



# La Pêche

**STRATEGIC  
PLAN  
2019-2023**

MUNICIPALITY OF LA PÊCHE

*Together, let's invest in...*



**GUILLAUME LAMOUREUX**  
Mayor

## A WORD FROM THE MAYOR

There's no denying that the issues facing municipalities in Quebec and around the world are becoming more complex. Against this backdrop, citizens expect their municipal governments to be more proactive and communicate more transparently about what they're doing to address these issues.

Strategic plans are living tools that must be periodically reviewed. They should take into account the issues an organization faces and rally its members around common objectives. To be successful, a strategic plan must be developed and implemented in a way that balances an organization's commitment to the objectives it identifies with the ability of its members to achieve them.

On that note, I'm very proud to present to you the very first strategic plan for the Municipality of La Pêche, which was developed jointly by municipal council members and

the Municipality's administrators. The plan takes into account the organization's current structure and operations and reflects its values and aspirations.

You'll notice that residents are at the heart of our strategic plan. The ultimate goal of strategic planning is to increase the quality of life and sense of belonging of our residents. But residents also have a role to play as partners of the municipality. Over the next few years, we'll be calling upon you to help us implement key aspects of our strategic plan.

I would like to sincerely thank everyone who helped develop this inaugural strategic plan, as well as all those who will help carry it out. Its success now rests on our willingness to work together to achieve the goals we have identified. I am confident that we're on the right track.

## MEMBERS OF THE MUNICIPAL COUNCIL



**RÉJEAN DESJARDINS**  
Councillor, Ward 1



**MICHEL GERVAIS**  
Councillor, Ward 2



**FRANCIS BEAUSOLEIL**  
Councillor, Ward 3



**CAROLANE LAROCQUE**  
Councillor, Ward 4



**PAMELA ROSS**  
Councillor, Ward 5



**CLAUDE GIROUX**  
Councillor, Ward 6



**RICHARD GERVAIS**  
Councillor, Ward 7



**Municipalities are responsible for making decisions on issues that affect local residents. That's why they are recognized as 'local governments.' This proximity makes it easier to understand local issues, but requires you to govern for the benefit of the greatest number. It's a delicate balance that requires communication and compromise on the part of you and your fellow elected officials. You are taking office on the basis of your convictions or an electoral platform. You want to make things better. This desire to act is the source of your commitment.**

**(...) You will exercise your mandate within the framework of the powers and obligations provided for under the laws governing municipal affairs.**



# “ A GOAL WITHOUT A PLAN IS JUST A WISH ”

-Antoine de Saint-Exupéry

## A WORD FROM THE DIRECTOR GENERAL

The 2019–2023 Strategic Plan is the result of a collaborative and concerted effort by Council members and the management team to create an organizational roadmap for the years ahead.

A strategic plan is a sign of maturity and long-term vision, in addition to being a proactive and planned commitment to the community's development and well-being. It's such an exciting challenge to implement this vision!

The municipal administration will need to adjust its actions and establish priorities in keeping with the challenges and objectives of the Strategic Plan. Collective and individual actions will also be aligned and coordinated with the plan in order to deliver services that dovetail with the vision and that continuously improve.

Finally, on a more personal note, the Municipal Council's desire to adopt a strategic plan is one of the main reasons I decided to join the Municipality of La Pêche administration. I am therefore pleased and confident that all our teams will work hard together to implement this Plan.



A handwritten signature in dark ink, appearing to read 'Marco Déry'.

**MARCO DÉRY**  
Director General



*...our youth*

**TRANQUILITY AND THE  
FEELING OF SAFETY AND  
SECURITY PREVAILS IN  
OUR COMMUNITY**

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# BACKGROUND FOR THE STRATEGIC PLAN DEVELOPMENT PROCESS

**This strategic plan is the result of a collaborative effort between consultant Paul Turpin, members of the Municipal Council, and the Municipality of La Pêche management team.**

The strategic plan was designed as a decision-making tool to help the municipality shift from a reactive approach to a more proactive, planned approach. It is geared more towards implementing concrete initiatives called strategic objectives.

The strategic plan is a management tool designed to guide municipal development. However, the municipality must also have the means to achieve its ambitions. It must therefore carefully consider the municipal administration's ability to implement the goals and objectives set.

Along with the 11 strategic objectives, the plan therefore sets out 24 operational strategies centered on the continuous improvement of the municipal government's efficiency and effectiveness. These operational strategies will strengthen the municipality's organizational capacity and help it successfully achieve its strategic objectives.

Together, the strategic goals and operational strategies will provide tangible solutions to the issues and challenges identified during the first phase of strategic plan development. The strategies are consistent with the four guiding principles of the strategic plan: responsible governance, quality of life and community well-being, balance, and partnership. They also contribute to the strategic goals in the following five areas: governance, territory, citizens, services, and management.

## THE STRATEGIC OBJECTIVES ARE ORGANIZED INTO FOUR MAIN AREAS:

- LAND USE PLANNING AND INFRASTRUCTURE DEVELOPMENT
- PROTECTION AND ENHANCEMENT OF LIVING ENVIRONMENTS
- ECONOMIC DEVELOPMENT
- COMMUNICATION

# STRATEGIC PLAN DEVELOPMENT PROCESS

The strategic plan was put together in three interrelated steps with specific outputs, as listed in the right column below:



## STEP 1 STRATEGIC ASSESSMENT

Main outputs:

- Issues and challenges that give meaning to the strategic focus areas and goals
- Ecosystem of stakeholders interacting with the municipality



## STEP 2 DEVELOPMENT OF THE STRATEGIC VISION

Main outputs:

- Municipal development vision
- Strategic axes, strategic goals, and guiding principles



## STEP 3 DEVELOPMENT OF THE STRATEGIC VISION

Main outputs:

- Strategic objectives (projects) and operational strategies

# SECTION 1 – ANALYSIS OF EXTERNAL AND INTERNAL ENVIRONMENTS

## STRATEGIC CONSIDERATIONS FOR THE EXTERNAL ENVIRONMENT

### Main Challenges

- 1 Sustainable land use and planning** - (infrastructure development and special urban planning)
- 2 Internet and cellular connectivity**
- 3 Communications** - (council- administration- residents /lack of knowledge of the municipality/ image of the municipality)
- 4 Protection and enhancement of living environments**
- 5 Public services** - (delivery of existing services, development of new services, financial viability)
- 6 Economic development**
- 7 Attracting new residents, vacationers, and visitors** - (growth management)
- 8 Climate changes**

## STRATEGIC CONSIDERATIONS FOR THE INTERNAL ENVIRONMENT

### Main Challenges

- 1 Human capital** - (assessment/workload/succession planning/appreciation and recognition/skills development)
- 2 Vision and leadership**
- 3 Processes** - (internal communication/committee review/policies and procedures/delegation of authority/planning issues)
- 4 Structure** - (organization chart/links between municipal departments/division of roles and responsibilities between Municipal Council and the administration/physical layout of the premises)

## SECTION 2 – OUR DEVELOPMENT VISION

La Pêche is a highly desirable community recognized among municipalities with fewer than 10,000 inhabitants as a model of land use, vitality, and sustainable development.

We will build on our assets to achieve our vision:

### OUR STRATEGIC LOCATION

near the national capital and on the edge of Gatineau Park

### OUR NATURAL ENVIRONMENT

water bodies, and tourist attractions

### AN INCLUSIVE AND WELCOMING

living environment where residents actively contribute to the well-being of our community

### THE QUALITY AND VARIETY

of the local services we have at our disposal

### AN ABUNDANCE

of agricultural and forest land

### OUR TRANQUILLITY

and the feeling of safety and security that prevails in our community

### OUR CULTURAL AND ARTISTIC

vitality and our heritage

### THE DIVERSITY

of our village clusters

### THE OUTDOORS

A municipality of choice for outdoor enthusiasts

WE WILL FOCUS OUR ATTENTION AND ENERGY ON FIVE (5) STRATEGIC AREAS TO ACHIEVE OUR VISION:

- GOVERNANCE
- TERRITORY
- CITIZENS
- SERVICES
- MANAGEMENT

# SECTION 3 – OUR FIVE STRATEGIC AXES AND GOALS

## GOVERNANCE

Guide development through visionary, responsible, and inspiring leadership



## TERRITORY

Fulfill the land use and development potential of our municipality to ensure its vitality



## CITIZENS

Instill a sense of community pride and belonging and attract new residents, vacationers, and visitors



## SERVICES

Strengthen the services available to residents and see to their integrated development

## MANAGEMENT

Continuously improve the efficiency and effectiveness of municipal government



# SECTION 3 – OUR FOUR GUIDING PRINCIPLES

## 1 RESPONSIBLE GOVERNANCE

The Municipality of La Pêche is committed to implementing a stringent system of governance that promotes accountability, organizational oversight and effectiveness, sound management of public funds, and active communication between the municipal council, the municipal administration, and its citizens.

## 2 QUALITY OF LIFE AND COMMUNITY WELL-BEING

Quality of life is the central objective of the strategic plan and development vision. The Municipality of La Pêche believes it essential for the well-being and personal growth of its citizens:

- The family as the focal point where individuals learn and develop
- The preservation and enhancement of the municipality's historical heritage and natural environments
- Active living and healthy lifestyles
- A dynamic and vibrant cultural life
- The role of elders as builders and memory keepers
- Active aging and intergenerational solidarity
- Citizen engagement
- Access to quality infrastructure and affordable housing

## 3 BALANCE

The Municipality of La Pêche recognizes the importance of basing development on:

- The principles of sustainable development, dynamically balancing growth to take into account three priorities: the **environment** (environmental protection), the **way of life** (social progress), and the **standard of living** (economic development)
- The needs of citizens today, without compromising the ability of future generations to meet their own needs
- Available financial capacity
- The ability of the municipal administration to deliver services
- The balance between the common good and the needs of specific districts

## 4 PARTNERSHIP

The Municipality of La Pêche recognizes the importance of consulting the public and cooperating with other municipalities as well as with political, community, school, economic, sports, and cultural stakeholders in order to ensure that the actions it takes on behalf of residents have a positive and lasting impact and are as coordinated as possible. As a **Proud Partner**, the Municipality supports the activities of over 40 non-profit local organizations.



*...our farmers*

**LET'S MOBILIZE  
THE AGRICULTURAL  
COMMUNITY OF  
LA PÊCHE AND SUPPORT  
A COMMON VISION**

# SECTION 4 – STRATEGIC OBJECTIVES

## LAND USE PLANNING AND INFRASTRUCTURE DEVELOPMENT

### 1 Enhance the urban perimeters of Sainte-Cécile-de-Masham and Wakefield, making sure to:

- Adopt a special planning program (SPP) for Sainte-Cécile-de-Masham
- Assess the feasibility of installing sewers in Sainte-Cécile-de-Masham
- Identify ways to promote Sainte-Cécile-de-Masham as a gateway to the municipality
- Carry out the work planned in partnership with Rue Principale
- Create and enhance community spaces for gathering and socializing, such as libraries or the arena, (rethink the vocation of certain spaces and adapt them for community use)
- Promote the construction of affordable housing for our community

### 2 Adopt a five-year road network and active transportation plan that includes improvements to drainage systems, roads, bicycle paths, and recreational trails and helps link all areas of the municipality

### 3 Develop a **municipal asset management plan**

### 4 Complete the **park improvement profile** and implement the resulting action plan

### 5 Help develop **Internet and cellular connectivity** by mobilizing our partners in order to meet our needs: municipality security, citizens' communications, and economic development

### 6 Build a **new municipal hall**

## SECTION 4 – STRATEGIC OBJECTIVES

### ENVIRONMENTAL PROTECTION AND COMMUNITY ENHANCEMENT

- 7 Meet the province's 2020 targets for **waste management**
- 8 Draft and implement an action plan to **protect, develop, and enhance the La Pêche and Gatineau rivers and other water bodies and shore areas**

### ECONOMIC DEVELOPMENT

- 9 Help draft the MRC des Collines-de-l'Outaouais **agricultural development plan by mobilizing the agricultural community of La Pêche in support of a common vision**
- 10 Draft and implement a **strategy for sustainable economic development** that puts the emphasis on our attractions, our vitality, and our local economy

### COMMUNICATION

- 11 Focus our **communications** on three components:

- **Municipal awareness campaigns** that inform citizens about the workings of the municipal administration, municipal services and infrastructure, as well as special projects that have an impact on their lives.
- **Participation in civic life** aimed at increasing residents' sense of belonging and enhancing neighbourhood life by doing more to encourage and support citizen initiatives and promote artistic, cultural, community, and sports activities run by the Municipality's partner organizations.
- **Citizen education and action** for environmental protection designed to encourage citizens to develop environmentally friendly behaviours, including responsible access to and protection of watercourses, grounds maintenance, and lifestyle habits including waste reduction, composting, and recycling.



## SECTION 4 – OPERATIONAL STRATEGIES

### FINANCE AND TAXATION/PAYROLL

- 1 Update the **financial framework**, including the pricing by-law and the financial policy

### FINANCE AND PUBLIC WORKS

- 2 Develop and implement the **asset management plan**

### PUBLIC WORKS

- 3 Implement the road and active transport network **five-year plan**
- 4 Conduct drainage studies for high-risk residential areas
- 5 Close and relocate the garage and **municipal depot**, including possible installation of an Ecocentre

### RECREATION, CULTURE, AND COMMUNITY LIFE

- 6 Revise the **support framework for community organizations and citizen initiatives**
- 7 **Recognize volunteer work**
- 8 Implement the **Master Plan for parks, green spaces, and trails**

### FIRE SAFETY

- 9 **Optimize** the fire department
- 10 Update the **fire coverage scheme**
- 11 Update the **emergency response plan**

### URBAN PLANNING AND ENVIRONMENT

- 12 Revise the **Planning Program** (UP) and planning by-laws (zoning, subdivision, construction, permits and certificates, etc.)
- 13 Improve **public information documents and communication tools** about available services (projects underway, application and follow-up procedures, etc.)

### GENERAL MANAGEMENT

- 14 **Hire a human resources advisor**
- 15 Implement **human capital performance measures**
- 16 Update and communicate **internal policies**
- 17 Develop an **information management plan**
- 18 **Update** the intranet and website

### ADMINISTRATION-COUNCIL AND INTERDEPARTMENTAL COORDINATION

- 19 Develop and implement an **internal communication plan**
- 20 **Clarify roles and responsibilities for project leads** (champions) and delegate greater authority
- 21 **Structure and formalize** management meetings as well as meetings between council and department directors and employees
- 22 **Review committees:** relevance/performance/functioning/frequency
- 23 **Physically reorganize workplaces** and ergonomics

## SECTION 5 - OUR PARTNER ECOSYSTEM

### LOCAL BODIES

Associations		TDAH etc. day camps
Lake associations		Gauvreau, Bell & Fraser, Lac-des-Loups, Bernard, Sinclair, Teeples, Johnston, Jean-Venne, Lac à l'île (Wood Smoke), etc.
Wakefield La Pêche Chamber	CWLP	Chamber of commerce
Local community service centres (CLSCs)	CLSC	
Wakefield La Pêche community centre	CCWLP	
Early childhood centres	CPE	L'Éveil de la Nature
Shopping facilities		
La Pêche Sports Complex		Arena
Local Development Corporation		Les jardins Sully, la Villa des Collines
Entrepreneurs - local professionals		
Schools		Au cœur des Collines, Des Lacs, Wakefield Elementary school, adult education and training centre
Age-friendly municipalities	MADA	
40 recreational, cultural, and community organizations		
Municipal Housing Bureau	OMH	
Sentiers Wakefield Trails		
Transcollines		

### INTER-MUNICIPAL BODIES

Municipalities: Chelsea, Cantley, Val-des-Monts, Pontiac, Notre-Dame-de-la-Salette, L'Ange-Gardien

# SECTION 5 - OUR PARTNER ECOSYSTEM

## REGIONAL BODIES

Mutual aid		Pontiac-Low-Thorn
Agence des bassins versants des 7 rivières	ABV des 7	
Centraide Outaouais		
Coopérative des paramédics de l'Outaouais	CPO	
Conseil Régional de l'Environnement et du Développement Durable de l'Outaouais	CREDDO	
Commission des normes, de l'équité, de la santé et de la sécurité du travail	CNESST	
School boards	CSPO	Portages-de-l'Outaouais school board
	WQSB	Western Québec School Board
Red Cross		
Service agreements for fire protection		
Loisir Sport Outaouais	LSO	
Financial institutions		
MRC des Collines-de-l'Outaouais	MRC	Regional county municipality technical committees (Recreation staff, fire staff, etc.), Agricultural zone development plan (PDZA), Property assessment, Geomatics, Fire protection, Public safety (police), Sustainable development department (Formerly Centre local de développement (CLD)), Municipal court, etc.
Tourisme Outaouais		Tourist information
Transcollines		Day camp, active transportation plan
Public health – CISSS de l'Outaouais	CISSS	Public health department – Centre intégré de santé et de services sociaux de l'Outaouais
Ottawa Volunteer Search and Rescue	OVSAR	

## SECTION 5 - OUR PARTNER ECOSYSTEM

### PROVINCIAL BODIES

Association des chefs en sécurité incendie du Québec	ACSIQ	
Association paritaire pour la santé et la sécurité du travail	APSAM	
Association des pompiers du Québec	APIQ	
Bureau de normalisation du Québec	BNQ	
Centre d'expertise hydrique du Québec	CEHQ	
Commission de la construction du Québec	CCQ	
Commission municipale du Québec	CMQ	
Commission de la protection du territoire agricole du Québec	CPTAQ	
Communications		Vidéotron, Telus, Rogers, Bell Canada, etc.
Corporation de l'industrie touristique du Québec	CITQ	
Corporation des officiers municipaux en bâtiment et en environnement du Québec	COMBEQ	
École nationale des pompiers du Québec	ENPQ	
Fédération québécoise des municipalités	FQM	
Hydro-Québec	HQ	
Ministère des Affaires municipales et de l'Habitation	MAMH	Formerly Ministère des Affaires municipales et de l'Occupation du territoire (MAMOT)
Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec	MAPAQ	
Ministère de l'Énergie et des Ressources naturelles	MERN	
Ministère de l'environnement et de la lutte contre les changements climatiques	MELCC	Formerly Ministère du développement durable, de l'environnement et de la lutte contre le changement climatique (MDDELCC)
Ministère de la Sécurité publique	MSP	
Ministère des Transports du Québec	MTQ	
Mutuelle des municipalités du Québec	MMQ	Assurance de biens

# SECTION 5 - OUR PARTNER ECOSYSTEM

## PROVINCIAL BODIES (...)

Ordre des architectes du Québec	OAQ
Ordre des ingénieurs du Québec	OIQ
Ordre des technologues professionnels du Québec	OTPQ
Régie du bâtiment du Québec	RBQ
Registre des entreprises du Québec	REQ
Land register – Bureau de publicité des droits	BPD
Revenu Québec	
Sûreté du Québec	SQ
Tribunal administratif du Québec	TAQ
Tourisme Québec	
Union des municipalités du Québec	UMQ

## FEDERAL BODIES

Canada Revenue Agency	CRA
National Capital Commission	NCC
Employment and Social Development Canada	ESDC
Fisheries and Oceans Canada	FOC
Canada Post	
Statistics Canada	

*...our future*

**TOGETHER,  
WE WILL MAKE  
LA PÊCHE A MODEL  
OF LAND USE, VITALITY,  
AND SUSTAINABLE  
DEVELOPMENT  
WITHIN THE REGION**

