Jacques Bélisle played a key role in the founding of several organizations that respond clearly to local social and economic challenges.

In addition to having participated in the implementation of the local employment centre (LEC) and the Centre d'aide au développement de la collectivité (CADC), in 1984 he became president and founding member of the board of directors of the SADC PAPINEAU. In order to counter the devitalization of downtown Buckingham, the community leader helped found the Regroupement des gens d'affaires de la Basse-Lièvre (RGABL). Motivated by the desire to provide his community with access to quality health care services, Mr. Bélisle also acted as administrator of the Papineau Health Foundation where his influence and his network led to important fundraising for the local hospital.

Mr. Bélisle's involvement goes beyond his local community. In 1995, he took part in negotiations for the implementation of the Federal Community Futures Program (CFP), which gave birth to a network of 53 SADCs in Quebec. For 17 years, Mr. Bélisle has been involved as a volunteer across the province as the administrator of our network,



defending the interests of members, and sharing his experience to advance solutions to the many collective issues that unite us.

The executive director of the SADC de Papineau-Collines, Mélissa Bergeron, would like to point out that "with his commitment, his passion, his ideas, and his boldness, Jacques Bélisle has been, and will always be, a major ally for our local community. In 38 years, he spared neither his time nor his energy to strengthen the capacity of our community to prosper. For that, we will be eternally grateful to him. It is an immense privilege for me to have been able to count Mr. Bélisle as a colleague and a mentor."

Thank you, Jacques!

38 years

of dedication to the
economic growth of
the territory

President and founding
member of the board
of directors of the SADC
PAPINEAU since 1984!

Overview of the SADC



SADC in summary

For nearly 40 years, the Société d'aide au développement de la communautaire (SADC) de Papineau-Collines has devoted its efforts to the creation and growth of successful businesses throughout its territory through personalized support for entrepreneurs. It stimulates innovation and the adaptation of their business models to ensure their success, autonomy, and sustainability.

The territory

» MRC de Papineau

» MRC des Collines-de-l'Outaouais

» Buckingham

» Masson-Angers

» 32 municipalities

» 5 012 Km²

» 94 824 inhabitants



Our mission

The SADC Papineau-Collines boosts regional economic development by supporting and structuring businesses, organizations, and communities. In order to carry out this mission, the SADC Papineau-Collines:

- » Stimulates the creation and growth of businesses by making its resources available to them.
- » Gets involved in many local initiatives to make their region more attractive and prosperous.
- » Adapts its support by offering personalized financial and technical solutions.
- » Equips businesses to ensure their autonomy and sustainability.



Our vision

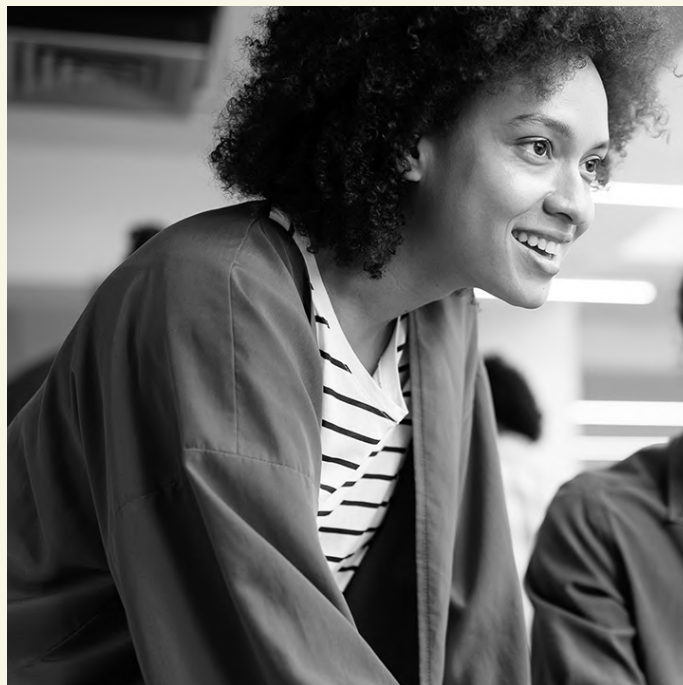
The SADC is part of a system that encourages the resilience of the entrepreneurial ecosystem by promoting innovative and responsible business practices.



The SADC de Papineau-Collines is a member of the Réseau des SADC et CAE du Québec, which brings together 57 SADCs and 10 CAEs throughout Québec.

Overview of the SADC (continued)

Our values



Services offered to businesses

MARKETING COMMUNICATION STRATEGIES

Development of targeted communication and social media tactics to develop the right reflexes and improve your visibility, notoriety, and positioning.

SUSTAINABLE DEVELOPMENT APPROACH

Company intervention, from concept to the realization of a priority action plan, to implement Sustainable Development (SD) and Corporate Social Responsibility (CSR) initiatives.

01.



COLLABORATION

The SADC promotes a culture of collaboration based on trust and the sharing of knowledge and skills to guide entrepreneurs in the various aspects of their development.

02.



AGILITY

The SADC values organizational agility, which allows the constant adaptation of its interventions in response to a complex and evolving entrepreneurial environment. The team makes it a point to react quickly to change through its capacity for innovation and learning.

03.



COMMITMENT

SADC values commitment to its clients by responding with transparency, efficiency, and integrity to their needs. It promotes commitment to its partners by facilitating consultation. The commitment is also evident towards its employees, whom it supports in their professional and personal development.

BUSINESS SUCCESSION

Continuous support throughout the transfer or takeover process, in addition to setting up a confidential bank of sellers and buyers in order to create potential links.

STRATEGIC BUSINESS DEVELOPMENT

Analysis of a business project or strategic orientations, through the collection of market data, for companies and municipalities wishing to identify new opportunities and make more informed decisions.

FUNDING

Did you know that businesspeople in the MRC de Papineau, MRC des Collines-de-l'Outaouais and Basse-Lièvre have their own investment funds? Entrepreneurs in the area have the opportunity to invest in local businesses, thus promoting the creation of businesses and their support here. Obtaining funding from the SADC means participating in the development of a local fund dedicated to entrepreneurs in the region.



An overview of our results

Funding

▼ **\$2M**
in loans

▼ **\$4.1M**
in economic
spin-offs on
the territory

▼ **20**
companies
financed



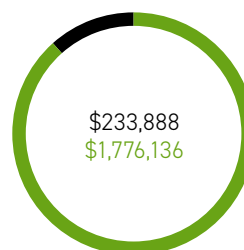
82
jobs created
or maintained

41%
loans were
granted to women
entrepreneurs

93%
of companies
financed in the
last 5 years are
still in business

\$37.4M
invested in
local businesses
since 1985

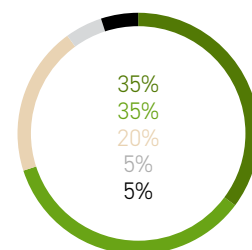
Breakdown
of funding
granted



■ Papineau-Collins
investment fund

■ Youth Strategy fund

Stages of
development of
funded companies



■ Startup

■ Transfer/relief

■ Expansion

■ Modernization

■ Restructuring

Investment by territory



MRC de Papineau

\$954,469

in authorized loans to businesses in the MRC Papineau

\$1,788,223

in economic spin-offs



MRC des Collines-de-l'Outaouais

\$675,555

in authorized loans to businesses in the MRC des Collines-de-l'Outaouais

\$1,661,103

in economic spin-offs



Gatineau
(Buckingham et Masson-Angers)

\$380,000

in authorized loans to businesses in Buckingham and Masson-Angers

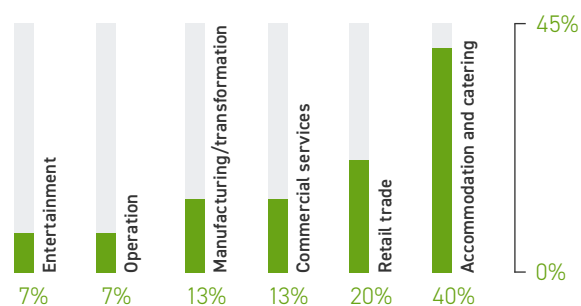
\$1,661,103

in economic spin-offs

Activity of the Papineau-Collines Investment Fund

\$1,776,135 in authorized financing for local businesses — **15** loans

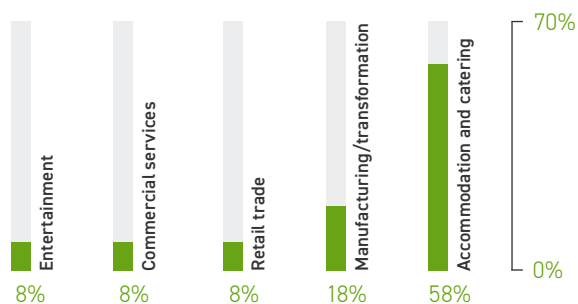
Breakdown of financing granted to businesses by sector of activity



Activity of the Youth Strategy Fund

\$233,888 in authorized financing for local businesses — **12** loans

Breakdown of financing granted to businesses by sector of activity



Support

565 companies supported

780 hrs in consulting services for businesses, municipalities, and local organizations

Significant achievements

The road of the entrepreneur: OUR DIGITAL EXPERTISE AT THE SERVICE OF OUR NETWORK



The communication team of the SADC de Papineau-Collines has designed, produced, and programmed for the Network of 67 SADCs and CAEs in Quebec, the digital tool routedelentrepreneur.com, a guide that accompanies SMBs in the region through each of the steps of their business project. This is the first common outreach tool that our vast network of service offices, present in all rural and semi-urban areas of the province, has acquired.

First launched here in the Outaouais in 2015, the website needed to be revitalized. Rather than perform a simple update, our team wanted to go further and redesign the platform into a virtual support tool that would serve the 1,000 or so professionals and volunteers of SADCs and CAEs in Quebec.

Because we are the real specialists in supporting small businesses in the regions, our goal was that local entrepreneurs could easily find on the Web the advice, tools, and resources specific to their challenges. The new platform is a good reflection of our proximity approach, simple and focused on their needs.



The Sustainable Recovery Cohort:

EQUIPPING SMBS AS AGENTS OF CHANGE

Coming into effect in March 2021, this province-wide project, initiated by the Réseau des SADC et CAE du Québec and carried out with the financial support of the Fonds Écoleader, offers local businesses support in sustainable development and eco-responsible solutions adapted to their reality.

Our Cohort in the Outaouais region, also supported by the Fonds du Grand Mouvement Desjardins, has become the largest in the province with 10 companies registered. They all receive personalized support from the SADC de Papineau-Collines sustainable development expert to build an action plan and adopt new responsible and sustainable business practices; ensuring rapid, disciplined, and effective recovery and growth; boost their activities, increase their competitiveness and reputation, and ensure their sustainability.

These local entrepreneurs who have initiated an eco-responsible transition are agents of change from which the regional business community can draw inspiration:

- » Auberge couleurs de France, Duhamel
- » Aménagement Expério, Cantley
- » Atelier L, Val-des-Monts
- » CarpeDiem Aventures, BlueSea
- » Épursol, Chénéville
- » Ferme Chapeau Melon, L'Ange Gardien
- » Hom Mini chalets, Val-des-Monts
- » Kenauk Nature, Montebello
- » Parc Nature Éco-Odyssée, La Pêche
- » Transfrite, Notre-Dame-de-la-Paix

Testimonial

As an ecotourism company, sustainable development has been at the heart of the Éco-Odyssée Nature Park's mission since its creation. SADC assistance allows us to benefit from support that greatly improves our sustainable development strategy. It is thanks to their support that we are rethinking, among other things, our management of residual materials and food products, a decisive phase for the growth of our company."

Olivier Rocheleau Leclair,
director of operations Éco-Odyssée Nature Park





Saint-Sixte Municipality:

STRUCTURING THEIR STRATEGIC PLANNING IN A VIRTUAL WORLD

The COVID 19 pandemic has not hindered the Saint-Sixte municipality in its goal to carry out their strategic planning exercise. In order to allow a time for reflection and planning, despite the socio-sanitary measures preventing the holding of a citizen forum, the SADC proposed the creation of an advisory committee and conducted a virtual consultation of citizens on the Cocoriko platform.

Based on the feedback collected, the SADC crafted an improved mission statement, vision, and values that the municipal council and the management team agreed to adopt by municipal resolution. These statements will facilitate management since they will become the pillars of decision-making within the organization.

Fine et Fûtés:

EXPLORING NEW BUSINESS STRATEGIES



A family business located in the heart of Buckingham, the gourmet boutique Fine et Fûtés offers products from more than 200 suppliers in Quebec, including 50 from the Outaouais. The owners were able to benefit from a follow-up from the SADC as part of the e-commerce course, in collaboration with the École des entrepreneurs du Québec. This support has enabled the gourmet grocery store to explore new business strategies, to better position its mission and vision, and to develop new markets allowing the increase in revenue.

Action plan for a sustainable SADC



For several years, the SADC Papineau-Collines has been integrating notions of sustainable development into its operations and services to its customers. 2021 was marked by the implementation of an action plan to structure and carry out various important initiatives and measures that have a concrete impact on the economic, social, and environmental viability in the SADC territory.

A FOUR-PART ACTION PLAN:

The plan allows the SADC to initiate and carry out concrete actions in 4 parts. Here are the actions and progress made this year in each area.

01 Management part

Objective:

Improve corporate management in response to sustainable development issues

Actions

Establishment of a SD Committee made up of directors, employees, and management with the mandate to ensure the realization of the vision and major orientations in terms of sustainable development.

Adoption of a **Sustainable Development Policy** defining the guiding principles, fields of action, and objectives of the approach.

Impacts

Involve stakeholders in the process of a strategic and structured approach.

Promote the integration of social, environmental, and economic criteria in all its functions.

02 Environmental part

Objective:

Reduce the carbon footprint and therefore participate in the fight against climate change

Actions

Develop and implement a **SADC GHG emissions calculator** (including the travel activities of employees, visiting customers and administrators, our energy consumption, and our residual materials).

Setting up a **paperless office**.

Impacts

Calculations of our GHG emissions total 2.59 tCO₂eq and will be offset through the planting of 19 trees on the territory in 2022.

Reduce paper consumption and increased use of new technologies.

03 Economic part

Objective:
Improve profitability
and customer experience

Actions

Put into place a **Responsible Management Policy for goods and services** to guide the responsible procurement of SADC.

Participation in the Tournée sur l'Économie circulaire with the aim of "**Facilitating the development of circular economy practices**, including industrial ecology, at the territorial level."

Impacts

Structure the procurement process for SADC goods and services and make suppliers of goods and services aware of the various responsible selection criteria.

Building awareness and training companies to create competitive advantages and improve profitability, integrating environmental and social aspects into business strategies.

04 Social part

Objective:
Improve working conditions
and working environment

Actions

Provide a healthy, safe, and fair work environment by implementing preventive measures and monitoring emergency measures.

Offer an effective training program in harmony with the strategic orientations of the SADC.

Impacts

Improve the conditions of team members working from home and set up a procedure for access to the SADC office.

Ensure the professional development of team members. This year, in addition to a team-building activity, 44 training sessions were offered to employees, totalling 135 hours of skill development.

Management

Board of Directors

The SADC's nine volunteer board members are committed to the socio-economic development of their territory. They are businesswomen and men, as well as professionals who participate in the business community of the MRC Papineau and the MRC des Collines-de-l'Outaouais. Together, they strategically guide the actions of the organization.

» Mr. Jacques Bélisle, Chair of the board

» Ms. Audrey Paiement, Vice-chairperson

» Mr. Jean Maheu, Treasurer

» Mrs. Laurie Laframboise, Secretary

» Mrs. Claudine Crompt, Board member

» Mr. Yvon Dinel, Board member

» Mr. Pierre Hébert, Board member

» Mr. Michel Leclair, Board member

» Mr. David Pineault, Board member

Also collaborated this year

» Ségolène Bonnenfant, Assistant General Manager

» Alexandre Dion, Digital Communications

» François Morissette, Business Advisor

» Li-Anne Thibert, Communications Assistant

Team

Experienced, innovative, and equipped with in-depth knowledge in a broad spectrum of fields, the experts of our multidisciplinary team are committed to the success of each business project. They are people on the ground, dedicated to the prosperity of our community.



Mélissa Bergeron,
General Director



Jean-Denis Deschênes,
Financial Analyst



Louise St-Louis,
Executive Assistant



Marie-France Laflamme,
Communications
Advisor



Valérie Patoine,
Business Strategy Advisor
and Project Manager



Moez Jouini,
Sustainable
Development Advisor

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Thank you!



565, Avenue de Buckingham
Gatineau, QC J8L 2H2
819 986-1747
sadcpapineau.ca