

STRATEGIC PLAN

2018-2022

REVERSE THE DOWNWARD
DEMOGRAPHIC TREND
BY INCREASING THE
TÉMISCAMINGUE POPULATION
BY 500 PEOPLE BY 2022.



PLANIFICATION
STRATÉGIQUE
TÉMISCAMINGUE



ABOUT STRATEGIC PLANNING

Strategic planning is developing a long-term plan that focuses on the region's core values, orientations, and goals for the purpose of developing the territory.

It is a dynamic process that requires close monitoring and the practical and ongoing assessment of goal achievements and updates to collectively and strategically manage the region's socio-economic development.

Resulting from the community's will, the groundwork for a first strategic plan was laid out in 2002. Since then, two five-year plans, including specific actions and goals, have given direction to the priorities of the Témiscamingue Strategic Planning Committee. In both cases, more than 90% of target actions were undertaken.

The strategic plan is based on actions that are deemed strategic for Témiscamingue's development and that require transversality. This means that an action necessitates the participation of more than one organization from various areas of activity to be carried out.

The plan will only truly become strategic if development stakeholders are capable of adapting and adjusting the plan continuously.

A SHARED VISION!

Témiscamingue's strategic plan is the result of collaborative work that rallies all of the region's stakeholders working in the economic and employment sectors, the social and community sector, and the public services and municipal sphere, around a shared vision:

**«MAKING TEMISCAMINGUE A
PROSPEROUS RURAL COMMUNITY
AND A GREAT PLACE TO LIVE»**

PRINCIPLES & VALUES

Témiscamingue's strategic planning is based on

3 MAIN PRINCIPLES:

- 1 Mobilization
- 2 Concertation
- 3 Innovation

Témiscamingue's strategic planning is driven by

4 CORE VALUES :

- 1 Commitment Territorial
- 2 Positivity Audacity
- 3 Openness
- 4 A shared vision

MEMBERS OF THE STRATEGIC PLANNING COMMITTEE

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Société de développement du Témiscamingue



Tanya Neveu

April 2016 to January 2017



Mylène Grenier

Since February 2017

WORD OF THE COMMITTEE

In 2002, Témiscamingue undertook an extensive consultation process with all of the territory's business sectors to obtain socio-economic portraits and thus clearly and coherently determine strategic lines of action and formal commitments. The Témiscamingue's general assembly closed this process, which brought together more than 600 stakeholders of socio-economic development.

Following the general assembly, the committee for Témiscamingue's strategic planning was set up to provide a framework for the development of a first five-year strategic plan and to ensure its implementation. Made up of stakeholders from the municipal sphere, health and education sector, youth and community sector, as well as stakeholders from the economic sector, the Témiscamingue Strategic Planning Committee is pivotal to collaboration in Témiscamingue. Over the years, the work completed and the management of two other five-year plans by the committee enabled to carry out 90% of target actions, to strengthen the ties between the different areas of activity, and to develop consultation reflexes and the ability to quickly mobilize around various projects.

Témiscamingue's Strategic Planning Committee is still very much mobilized. In spring 2016, it undertook a consultation process to update the portraits, make diagnoses of progress reports, and begin drafting the 2018-2022 strategic plan. A dozen group meetings with stakeholders of different business sectors and three major conferences resulted from this new mobilization.

To broaden our discussions, one component of the group meetings focused on the major cross-cutting issues: demography, skills development, perseverance and educational success, business climate, social acceptability of major projects, governance and stewardship, accessibility to services and quality of life.

Upon analyzing the situation, many issues were identified for the people of Témiscamingue, and that is, for the years to come. However, most of the issues converge toward one major challenge: demography!

With its 15 years of experience, the Témiscamingue Strategic Planning Committee is proud to present this third plan; an ambitious but realistic and unifying project that is open to the world.

FOREWORD

The Institut de la statistique du Québec (ISQ) reveals negative demographic trends for the upcoming years. More specifically, the Témiscamingue region should lose nearly 500 people within the next 20 years.

This is a crosscutting issue as demography affects all business sectors. The challenge related to staff recruitment is directly

associated to demography and our organizations are no exception. Again according to the Institut de la statistique du Québec (ISQ), it is projected that in 2020, the Témiscamingue region will only rely on 56 young adults (people aged between 20 and 29) to replace 100 retirees (people aged between 55 and 64), giving us a low succession rate of only 56. Moreover, in the

2016–2017 Abitibi-Témiscamingue action plan, Emploi-Québec identified important demographic challenges for the region, which came with adequacy challenges regarding training, required skills, and businesses' needs. Some businesses have difficulty recruiting staff that has the necessary qualifications, which in turn directly impacts their competitiveness and limits their productivity.

The Témiscamingue region is facing major issues in terms of economic vitality and quality of life. The maintenance and development of services and workforce renewal in all business sectors depend on economic growth.

The current situation requires that concrete actions be taken to reverse the trend. Qualified labour has been rare in Témiscamingue for many years now and things will not improve with the accelerated ageing of the population and the increasing exodus of the population to urban areas. The diversification of the workforce,

strong ties with the First Nations and immigration, which are minimal in Abitibi-Témiscamingue and even more so in Témiscamingue, are some of the solutions that should be considered for our local organizations and businesses, and local municipalities.

The ultimate goal of this strategic plan is thus to reverse the demographic trend. With this ambitious but realistic project, the strategic committee seeks to attract 500 new people on its territory, and that is, over the next 5 years. To do so, the committee wishes to engage municipalities, partner organizations, and businesses' accountability in this process to make this a territorial issue, where the entire population works toward the same goals. It goes without saying; the challenge is great and the commitment of various organizations is paramount to achieve the plan's goals.

MAIN FOCUS

of the 2018-2022 Témiscamingue strategic plan

**REVERSE THE DOWNWARD DEMOGRAPHIC TREND
BY INCREASING THE TÉMISCAMINGUE POPULATION
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ISSUES

The success of this strategic plan mainly relies on two fundamental issues: **COMMITMENT** and **TERRITORIAL GOVERNANCE**

1- Commitment

Commitment on the part of all municipalities, partner organizations, businesses, and citizens of the territory is vital to ensure the success of all the future actions of the strategic plan. The strategic plan was put together for the entire territory, without exception. It is thus crucial that this tool allow some flexibility for the municipalities, partner organizations, businesses, and individuals to act according to the main goal of the current plan, that is to say, increasing the population.

2- Governance

As part of the strategic plan and the demographic challenge that we must address, we must aim for territorial governance. We must be able to make quick decisions and to have a territorial mindset to think up actions and interventions.

1- Commitment

goal 1 PROMOTE COMMUNITY COMMITMENT TO THE TÉMISCAMINGUE STRATEGIC PLAN

LEAD ORGANIZATION

- Société de développement du Témiscamingue (Community Development Advisor)

PARTNERS

- All partners of the Témiscamingue Strategic Planning Committee

ACTION 1

- Develop a communication plan and implement it.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Communication plan
- Strategic plan public launch (50 participants + 5 media)
- Presentation of strategic plan as part of the tour of 21 town councils
- Presentation of the strategic plan to a minimum of 10 organizations
- 7–10 direct communications with businesses
- Presentation of our two chambers of commerce to the members
- Presentation to at least 10 businesses
- 20 broad, public communications

ACTION 2

- Ensure that partners adhere and formally commit.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Development of a "Committed Partner" charter
- 15 signatory municipalities adhering to the "Committed Partner" charter
- 10 signatory organizations adhering to the "Committed Partners" charter
- At least 15 signatory business adhering to the "Committed Partners" charter

2- Governance

goal **1 SUPPORT AND ENCOURAGE MUNICIPAL AMALGAMATION INITIATIVES**

LEAD ORGANIZATION

- ➔ MRC of Témiscamingue

PARTNERS

- ➔ Ministère des Affaires municipales et de l'Occupation du territoire (MAMOT)
- ➔ All partners of the Témiscamingue Strategic Planning Committee

ACTION 1

- ➔ Develop and make accessible information tools related to territorial governance both for citizens and elected officials.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- 2–3 information tools

ACTION 2

- ➔ Organize information sessions and generate debates throughout the entire 2018–2022 strategic planning process.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- 3–4 information sessions per year
- Increase in the number of municipalities engaged in a municipal services consolidation process (intermunicipal agreements, authorities, etc.) or in a municipal amalgamation process
- Improved cohesion of the territorial approach within the Council of Mayors.

FOCUS

To reverse the downward demographic trend, the Témiscamingue population must work **TOGETHER** on these five strategic priorities. In doing so, it will be easier to advance our region's development and to increase the chances of success of actions proposed as part of the strategic plan:

1- Témiscamingue's Attractiveness

2- Promotion and Attraction of Territory

3- Reception and Retention

4- Economy and Employment

5- Training in Témiscamingue

Priority 1- Témiscamingue's Attractiveness

Initiated by the desire to be outward looking and to charm, and also fed by the need to reveal itself, to be recognized, to see itself in others, and to be chosen.

Closely linked to pride and territorial positivity, Témiscamingue, in its quest to please, will have to unveil its most charming features and assets.

goal **1** BETTER KNOW AND MAKE KNOWN TÉMISCAMINGUE'S ASSETS

LEAD ORGANIZATION

- ➔ MRC of Témiscamingue
(Project Manager, Demographics)

PARTNERS

- ➔ All partners of the
Témiscamingue
Strategic Planning
Committee

ACTION 1

- ➔ Identify all the assets of the
Témiscamingue territory and make
them accessible to the public via an
interactive platform.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- List of the territory's assets
- Online launch of the best interactive platform



goal **2** ENHANCING TÉMISCAMINGUE'S OFFER TO BECOME A MORE COMPETITIVE TERRITORY

LEAD ORGANIZATION

- ➔ MRC of Témiscamingue
(Project Manager, Demographics)

PARTNERS

- ➔ Reception and
retention committee of
Témiscamingue
(ACTION 1)
- ➔ Gestion de l'infrastructure
régionale de l'Abitibi —
Témiscamingue
(ACTION 2)

ACTION 1

- ➔ Make known and encourage
communities to adopt new policies,
initiatives, and incentives to attract
and retain newcomers.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- 2 enhanced policies or incentives per year
- 3 new policies, initiatives, or incentives per year

ACTION 2

- ➔ Provide the Témiscamingue region
with a fibre optic network to ensure
optimal high-speed Internet access
and to support the development of
cellular coverage.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Conceptualization, engineering, and
prefeasibility of the construction and
deployment of a fibre optic network
belonging to the municipal sector.

LEAD ORGANIZATION

- ➔ MRC of Témiscamingue
(Project Manager, Demographics)

PARTNERS

- ➔ Local media
- ➔ All partners of the
Témiscamingue Strategic
Planning Committee

ACTION 1

- ➔ Identify and highlight the mobilizing ambassadors, activities, and projects that the population boasts and thus foster territorial positivity.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Identify the mobilizing projects and activities
- Launch of a promotional magazine of the territory
- Creation of a mark of recognition (distinction) for the great mobilizing projects
- Upfront position of these great mobilizing projects on the interactive platform

Priority 2- Promotion and Attraction of Territory

Demographic turnaround and economic prosperity are issues faced by all the regions of Quebec. The Témiscamingue region, which competes with the other territories of the province, will have to recognize, take into account, and appreciate its uniqueness.

Appropriation of our image is a major factor in retention and a powerful vehicle for mobilization. It will strengthen the population's sense of belonging. The path to recognition will lead to regional knowledge, well-placed confidence, and a fresh vision of the promotion and development of our neck of the woods. Creativity and innovation will allow our colours to shine bright and beyond our borders. They will open a window onto the world and bring to light Quebec's best kept secret—Témiscamingue!

An authentic, audacious, charming, confident, creative, innovative, and unique Témiscamingue!

LEAD ORGANIZATION

- ➔ MRC of Témiscamingue
(Project Manager, Demographics)

PARTNERS

- ➔ Association touristique
régionale de l'Abitibi-
Témiscamingue
- ➔ Local media
- ➔ All partners of the
Témiscamingue Strategic
Planning Committee

ACTION 1

- ➔ Define Témiscamingue's
distinctive image (local
identity or branding)

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Témiscamingue's distinctive image (local identity or branding)

ACTION 2

- ➔ Implement Témiscamingue's
attraction plan

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Marketing and communication strategy of Témiscamingue
- Promotional tools related to the marketing and communication strategy of Témiscamingue

Priority 3- Reception and Retention

It is our reception strategy and our investment in managing our human resources that will truly make a difference. Our actions and commitment will enable newcomers in Témiscamingue to integrate well and take root in our region.

goal 1 DEVELOP A RECEPTION AND RETENTION PROCESS FOR NEWCOMERS IN TÉMISCAMINGUE FOR THE ENTIRE TERRITORY

LEAD ORGANIZATION

- MRC of Témiscamingue
(Project Manager, Demographics)

PARTENAIRE

- Reception and retention committee of Témiscamingue

ACTION 1

- Implement and promote the reception and retention committee's action plan for newcomers in Témiscamingue

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Development of 2–3 additional tools for reception and retention
- Carrying out of 2–3 new actions of the plan

goal 2 EMPOWER BUSINESSES TO USE HUMAN RESOURCE MANAGEMENT PRACTICES IN LINE WITH THE TERRITORY'S STRATEGY

LEAD ORGANIZATION

- Centre local d'emploi

PARTNERS

- Carrefour Jeunesse-Emploi du Témiscamingue
- Chambers of commerce of the territory
- MRC of Témiscamingue
(Project Manager, Demographics)
- Service de formation aux entreprises du Témiscamingue
(Commission scolaire du Lac-Témiscamingue)
- Société de développement du Témiscamingue
- Université du Québec en Abitibi-Témiscamingue

ACTION 1

- Accompagner et offrir des formations liées aux défis d'attraction, de recrutement et de rétention de la main-d'œuvre en entreprise.

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- 1 diversity awareness activity per year (immigrant, native, multigenerational labour, etc.)
- 1 business accompanied in diversity management per year (immigrant, native, multigenerational labour, etc.)
- 2 businesses per year accompanied regarding the implementation of new management practices, such as change management practices
- 2–3 human resource management training courses per year, including 1 in southern Témiscamingue
- 4 conference dinner "MIDI-RH" per year for sound and innovative human resource management practices, including 1 in southern Témiscamingue

Priority 4- Economy and Employment

Témiscamingue abounds with opportunities that foster the development of structural projects and new sectors. Témiscamingue's economic and entrepreneurial dynamics must involve reception, accompaniment, and innovation.

Témiscamingue's economic vitality will offer greater outreach and allow our businesses to benefit from new markets.

goal **1** EQUIP THE TERRITORY WITH A RECEPTION AND IMPLEMENTATION PROCEDURE FOR MAJOR PROJECTS

LEAD ORGANIZATION

- Société de développement du Témiscamingue (Community Development Advisor)

PARTNERS

- All partners of the Témiscamingue Strategic Planning Committee

ACTION 1

- Develop a reception and implementation procedure for major new projects

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Reception and implementation procedure that includes a charter of values for new projects

goal **2** FACILITATE THE IMPLEMENTATION OF NEW STRUCTURING ECONOMIC PROJECTS

LEAD ORGANIZATION

- MRC of Témiscamingue
- Premières Nations

PARTNERS

- Société de développement du Témiscamingue
- Société de l'énergie communautaire du Lac-Saint-Jean

ACTION 1

- Implement the mini-hydropower plant community projects

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Environmental impact assessment, as part of the BAPE's environmental assessment process
- Strategic communication plan
- Social acceptance of projects
- Obtain water rights and authorization to sell electricity
- Launch of call for tenders
- Project implementation (construction)
- Upfront position on the interactive platform

LEAD ORGANIZATION

- ➔ MRC of Témiscamingue

PARTNERS

- ➔ Collectif de formation agricole de l'Abitibi-Témiscamingue
- ➔ Corporation de développement de l'enseignement supérieur et de la formation professionnelle du Témiscamingue
- Carrefour Jeunesse-Emploi du Témiscamingue
 - Centre Frère-Moffet
 - Centre local d'emploi
 - Commission scolaire du Lac-Témiscamingue
 - MRC of Témiscamingue
 - Société de développement du Témiscamingue
 - Université du Québec en Abitibi-Témiscamingue

LEAD ORGANIZATION

- ➔ MRC of Témiscamingue

PARTNERS

- ➔ Association touristique de l'Abitibi-Témiscamingue
- ➔ Carrefour Jeunesse-Emploi du Témiscamingue
- ➔ Centre local d'emploi
- ➔ Organisations et intervenants en tourisme du milieu
- ➔ Service de formation aux entreprises du Témiscamingue (Commission scolaire du Lac-Témiscamingue)
- ➔ Société de développement du Témiscamingue
- ➔ Société des établissements de plein air du Québec

ACTION 2

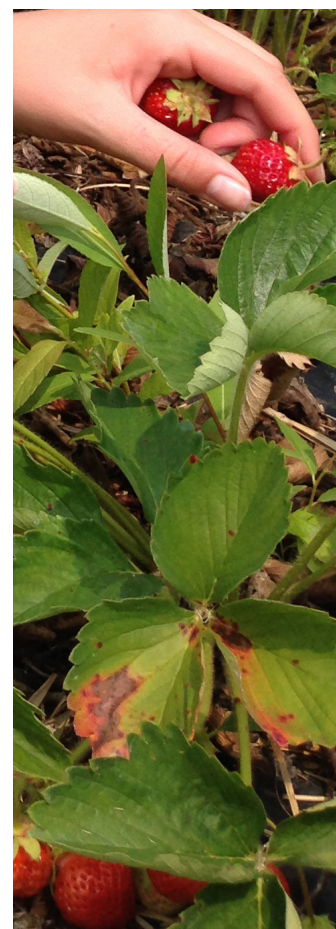
- ➔ Develop the organic sector

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Document business opportunities
- 1 symposium on the organic sector, aimed at both producers and stakeholders (every three years)
- 2–3 training courses on organic farming per year, specifically for agricultural businesses
- Offer continuous training and professional development to agricultural stakeholders, with a micro-program in organic farming
- 1–2 new support measures for the establishment
- 1 exploratory visit "Place aux jeunes" dedicated to the development of the organic sector (every three years)
- Upfront position on the interactive platform
- Hybrid formula (traditional and organic agriculture)
- Of the DVS in livestock production



ACTION 3

- ➔ Develop adventure and nature-based tourism

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Set up a committee, dedicated to entrepreneurial development in adventure and nature-based tourism that has a concerted territorial vision
- Attacher le financement and hire a resource
- Joint and integrated development plan for adventure and nature-based tourism (structure the offer)
- Start up business projects in adventure and nature-based tourism
- 1 symposium on adventure and nature-based tourism, aimed both at businesses and stakeholders (every three years)
- 1–2 adventure and nature-based tourism training courses per year, aimed both at businesses and stakeholders
- 1–2 new support measures for the establishment
- 1 exploratory visit "Place aux jeunes" dedicated to adventure and nature-based tourism entrepreneurship (every three years)
- Upfront position on the interactive platform

Priority 5 - Training in Témiscamingue

Training is a tool, perhaps even a spearhead for Témiscamingue's development. Today, this is a premise that is widely shared by all stakeholders of employment and training.

By training, we mean the different channels that contribute to the development and renewal of human resources, but also the attraction and retention of youth.



goal 1 DEVELOP AND DIVERSIFY TRAINING (BOTH OFFER AND DESIGN)

LEAD ORGANIZATION

- ➔ Commission scolaire du Lac-Témiscamingue

PARTNERS

- ➔ Corporation de développement de l'enseignement supérieur et de la formation professionnelle du Témiscamingue
 - Carrefour Jeunesse-Emploi du Témiscamingue
 - Centre Frère-Moffet
 - Centre local d'emploi
 - Commission scolaire du Lac-Témiscamingue
 - MRC of Témiscamingue
 - Société de développement du Témiscamingue
 - Université du Québec en Abitibi-Témiscamingue

ACTION 1

- ➔ Develop and diversify local and regional training

TIMEFRAME

2018	2019	2020	2021	2022

ACHIEVEMENT INDICATORS

- Achievement of the 8 new teaching competence cards for vocational training
- Deployment of an online vocational and collegial studies service
- New online offer, giving access to college- and university-level classes in Témiscamingue

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