

*Still and always
more than just financing....*



2011 Annual report

A word from The Chair and The General Manager

The CAE Haute-Yamaska et Région enables job creation and retention while ensuring the development of our communities within the territories assigned by Canada Economic Development, which are Haute-Yamaska, Brome-Missisquoi and Rouville.

A region's growth is measured by the dynamism of its entrepreneurs. All economic development organizations know they must use an innovative and creative approach. This approach comes about in all aspects of good governance and must respect both the individual and the territory.



During the Board's annual focus day last January, the importance of an active and professional team at the service of its community was emphasized. Human resources are a priority in our development guidelines. All our permanent staff contribute to the revision and improvement of our organizational structure and work tools. We also count on the large team of the Réseau des SADC et CAE to further our work. To give financial support to entrepreneurs is not sufficient, we must also ensure they receive the support of a team that is both enquiring and up to date about today's needs.

New in 2011, our annual focus day will be followed by a semi-annual session in July. We count on your comments and thoughts on how a "CAE in action" should get involved in coming years. Our goal is to be present and useful, and to be an effective and complementary player for all our entrepreneurs and economic partners. *Verba volant, scripta manent* This is one of our 2011 innovations to better connect with the collective effort. Thank you for contributing to this effort.

A handwritten signature in blue ink that reads "Lise Faucher".

Lise Faucher, Chairwoman



It is always a pleasure for the CAE team to share with you the previous year's financial results.

In the following pages, you will see these results in detail, but first let me tell you that since its creation in 1985, our organization has financed 714 business projects. We have invested \$34.9 million in our community and created almost 6,940 jobs.

The CAE is pursuing its mission to financially support businesses in the regions it serves, despite the current economic situation. The economic recovery is slow to be felt, however we are confident it will soon be apparent. The year is showing good signs of strengthening.

I would like to thank the Board of Directors for the trust they showed me when they appointed me to the position of General Manager. I particularly appreciate the support they give me in the performance of my duties. I also wish to give special thanks to Mr. Roland Choiniere who has supported me since I started. I cannot forget the exceptional contribution of the CAE staff who warmly welcomed me among them. I also wish to congratulate them for the quality of their work.

Together we are committed to pursuing our economic mission, so important to the development of communities.

A handwritten signature in blue ink that reads "Guy Lasnier".

Guy Lasnier, General Manager

The Board of Directors, business people from the community



The **General Manager, Guy Lasnier**, leads a dynamic team that is dedicated to the region's entrepreneurs.



Isabelle Côté
Administrative
Assistant

Caroline Tapp
Secretary-
Receptionist

Danie Hallé
Entrepreneurship
Counsellor

Catherine Labrie
Business
Advisor

Jean Gilbert
Business
Advisor

Christian Lefebvre
Business
Advisor

Always in action for the development

The CAE

On October 1, 1985 the corporation was created following the wishes of the business community to promote and develop the region's economy. The Centre d'Aide aux Entreprises Haute-Yamaska et région was originally supported by the Government of Canada.

The CAE's mission is to participate in economic development by offering the region's SME's financial help and advice to stimulate job creation and maintain existing jobs.

By its mission and its objectives, the Centre d'Aide aux Entreprises wants to be the gateway for all promoters. The technical support offered focuses on the following aspects:

- general information;
- help developing business plans, project analyses and business monitoring;
- counseling on management, financing, marketing, human resources, production, etc.;
- follow up of the CFP;
- referral service for local and regional organizations.

Canada Economic Development

Since September 1999 the CAE has operated the Community Futures Program for Canada Economic Development's Quebec regions in order to offer:

- a reference service for various Canadian programs;
- cooperative help to other economic development organizations with employment creation activities;
- management advice to SME's and individuals looking to go into business;
- additional technical support for financial aid.

The Fonds d'Investissement Local de la Haute-Yamaska

The FIL Haute-Yamaska (local investment fund) is a non-profit organization whose mission is to foster job creation by stimulating the creation of new businesses and expanding existing businesses in Haute-Yamaska. The CAE manages this fund.



The Fonds d'Investissement Local au Cœur de la Montérégie

The FIL au Cœur de la Montérégie (local investment fund) is a non-profit organization whose mission is to ensure that businesses in the Rouville RCM have supplementary financing available for business start-up, continuation of operations, expansion or modernizing in order to simulate employment creation within the RCM. The CAE manages this fund.



\$2,182,787

Invested in
businesses located in
the 3 RCMs.

260

Regional jobs
created and
maintained.

2 448

Assistance requests
for general
information or
technical help.

The Canadian Youth Business Foundation (CYBF)

The Canadian Youth Business Foundation (CYBF) is a national non-profit organization allowing young entrepreneurs aged 18 to 34 to have access to financial support and the help of a business mentor in the creation of their business. The fund is aimed solely at new, for profit businesses or cooperatives (acquisition or start-up). The CAE is continuing its partnership with the CYBF by analysing the projects of young entrepreneurs seeking financing.



This year, the CAE analysed 15 projects among which 10 qualified and received help from the Foundation.

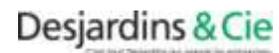
The Cercle d'entraide de la Haute-Yamaska

The Cercle d'entraide de la Haute-Yamaska's objective is to offer unemployed women technical support, training, financing and the necessary tools to help them in their efforts to prepare for starting a business. Training workshops, individual coaching, professional advice, creating a business network are all offered by the program. As well, promoters are invited to pursue the process by creating a help network to break their isolation and develop their knowledge of various subjects or skills. The CAE coordinate this program offered to women living in the Haute-Yamaska and Brome-Missisquoi.

Results

- 63 hours in training workshops;
- 84 complementary hours with professionals (tax expert, accountant, financial analyst and account manager);
- 30 hours of individual coaching and 24 hours of group coaching including the participation of various consultants (mentoring, written media, marketing strategy, bookkeeping and budgeting);
- 57 participants in 7 groups;
- 24 women started their projects and here are a few:
Stéphanie Sabourin, Évasion Bleue (Spas from around the world just a few steps away from your home) - **Cathy Jones Photographer**, (Personal, corporate, web, etc., photo sessions) - **Véronique Beaudry**, Brindille de campagne (Cabinetwork) - **Mathilde Gosselin**, Matérium (Innovative R&D solutions) - **Annie Roy**, Le Sherpa (Administrative multi-service agency).

These services are free thanks to the financial help of



Support for self-employment

Initiated by Emploi-Québec, the Support for self-employment measure could be the solution for a person to join the labour market and create his or her own job. The Centre d'Aide aux Entreprises is proud to support the Brome-Missisquoi region's promoters by coordinating the measure offered to people who are unemployed or employment insurance or social welfare claimants. Participants could receive an income allowance or technical support during the realization of their projects.

During this second year, the CAE has worked with 22 entrepreneurs in various phases, such as preparation, start-up and post-start-up. Among these entrepreneurs, 11 have started their business and 5 are in the pre-start-up period.

10

New businesses were created with the help of the CYBF.

24

Women started their own business following the CE workshops.

22

Persons were assisted through the SSE measure.

Results that speak for themselves

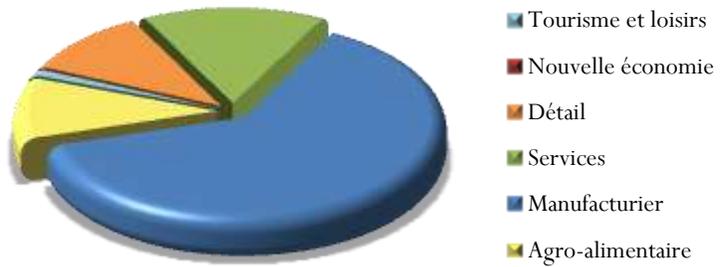
Investment by RCM



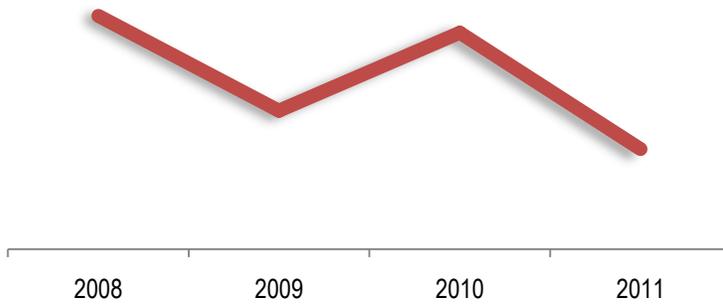
Outside our territory

\$264,450
12.12 %

Investment by sector of activity



Jobs created and maintained



Average investment per job



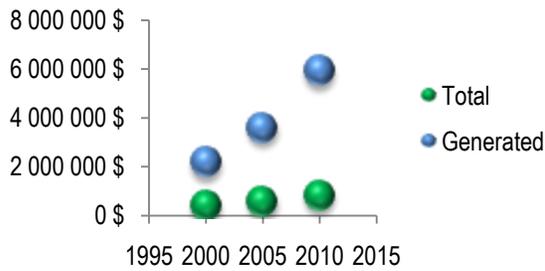
Since 1995

We work together for our RCMs

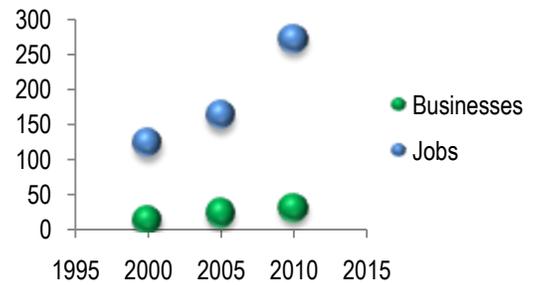


The Fonds d'Investissement Local de la Haute-Yamaska
\$797,497 invested for the creation and maintenance of 272 jobs.

Increase of the investment

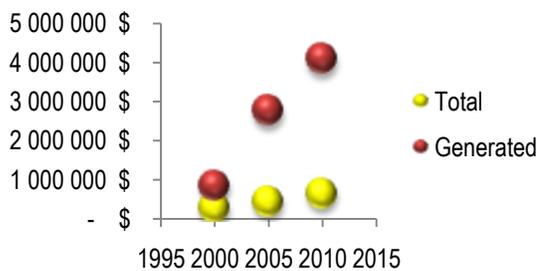


Increase of jobs and businesses

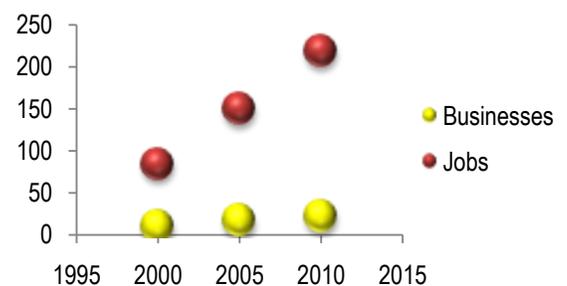


The Fonds d'Investissement Local au Cœur de la Montérégie
\$647,235 invested for the creation and maintenance of 219 jobs.

Increase of the investment



Increase of jobs and businesses



They're happy they chose the CAE

Atelier de mécanique Bouffard inc. (Granby) – Truck repair shop

Boulangerie les Fours du Roy inc. (Granby) – Natural food shop, health fast-food restaurant and bakery

Brasseurs et Frères inc. (Dunham) – Small-scale production and sale of beer

Driver Can Transport (Waterloo) – Vehicle transportation

Farinart inc. (St-Liboire) – Milling multi-grain flour mixes for bakeries and food processors

G.E.D.E. Bonbons (Granby) – Making lollypops and barley sugar sticks

Marketing Davinci inc. (Ste-Cécile-de-Milton) – Televisual advertising

Parabox (Bromont) – Manufacturing of removable walls for clean rooms

Quincaillerie West Shefford (Bromont) – Hardware store

Ressorts d'Auto Ménard inc. (Granby) – Garage specialized in automobile shock absorbers

Spécialités Industrielles Canada Inc. (Bromont) – Manufacturing of clean room equipment

Sport Ultimate Bromont (Bromont) – Sport clothing and accessories shop

Vélo SLH (Waterloo) – Assembly and sale of mid and high end quality bicycles

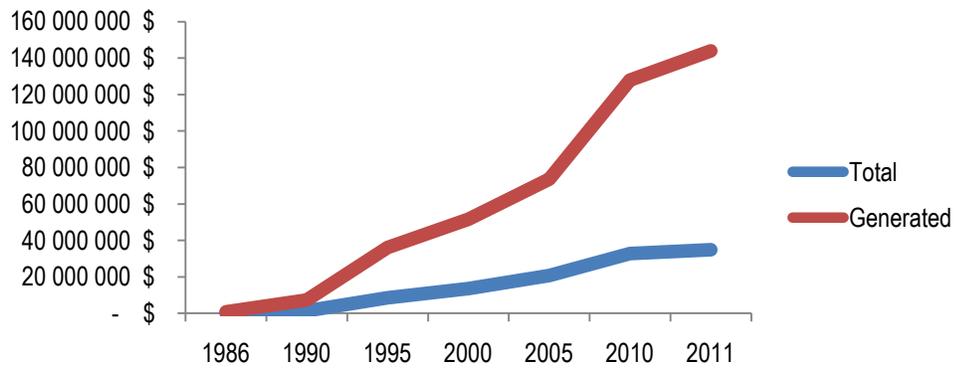


A partner in your projects since 1985!

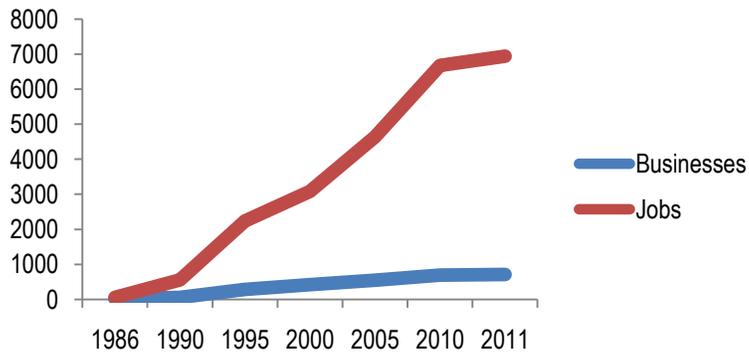
\$34,919,593 in investments
\$144,009,505 of investments generated

Number of businesses	714
Jobs created and maintained	6 937
Average investment per project	\$48,907
Average number of jobs per project	10
Average investment generated per project	\$201,694
Average cost per job	\$5,034
Leverage effect	\$4,12

Increase of the investment



Increase of jobs and businesses



In 2011-2012, the CAE has for objective to invest \$2.3 million in 25 businesses.

The CAE remains very involved in the community, this is why throughout the year its employees take part in numerous local, regional and provincial activities.

- Member of the jury of the Jeunes Entreprises de la région Haute-Yamaska;
- Member of Génération Avenir;
- Partnership and cooperation in the Fonds d'Investissement Local (FIL) of the Haute-Yamaska RCM and the Rouville RCM;
- Participation in various activities of the Chambre de Commerce de Cowansville et région;
- Participation in various activities of the Chambre de Commerce au Cœur de la Montérégie;
- Participation in various activities of the Club d'affaires Granby et région;
- Participation in fundraising activities for the Fondation du centre hospitalier de Granby and Oasis santé mentale;
- Involvement in the Table des intervenants économiques de la Haute-Yamaska et de Brome-Missisquoi;
- Integration of graduates from colleges and universities;
- Member of the Réseau des SADC et des CAE;
- Member of the CAE/SADC de la Montérégie;
- Involvement in La Table de concertation de travail de La Haute-Yamaska;
- Member of the Réseau Québécois du crédit communautaire;
- Partner in La table régionale de concertation en entrepreneuriat de Brome-Missisquoi et de la Haute-Yamaska;
- Participation in the Vision 2015 industrial working committee;



Thank you to everyone who develop with us

We would like to end this report by acknowledging the promoters who have shown their confidence in us. Also, thank you to our main partners:

Mr. Bertrand St-Arnaud, Mrs. Marie Bouillé, Mr. François Bonnardel and Mr. Pierre Paradis, members of the National Assembly for the Provincial Ridings of Chambly, Iberville, Shefford and Brome-Missisquoi.

Mr. Robert Vincent, Mr. Yves Lessard and Mr. Christian Ouellet, former members of Parliament for the Federal Ridings of Shefford, Chambly and Brome-Missisquoi.

Canada Economic development Montérégie business office

Mr. Charles Lambert, Regional Director
Mrs. Mélanie Pelletier, Advisor

The Ministry of Economic Development, Innovation and Export

Mr. Patrice Sabourin, Advisor for Haute-Yamaska
Mr. Jean-Marc Ménard, Advisor for Brome-Missisquoi
Mr. Paul Duchesneau, Advisor for Rouville

Investissement Québec

Mr. Gilles Brisson, Regional Director South-West of Quebec
Mr. Luc Sicotte, Portfolio Manager
Mrs. Julie Chaussé, Portfolio Manager

The entire team of the Business Development Bank of Canada dedicated to our territory

The Centre Local d'Emploi de la Haute-Yamaska

Mr. Paul Bellerive, Haute-Yamaska and Brome-Missisquoi Manager
Mr. François-Marie Proulx, External Resources Officer
Mr. Nelson Tremblay et Mrs. Louise Hébert, Business Service Coordinators

The Centre Local d'Emploi de Brome-Missisquoi

Mrs. Lyne Simard, Labour Advisor

The Centre Local d'Emploi du Haut-Richelieu

Mr. Denis Duperron, Employer Advisor

The Centre Local de Développement de la Haute-Yamaska (CLD)

Mr. Guy Coulombe, General Manager
Mrs. Marie Panneton, Commissioner - New business, Mentorship and Succession Projects
Mrs. Caroline Larocque, Coordinator - Support for self-employment and Fonds Local d'Investissement

The Centre Local de Développement au Cœur de la Montérégie (CLD)

Mrs. Susie Dubois, General Manager, and her team

The Centre Local de Développement Brome-Missisquoi (CLD)

Mr. Mario Thibeault, General Manager, and his team

CIME inc.

Mr. Louis Normandin, President and Mr. Mario Limoges, General Manager

Centre d'Innovation et de Technologies Industrielles de Granby (CITIG)

Mr. Mario Gariépy, President

All financial institutions in the region served by the Centre d'Aide aux Entreprises

Professionals in the field, accountants, notaries and lawyers

The Cégep de Granby Haute-Yamaska

Mr. Sylvain Lambert, Director General

Thank you to everyone who develop with us

The Centre de Services aux Entreprises

Mrs. Nancy Roy, Training advisor
Mr. Serge Boulet, Assistant Director, Adult education and vocational business training services

The Commission Scolaire du Val-des-Cerfs

Mr. Guy Vincent, Chairman
Mr. André Messier, Director General

The Chambre de commerce Haute-Yamaska et région

Mr. Louis-Martin Racicot, Chairman
Mrs. Céline Gagnon, General Manager

The Chambre de commerce de Cowansville et région

Mr. Michel Fleury, General Manager

The Chambre de commerce au Cœur de la Montérégie

Génération Avenir : Business contact network for 18 – 35 year-olds

Mrs. Marjolaine Farand, President

The Wardens of the Haute-Yamaska, Rouville, Brome-Missisquoi and Les Maskoutains RCMS

All representatives of municipal administrations

Everyone at the La table de concertation de travail de La Haute-Yamaska

The Club d’Affaires Granby et région

Mrs. Nathalie Deschênes, President

The Réseau des Femmes d’Affaires de Granby et région

Mrs. Audrey Robert, President

The Carrefour Jeunesse Emploi

Our external auditor

Mrs. Louise Malo c.a.

Our lawyer

Mr. Carl Dessaints of the firm Dessaints & Cloutier

And the media

This initiative has been made possible through funding from Canada Economic Development

