

# AN ORGANIZATIONAL CULTURE ADPTED TO THE CURRENT WORKFORCE

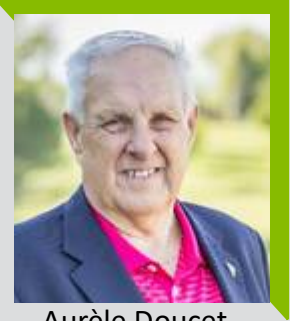
**SADC**

Société  
d'aide au développement  
de la collectivité  
**DU ROCHER-PERCÉ**



## ANNUAL REPORT 2017-2018

It is with enthusiasm and pride that I welcome you, in the name of the Board of Directors and the team of MRC Rocher-Percé SADC. You will understand that I will leave the Director General and her team present the annual report. I will limit myself to a brief overview of our 2017-2018 economy, astonishing results in some sectors and some challenges that we have to deal with in the short term, like labor and online commerce.



Aurèle Doucet  
President

We were able to realize that 2017 was very lucrative and prolific in two sectors; that is fishing and tourism. For the fishing sector where the volume of landings increased considerably, the market demand remained strong which resulted in high prices and increased profits. It is very rare that these two elements intersect. Let us hope that 2018 will be the same.

With premium products like the Geo-Park, Nova Lumina, Bourg the Pabos, in conjunction with the big beautiful sunny Summer that mother nature gave us, tourists came in great numbers. We must be happy with these positive results, because the spinoffs were felt in all activity sectors. However the primary, secondary and tertiary sectors were affected by a labor shortage. I don't pretend to know the solution to these problems, but thinking seriously we should ask ourselves the following question: is our organizational structure, our recruiting methods to fill our human resources, adapted to the available labor? I just want to raise awareness so that we all think about it when we make our daily decisions.

There is another element that we have to double our efforts to resolve, and that is the culture of business online. We can criticize and feel sorry for ourselves when we see everything that is coming from outside the region. As far as I'm concerned this is a new reality that we can allow to pass us by, or suffer in silence. However the only remedy is to get involved in on-line sales.

This is the last year in our contract with our unique partner Economic Development Canada. The negotiation process is in place. A five-year renewal request and many other items are on the agenda. With the results achieved and the survey that demonstrate our performance, I believe that SADC's will be around for a long-time to come. Upon reading our Director General's and her team's report you will realize that our SADC was present in all areas of socio-economic sectors. Thank you André, Pauline, Si Pin and Kim; who has decided to move on to new challenges.

In closing I extend my thanks to members of the Board who showed a great interest to share their experience, their knowledge, and their networks for the benefit of the organization. Now I must leave place to our annual report and the detailed presentation of 2017-2018 results.

**MISSION** : Stimulate the MRC Rocher Perce community to participate in the ownership of its future according to sustainable development principles.

**VISION** : The SADC aims to become the primary mover in helping businesses find solutions, thus contributing to a sustainable dynamic economy in the community.

**VALUES** : integrity, objectivity, autonomy, respect, collaboration and partnership, creativity and accountability.

### BOARD OF DIRECTORS 2017-2018



First row : Aurèle Doucet, Édith Arbour, Mathieu Quirion et Jean-Yves Abdelnour.

Second Row : Sylvain Réhel, Linda Cauvier, Michel Gionest et Nicole Bertrand.

Absent : The municipal representative, Henri Grenier ( from January to March replacing Bernard Stevens); Jean-Francois Gagné, Daniel Desbois, Lianne Dallaire and Isabelle Jalbert.

### MEETINGS

**12** Executive-Committee

**1** Annual General Meeting

**8** Board meetings

**1** Special General Meeting

### MENTORING FOR ENTREPRENEURS



Suzie Beaudin  
Head-mentor

Use mentoring to develop the full potential of Entrepreneurs

Advantages of mentoring :

- Benefit from the wisdom and know-how of an experienced entrepreneur
- Refine entrepreneurial skills and acquire an overall view so as to make better decisions
- End isolation, find support, listening and necessary encouragement.

The regional cell has posted calls for tenders to have web platform updated, to promote mentoring in Gaspé-Magdelen Islands and better support for mentees. This platform will be operational by Autumn 2018. We are very happy that this tender was won by Jolifish and a business from Baie-des-Chaleurs.



From left to right: Jocelyn Tennier, Jean-Yves Abdelnour and Linda Desjardins.

**6** Meetings

**8** Dyades

Members of the Board of Direction and representatives of various committees managed by the SADC repre-

sent **796** Volunteer hours for 2017-2018



**Investment Funds:** Total investments made **\$842 839** in **20** businesses for profits of **\$4752 919** contributing to the creation or retention of **145** jobs

	REGULAR FUNDS	YOUTH STRATEGY
Requests received	14	10
Authorized requests	12	8
Investments made	\$ 667 390	\$ 175 449
Investments generated	\$ 3 608 390	\$ 1 144 529
Leverage Effect	5 41	6,52
Created or retained jobs	90	55

	FINANCING	NUMBER OF BUSINESSES
Start-up	\$ 83 390	4
Expansion	\$ 49194	11
Reorganisation	\$ 0	0
Acquisition	\$ 267 500	<u>5</u>
Total	\$ 842 839	20

Evolution of investments over the last **5** years.



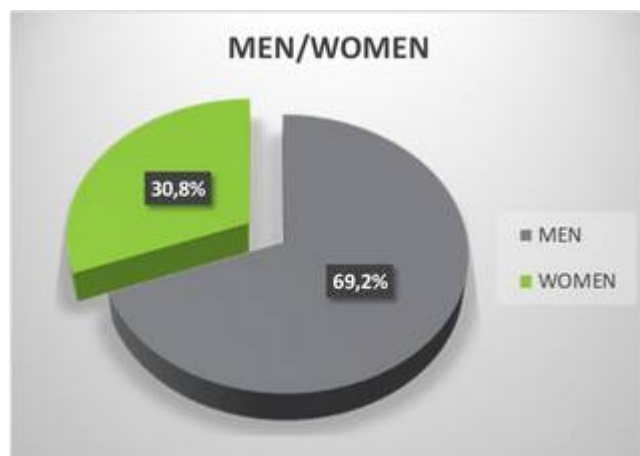
## INVESTMENT PORTFOLIO DISTRIBUTION MARCH 31 2018

Number of loans

107

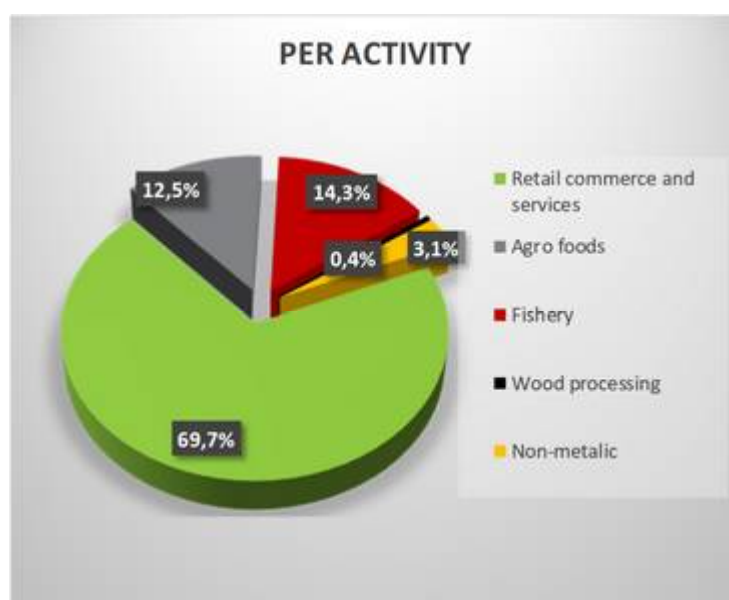
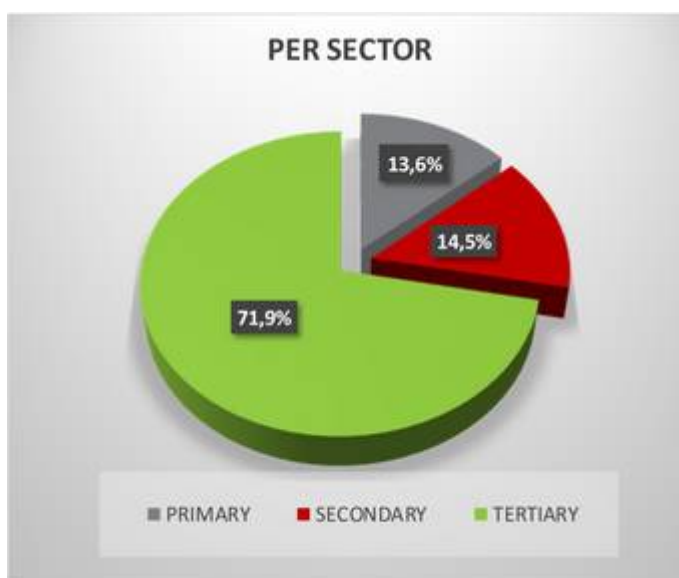
Number of businesses

71



Men	74
Women	33

Primary	\$	391 854
Secondary	\$	416 234
Tertiary	\$	<u>2 067 851</u>
<b>TOTAL :</b>	<b>\$</b>	<b>2 875 939</b>



Retail commerce and services	\$	2 004 041
Agro foods	\$	359 546
Fishery	\$	411 826
Wood processing	\$	10 862
Non-metalic	\$	<u>89 664</u>
<b>TOTAL :</b>	<b>\$</b>	<b>2 875 939</b>

**\$2 875 939**

PORTFOLIO TOTAL MARCH 31<sup>ST</sup> 2018

Special initiatives co-ordinated by the Network of SADC's and CAE « local development projects completed by an SADC » : **10** interventions.



Businesses:

Maison Pure-Thé	\$ 1 875
La société secrète distillerie artisanale	\$ 265
Marché Nicolas	\$ 495
Motel Fraser	\$ 2 400

Organisations :

Bourg de Pabos	\$ 4 820
Office de tourisme du Rocher-Percé	\$ 4 337
Carrefour jeunesse-emploi	\$ 1 200
Jardin linéaire - Corporation de développement économique du Rocher-Percé	\$ 13 000

Others :

Commemorative Park - Ville de Grande-Rivière	\$ 5 000
Training	\$ 596

**Total** **\$ 33 988**

SADC Working Fund : **9** interventions.



Businesses:

Motel Fraser	\$ 2 600
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Organismes :

Chambre de Commerce du Rocher-Percé	\$ 2 500
Site Mary Travers dite « La Bolduc »	\$ 2 500
Sustainable development establishment	\$ 2 000
Base plein air de Bellefeuille	\$ 6 300
Go Green (electric outlets)	\$ 1 000
Bourg de Pabos	\$ 5 000

Others :

Trainings	\$ 1 422
Mentoring for entrepreneurs	\$ 2 500

**Total** **\$ 25 822**

## Special Initiatives co-ordinated by Economic Development Canada

« Local economic development projects » : A professional resource person :

**\$ 22 000**

Support Initiatives for Small Businesses co-ordinated by SADC network and CAE :Pilot Project » : **5** interventions that allowed business support in the following areas : Clean Technology and Sustainable Development, **Innovation, Integration Information Technology and Sucession.**



### Businesses:

Wagner Vacuum	\$ 425
Huard électrique	\$ 2 902
Océan marine	\$ 1 998
Technocentre des technologies de l'information et des communications (TCTIC) pour 10 entreprises du territoire	\$ 15 000
Automobiles Mauger Ford inc.	<u>\$ 4 899</u>
<b>Total</b>	<b>\$ 25 224</b>

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Jenny Donahue

Student job/office clerk	\$ 3 012
Fourire	<u>\$ 2 887</u>
<b>Total :</b>	<b>\$ 5 899</b>



Fourire

Investment in **18** businesses, **15** development projects, **1** professional resource person and **1** student job for a total of:

**\$112 933**

**\$955 772**

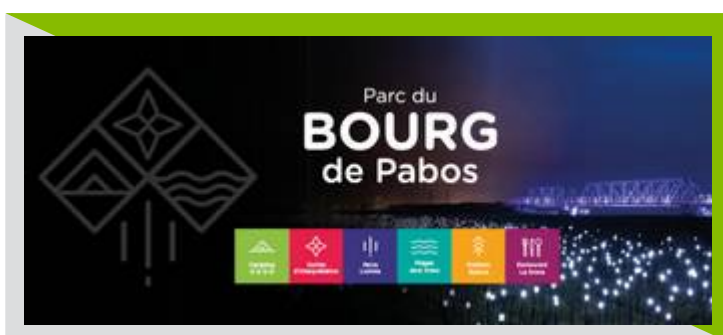
**GRAND TOTAL INVESTMENTS IN THE TERRITORY OF:**

This year the SADC supported many projects, primarily in the following niche sectors:

**TOURISM**—The SADC in collaboration with the CDE worked on a tourist project West of the the City of Chandler’s Circuit des Batisseurs which will be operational in 2019.The SADC and CED also put a working committee in place to to over-see the transfer of Nova Lumina and the actual general director of Bourg de Pabos. The SADC also elaborated a business plan for the renovations to be done to the buildings at Base plein air de Bellefeuille , in order to offer the clientele high quality lodging and activities .

**CIT** —The SADC, along with the Technocenter for communications and information technologies is working on a pilot project to offer accompaniment to Start-Ups and Businesses with a strong potential for growth within the framework of an action plan on Quebec digital economy. This project has an end date of December 2018.

**CEMENT PLANT**—The SADC with a number of partners offered technical and financial support to set up the committee to maximize the economic benefits from the Port Daniel-Gascon cement plan. This committee will cease operations in 2018.



The SADC is obliged to offer services in both official languages and serve the Anglophone Community.

#### Communication tools

Publications (SPEC)	\$ 2 456
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#### Bilingual Services

Document translation	\$ 2 181
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Oral translation	\$ 805
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Training	\$ 3 358
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#### Others

Agreement with CEDEC (activities for the Anglophone Community of MRC Rocher-Percé)	<u>\$ 6 200</u>
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<b>Total</b>	<b>\$ 15 000</b>
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Compared to last year when we set a record in placements, this year there were less investment requests. We thought to meet our objectives, but we had certain unforeseen personnel cuts.

Our financial interventions were made primarily in succession sectors within fishery sectors and that of retail business and services. The latter sector represents 70% of our investments portfolio.

According to statistics published in September 2017, by the electronic commerce index of Québec (ICEQ) four out of ten people, shop online. But 80% of Québec businesses do not have transaction sites available. The SADC will work with businesses to help them adapt to the digital economy in order to keep our jobs in the region.

The MRC Rocher-Percé has launched an ambitious challenge to become the number one recreotourism territory in Québec and the SADC will help by prioritizing this sector in 2018-2019.

The theme of our annual general meeting (an organizational culture adapted to the current work force ) means to us that employers have to be in seduction mode. The SADC's in the region have invested in the sustainable development strategy because of the forecasted labor shortage is real.

Our personnel have a lot of experience and have developed the good business affairs network. I want to thank Pauline, Si Pin, and Kim for accomplishments realized throughout the year. However we will be facing a big challenge because Kim left us in December to work in the finance department of the city of Chandler, and Pauline will retire this coming year. I wish both of them best of luck in the future steps of their lives.

A big thank you to members of our Board of Directors, to our Mentors and to all those who participated in SADC committees. They have accumulated 796 volunteer hours in 2017-2018. As you can see they have contributed greatly to our community.



Andrée Roy  
Directrice générale

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**REGULAR FUND** : The SADC can contribute up to **\$250 000** per business project.

**YOUTH STRATEGY FUND** : The SADC can contribute up to **\$25 000** per young entrepreneur

who is less than **40** years of age for a maximum of **\$50 000** per business, with an interest rate of 0% for the first two years.

## REGULAR FUND

## YOUTH STRATEGY

Objectives :

Number of demands

10

8

Investment

\$ 800 000

\$ 150 000

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**LOCAL DEVELOPMENT NETWORK :** **10** interventions in businesses and local project development for a total of **\$34 000**.

**LOCAL DEVELOPMENT CED (Economic Development Canada) :** A professional development resource person for a total of **\$22 000**.

**SUPPORT INITIATIVES FOR SMALL BUSINESSES:** **12** interventions in businesses and innovation projects « Start-ups and businesses with strong growth potential » for a total of **\$ 47 000**.

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The SADC encourages, supports and promotes initiatives that assures community development. Initiatives specifically targeted for 2018-2019 are :

**COMMUNICATION AND INFORMATION TECHNOLOGY (CIT):** The SADC will support activities that will be realized in the MRC ROCHER-PERCÉ that help businesses and organisations integrate technology. The SADC Will participate with the TCTIC in the last year of the committee for follow-up to Start\_Ups and Businesses with strong growth potential.

**TOURISM:** The SADC will support the realisation of recreotourism projects in the MRC ROCHER-PERCÉ, especially innovative attractions and those attempting to integrate digital technology to their experience. Our organisation with the CDE will assure the follow-up to the linear garden that is planned to be installed west of the City of Chandler's Circuit des Batisseurs.

**SUSTAINABLE DEVELOPMENT:** The SADC will support the realization of sustainable development projects.

# TARGETTED ACTIVITY SECTORS

- Setting up technology businesses
- Augmenting interventions in the tertiary sector
- Sea food processing
- Forestry sector support
- Improving the tourist offer

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Right to leti : Pauline Boulay, Office Clerk, Kim Duffy, Business Advisor and In charge of Youth Strategy , Andrée Roy, Director General, Si Pin Zeng, Business Advisor and co-ordinator for Mentoring, Jenny Donahue, Student.

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## ECONOMIC DEVELOPMENT CANADA—PDC

SADC	\$ 318 362
Youth Strategy	\$ 60 000
Local Development	\$ 22 000
Official Language Law (OLL)	<u>\$ 15 000</u>
	<b>\$ 415 362</b>

## SADC AND CAE NETWORK

Student	\$ 7 245
Local Development	\$ 26 755
Support for Small Business (SAPE)	<u>\$ 47 000</u>
	<b>\$ 81 000</b>



SOCIÉTÉ D'AIDE AU DÉVELOPPEMENT DE LA COLLECTIVITÉ DU ROCHER-PERCÉ INC.

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