

VAL-DES-MONTS...
ONE MISSION: SERVE ITS CITIZENS



2015-2018 STRATEGIC PLAN



www.val-des-monts.net

PHOTO CREDITS



Inside cover : Katimavik Dam

- Photo taken by Stéphanie Lachaine, Studio L photographer

Page 1: Gilmour Lake

- Photo taken by the Environment and Urban Planning Department

Page 2: Marc-Carrière Park

- Photo taken by the Environment and Urban Planning Department

Page 3: Saint-Pierre Lake

- Photo taken by Stéphanie Lachaine, Studio L photographer

Page 4: Farm building - Chemin du Pont

- Photo taken by the Environment and Urban Planning Department

Page 5: Pond near Busard Road

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Page 7: Saint-Pierre Lake bridge

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Page 8: Rainville Stream

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Page 9: Pond at western edge of Croche Lake

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Page 10: Members of the Municipal Council of Val-des-Monts

- Photos taken by Stéphanie Lachaine, Studio L photographer

English-language translation by Raymond Martel, RJM Language Services



MESSAGE FROM THE MAYOR



As mayor of Val-des-Monts and spokesman for Municipal Council, I'm delighted to present our strategic plan for 2015 to 2018, whose theme is

VAL-DES-MONTS...ONE MISSION: SERVE ITS CITIZENS

The plan embodies the vision embraced by everyone on Council and reflects the critical input of our citizens, along with our managers, our municipal employees and our General Directorate.

The vision revolves around five major policy directions designed not only to provide services befitting our rural character, but also to create an invigorating lifestyle in keeping with the aspirations of Val-des-Monts' population. These strategic directions represent the carefully reasoned choices needed to accomplish our Municipality's mission.

In making these choices, we've analyzed the issues and challenges facing us, as well as the context in which Val-des-Monts will evolve from 2015 to 2018. That's why I think executing our services' plans of action on the thrust of this strategic document will allow Val-des-Monts to pursue its collective vision of faithfully serving its citizens in a world driven by constant change.

Jacques Laurin
Mayor

OUR VISION



On the strength of its three core villages, unique in both their diversity and calling, Val-des-Monts will evolve as an effervescent community that takes full advantage of its exceptional environment, most notably thanks to expanded local services that foster the potential of its proud and committed citizens and as such make Val-des-Monts an exciting and delightful place to live.

In harmony with its rich, distinctive natural setting, Val-des-Monts supports and fosters safe and reasonable development that remains true to the community's tranquility and rural character and thus creates a vibrant and pleasurable lifestyle.

OUR MISSION

Beyond its legislated authority, Val-des-Monts oversees the following areas:

- »» Culture, parks, recreation and community activities
- »» Local economic development
- »» Energy production and community telecommunications
- »» Environment
- »» Sanitation
- »» Nuisances
- »» Public safety
- »» Transportation

OUR CONTEXT



Val-des-Monts designs and provides services and activities for 11,451 permanent residents and, in the summer, for more than 10,000 vacationers. Though the Municipality comes under provincial jurisdiction, it has tremendous political, financial and administrative autonomy, exercising powers legislated by the Quebec National Assembly to meet the needs of the local population. Quebec's *Code municipal* and its related laws and regulations govern Val-des-Monts, as does the province's *Loi sur les compétences municipales*, which gives certain powers to municipalities so they can meet local and evolving needs among their populations.

OUR EMBLEM



Val-des-Monts' emblem dates back to 1976. Marcel Emond, then secretary-treasurer, created the concept, and Pierre Rochefort (Gatineau) produced the actual design, which includes the letters V and M, a lake, mountains and a rising sun. The black letters identify the Municipality of Val-des-Monts. Inside the V are the sun (yellow), mountains (green) and the lake (blue with yellow), all testaments to the importance of leisure and vacationing in the area. Under the letter M stand more mountains, representing the broad appeal of athletic activities in Val-des-Monts, while the white space salutes the area's abundance of winter sports. The three angles of the letter M symbolize the Municipality's three core villages.

OUR MOTTO

Our motto reminds our citizens that...

TO UNITE IS TO ACHIEVE.

STRATEGIC DIRECTIONS



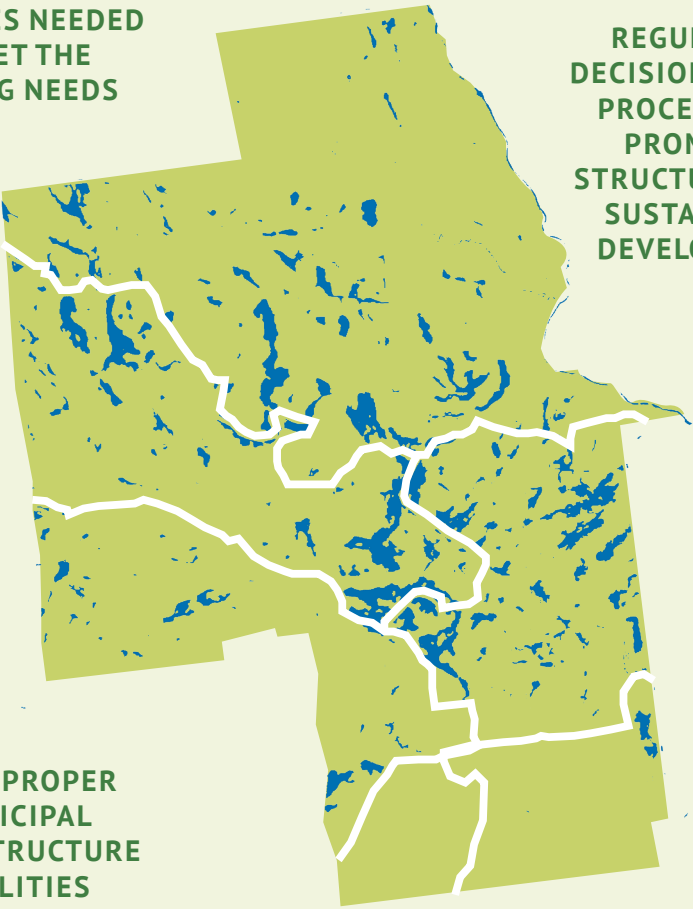
GROWING
NEEDS

DEVELOP OUR THREE
CORE VILLAGES
MORE
COHERENTLY

HARMONIZED
DEVELOPMENT

RESOURCES NEEDED
TO MEET THE
GROWING NEEDS

REGULATORY
DECISION-MAKING
PROCESS THAT
PROMOTES
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SUSTAINABLE
DEVELOPMENT



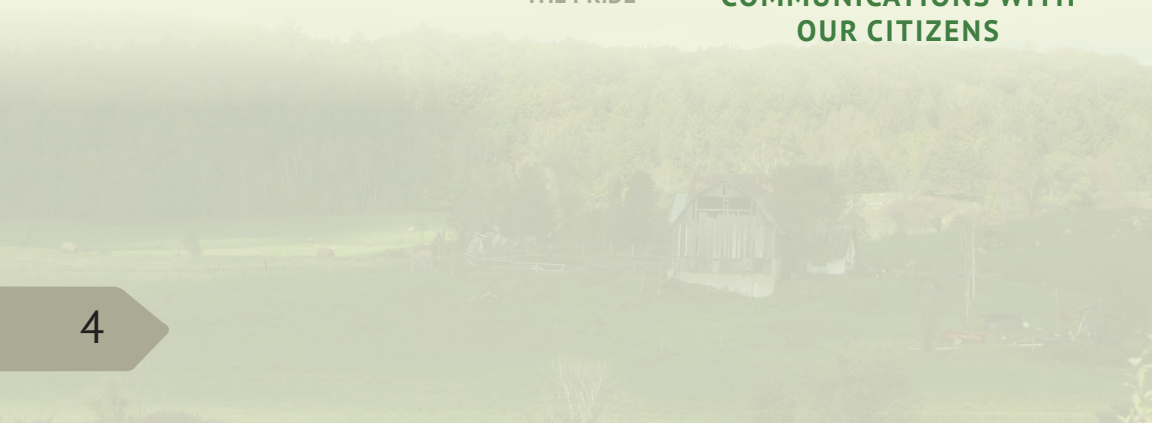
RURAL
LIVING

SPECIFIC
ISSUES

BUILD PROPER
MUNICIPAL
INFRASTRUCTURE
FACILITIES

STRENGTHEN
THE PRIDE

IMPROVE
COMMUNICATIONS WITH
OUR CITIZENS



STRATEGIC DIRECTION 1



DEVELOP OUR THREE CORE VILLAGES MORE COHERENTLY, TAKING THEIR SPECIFIC NEEDS AND ISSUES INTO ACCOUNT

ISSUES AND CHALLENGES

Defining our three core villages in a way that considers their distinct calling and identity, as well as creating structures that foster their economic development.

STRATEGIC OBJECTIVES

- »» Identify the main focus of each core village
- »» Determine the needs of the environments concerned
- »» Provide local services
- »» Engage the business community
- »» Support community organizations and agencies

STRATEGIC DIRECTION 2



IMPLEMENT A REGULATORY DECISION-MAKING PROCESS THAT PROMOTES STRUCTURED, INTEGRATED, HARMONIZED AND SUSTAINABLE DEVELOPMENT

ISSUES AND CHALLENGES

For municipal authorities, managing to target their interventions wisely given Val-des-Monts' expansive territory and its multi-faceted traits.

STRATEGIC OBJECTIVES

- »→ Strengthen the regulatory process
- »→ Protect the environment
- »→ Promote ready access to Val-des-Monts' natural habitat
- »→ Control the sprawl associated with development projects



STRATEGIC DIRECTION 3

IMPROVE COMMUNICATIONS WITH OUR CITIZENS TO BETTER ACQUAINT THEM WITH MUNICIPAL ISSUES, AND TO STRENGTHEN BOTH THEIR CIVIC PRIDE AND THEIR SENSE OF BELONGING

ISSUES AND CHALLENGES

Consolidating clear, accessible and reader-friendly communications strategies aimed at the Municipality's population and partners.

STRATEGIC OBJECTIVES

- »» Improve our channels of communication
- »» Improve the Municipality's image among its citizens
- »» Share municipal decisions and achievements
- »» Promote participatory citizenship
- »» Foster citizens' sense of belonging and make them prouder of their Municipality
- »» Make it easier for new citizens to integrate



STRATEGIC DIRECTION 4

BUILD PROPER MUNICIPAL INFRASTRUCTURE FACILITIES THAT CATER TO RURAL LIVING AND THAT ENHANCE VAL-DES-MONTS' NATURAL ASSETS AND ARCHITECTURAL HERITAGE

ISSUES AND CHALLENGES

Implementing local municipal services and providing more tourist and recreation options throughout Val-des-Monts.

STRATEGIC OBJECTIVES

- »» Expand services in the leisure and culture sector
- »» Develop a safe and seamless road network
- »» Improve our response capability in the area of public safety
- »» Provide easier access to Val-des-Monts' natural assets and architectural heritage
- »» Expand infrastructures to promote economic diversity



STRATEGIC DIRECTION 5

ACQUIRE THE HUMAN AND MATERIAL RESOURCES NEEDED TO MEET THE GROWING NEEDS OF OUR CITIZENS

ISSUES AND CHALLENGES

Obtaining, deploying and sharing the resources required for development despite budget constraints and skilled-labour shortages in some fields.

STRATEGIC OBJECTIVES

- »» Improve service offerings to our citizens
- »» Make sure we acquire the equipment and tools our services need
- »» Recruit and retain qualified employees able to meet growing needs
- »» Invest consistently in staff training and development

ORIENTATIONS STRATÉGIQUES / STRATEGIC GUIDELINES



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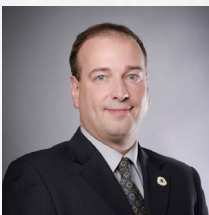
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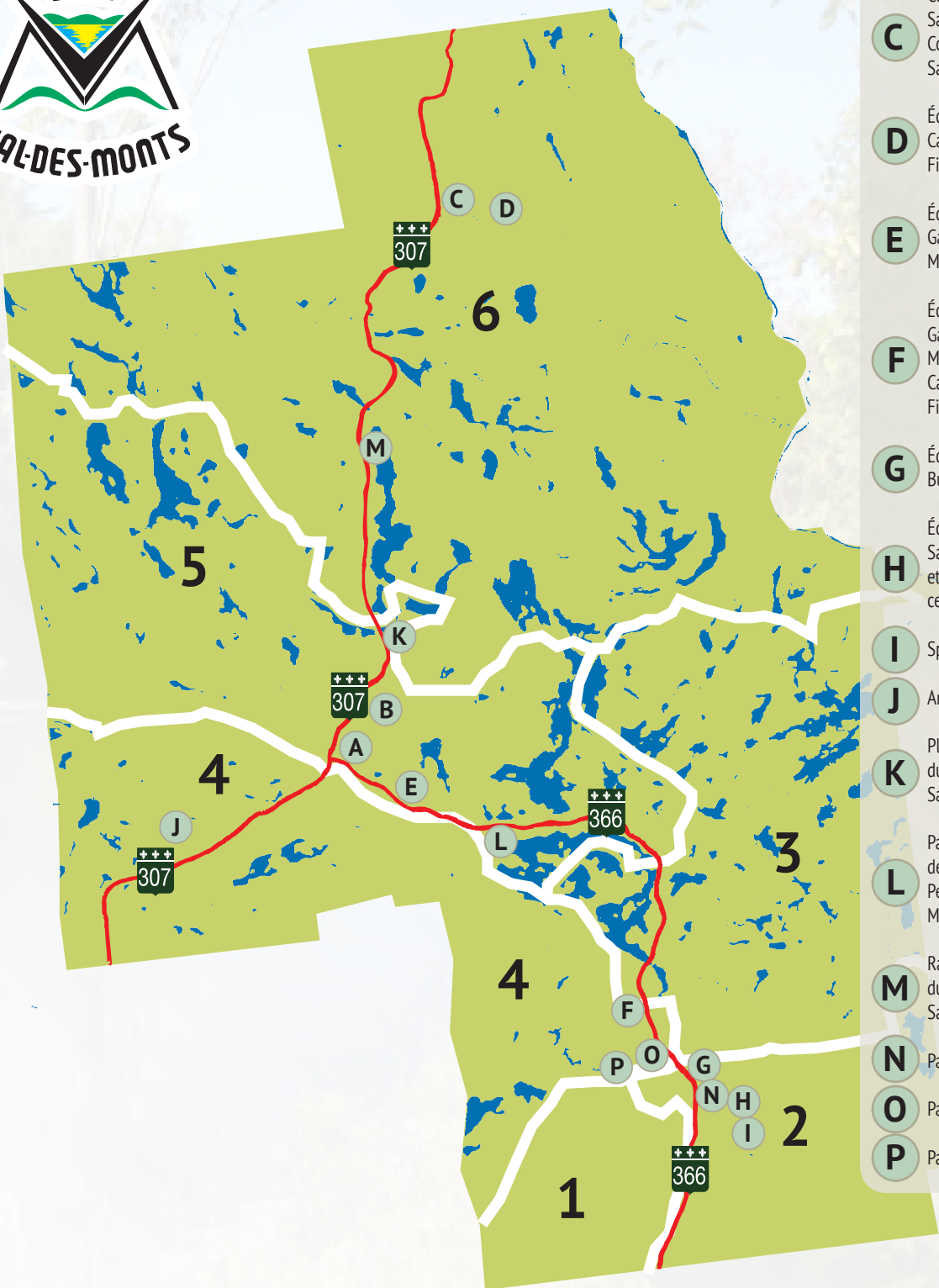
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- A** Édifice du Carrefour Building - Hôtel de ville et caserne d'incendie no 2 - Town Hall and Fire Station no 2
- B** Centre communautaire, parc Thibault et bibliothèque - Community center, Thibault park and library
- C** Centre communautaire, parc Saint-Germain et bibliothèque - Community center, Saint-Germain park and library
- D** Édifice Floyd-Raven Building - Caserne d'incendie no 3 - Fire station no 3
- E** Édifice Déziel Building - Garage municipal - Municipal garage
- F** Édifice Oakley-Carey Building - Garage municipal - Municipal garage Caserne d'incendie no 1 - Fire station no 1
- G** Édifice Curé-Amédée-Allard Building
- H** Édifice J.-A. Perkins Building - Salle communautaire et bibliothèque - Community center and Library
- I** Sportium (Aréna)
- J** Arbraska Laflèche
- K** Plage municipale du lac Saint-Pierre - Saint-Pierre lake municipal beach
- L** Parc écologique Pélissier et rampe de mise à l'eau du lac McGregor - Pelissier ecological park and McGregor lake boat launch
- M** Rampe de mise à l'eau du lac Saint-Pierre - Saint-Pierre lake boat launch
- N** Parc Claudette-Lavergne Park
- O** Parc Wilfrid-Burke Park
- P** Parc Marc-Carrière Park