



STRATEGIC PLAN 2030 MÉTIS-SUR-MER

Adopted by the City Council
on February 6, 2023

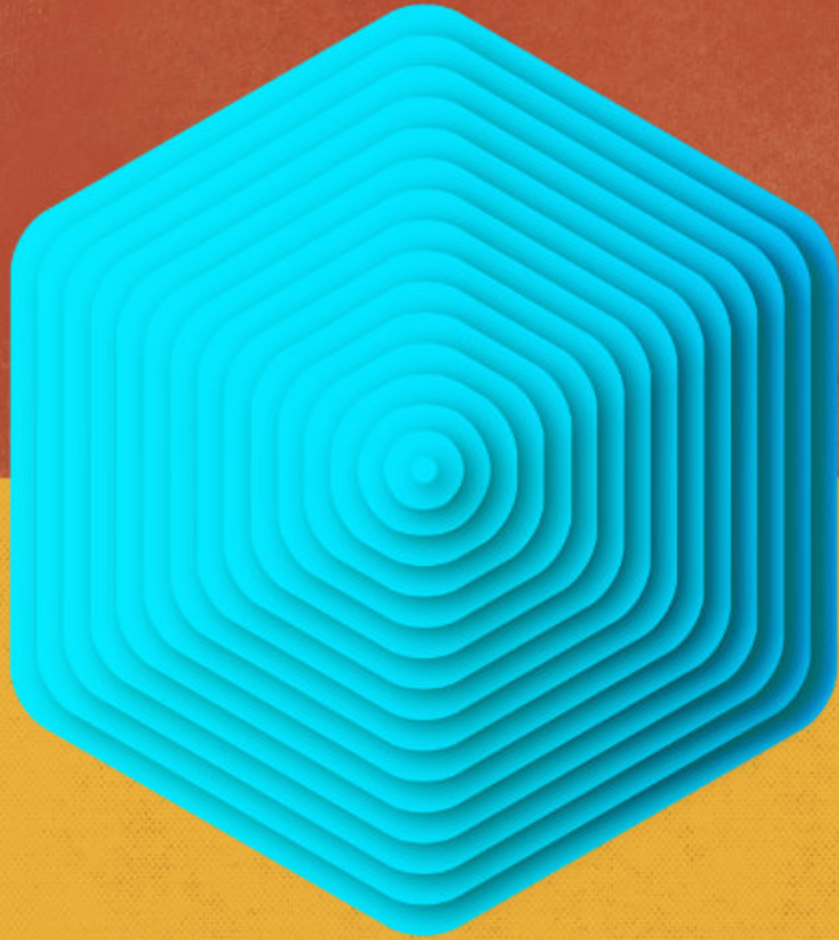


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A WORD FROM THE MAYOR



Dear citizens,

Many municipalities in the Lower St. Lawrence and Gaspé regions are experiencing a revival thanks to the efforts of their elected officials and community members. It is through constant joint efforts that a community maintains its vitality and takes care of all its members: youth, seniors, families, women, men, migrants, boaters, workers, entrepreneurs, etc. All have a role to play in such success. All have a role to play in such successes. Our community is no exception. Over the past decades, we have managed to maintain Métis-sur-Mer as a dynamic, open and attractive place to live.

It is necessary to continue our efforts to convince families to settle here, to allow our seniors to age well in their own homes, to ensure that we improve local economic opportunities and to preserve the unique character of our beautiful city.

The visioning and strategic planning exercise that you have in your hands aims to help us be better at meeting this challenge. To give us the means to be coherent in our orientations.

In light of the information gathered and the analysis presented in this document, the 2030 strategic plan proposes a development model that corresponds to the issues and challenges specific to our reality. The strategic planning process that we have carried out will allow us to articulate policies, plans and projects within a coherent and respectful development of the various communities living in the Town of Métis-sur-Mer.



Jean-Pierre Pelletier
Mayor of the City of Métis-sur-Mer

A WORD FROM OUR PARTNER



cmētis

After 20 years of study and a career as a university professor working all over the world, I decided to move back to my home village. I was looking for ways to give back to my community. It was with this in mind that the NPO CMētis was born with the aim of supporting structuring socio-economic projects. A Public Collective Partnership (PCP), signed in 2022, allows us to work with the City of Métis-sur-Mer over the long term to carry out works that contribute to the sustainable development of our community.

Our first challenge was to undertake, on behalf of the City of Métis-sur-Mer, a process of analysis and consultation with the citizens in order to develop a vision for the future. I am pleased to share with you the results of the important joint work that made it possible to develop this document together with the Town.

Preparing a strategic plan is an important exercise. It gives us an opportunity to discuss together what we consider most valuable in our community, how we want to protect it, how we want to enhance it. The

result of this citizen discussion gives us a reference point on which we can base informed and coherent decisions for the future of our community. Obviously, this is not the end of the discussion. It is a beginning. The beginning of concrete discussions about how we can work together to continue to build a thriving, prosperous and open community.

Past generations have left us a beautiful, unique and pleasant place to live. Métis-sur-Mer has everything it needs to continue its sustainable development.

CMētis looking forward to being a partner who will respond whenever the community has a caring project to implement!



Philippe Dufort
Chairman of the Board of Directors

DIAGNOSIS, CONSULTATION AND METHODOLOGY

Diagnosis of the situation in Métis-sur-Mer

The diagnosis of the situation in Métis-sur-Mer was developed as part of the participatory process of the Strategic Plan 2030. An initial study of the socio-economic situation of the Town of Métis-sur-Mer was carried out in the spring of 2022. The diagnosis of the situation in Métis-sur-Mer presents the main trends in the town and its area of influence. It identifies challenges in aspects such as demographic evolution, economic development, social justice and equity, climate change, environmental balance, institutional governance, citizen engagement, etc.

Participatory consultation

Based on the diagnosis of Métis-sur-Mer's situation, a participatory public meeting held on July 27, 2022, brought together 74 citizens to initiate a strategic planning process. The population was able to identify the main issues facing our community and to collectively define the values and principles that should guide our collective development in the years to come. Discussions in 9 groups will also have focused on the projects and ideas that should structure the Town of Métis-sur-Mer's 2030 strategic vision.

Methodology

The data was collected during the participatory public meeting. Individual and collective contributions were compiled and analysed qualitatively and quantitatively by thematic coding. The summary of the results follows.

MAIN ISSUES IDENTIFIED

The socio-economic analysis and the citizen consultation helped to identify the aspects that need to be given special attention in the coming years.

| Devitalisation of the region |

- Demographic attrition
- Socio-economic difficulties

| Lack of social cohesion |

- Integration of diverse communities
- Forms of land use

| Protection of the environment and of character |

- Environmental protection
- Degradation of heritage and architectural identity

| Decline of the City's infrastructure |

- Lack of structuring interventions
- Protection of quietude

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

The SWOT analysis highlights the main lines of action for the development of a strategic plan aligned with the current reality. This analysis highlights the strengths to be mobilised in order to seize opportunities, combat weaknesses and protect ourselves from the threats facing the city.

| Forces |

Bilingual, welcoming and supportive community

Great natural and architectural beauty

Cultures, histories and heritages

Quiet living environment

| Weaknesses |

Fluctuating economy throughout the year

Isolation from the rest of Quebec and Canada

Lack of cohesion between summer and permanent residents

Lack of local communication

| Opportunities |

Growth of e-work and coworking

Access to the beach for community and tourist activities

Public financial support for social and ecological development

Diversity of experience and expertise of residents

| Threats |

Traffic problems

Ageing population and low turnover of inhabitants

Reduction of the permanent occupancy rate of city houses

Overtourism and devitalization

PRINCIPLES AND VALUES

Guiding principles and collective values are the necessary foundations for understanding and implementing the city's strategic planning. The citizen consultation identifies the following values and principles.

| The principles |

- Respect for the environment and protection of natural beauty
- Valuation of local history and architecture
- Pride in the cohabitation of French and English cultures
- Preserving the tranquillity of the community
- Living an active life all year round
- Supporting economic viability

| The values |

Sustainability and ecology

Working together with other stakeholders helps to ensure the sustainability of our projects and land use.



By working together, diverse communities cultivate innovation, share knowledge and build capacity.



Creativity and collaboration

Solidarity and equity

Proactive advocacy, awareness raising and representation contribute to equitable access to community opportunities and resources.



Strengthening and protecting the unique characteristics of the City and its communities is essential to ensure a positive vitality.



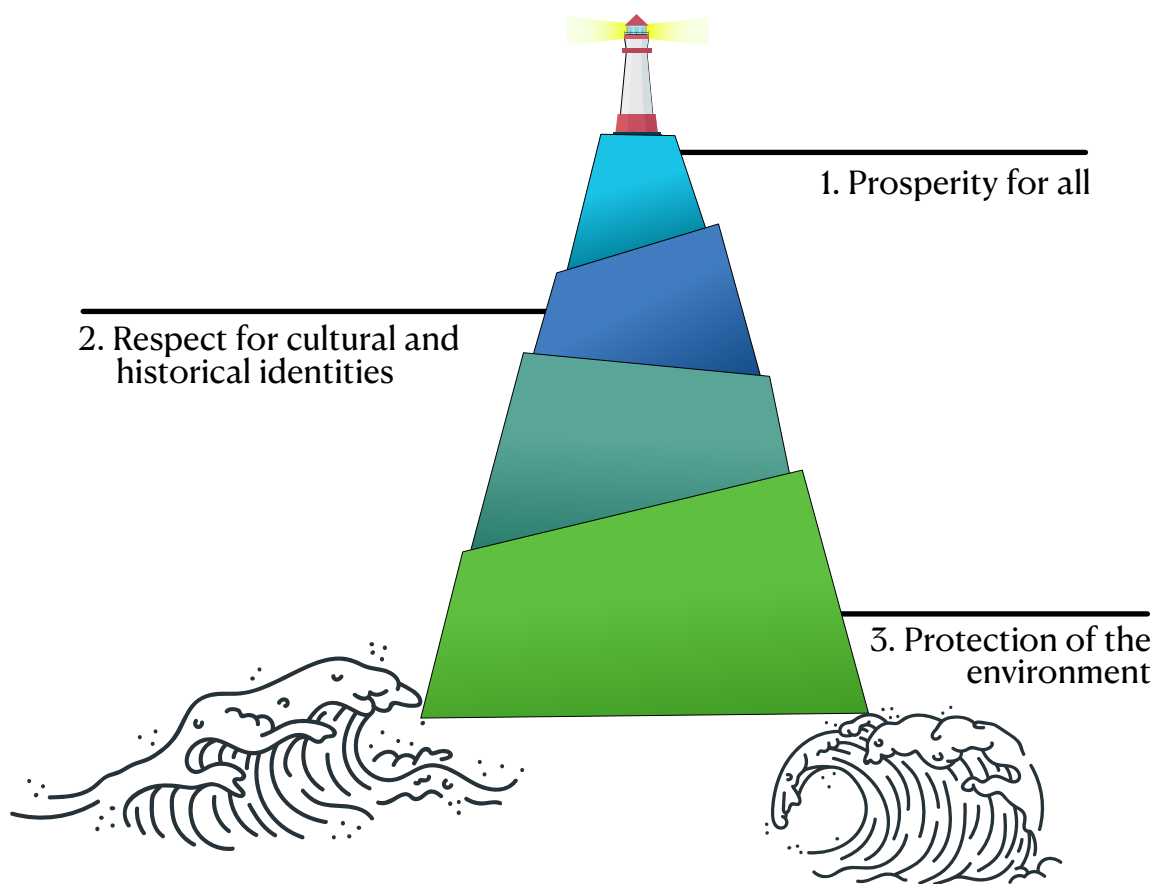
Shared identities

VISION AND STRATEGIC DIRECTIONS FOR SUSTAINABLE DEVELOPMENT

Strategic vision statement:

The socio-economic development of the Town of Métis-sur-Mer goes hand in hand with the celebration of its unique natural and heritage character.

The three strategic axes identified by the citizens



WORKSTREAM 2030

The three axes will be implemented transversally in 4 main areas:

| Workstream 1 - Municipal organisational capacity |

- Developing policies
- Reforming governance

| Workstream 2 - Territory and infrastructure |

- Protecting the city's territory
- Improving infrastructure

| Workstream 3 - Sustainable development |

- Putting the social and solidarity economy at the heart of development
- Encouraging eco-responsible investments
- Building on local know-how

| Area 4 - Socio-demographic vitality |

- Building a vibrant community together
- Attracting more families
- Caring for the elderly and the most vulnerable here

WORKSTREAM 1 - MUNICIPAL ORGANISATIONAL CAPACITY

| Developing policies |

- Develop ecologically oriented policies: For example, actions for construction or transformation of the territory will be guided by environmental policies.
- Promote traffic safety: For example, reduce speeding and redesign the main entrances to the city on Route 132.
- Developing tools for open government: For example, making non-confidential information available online.

| Governance |

- Ensuring sound management: For example, maintaining a minimum tax for residents choosing to settle in Métis-sur-Mer.
- Have regulations that reflect the needs of the community and are implemented to guide development: For example, apply municipal regulations consistently to all.
- Develop participatory democracy bodies: For example, develop participatory budget envelopes.

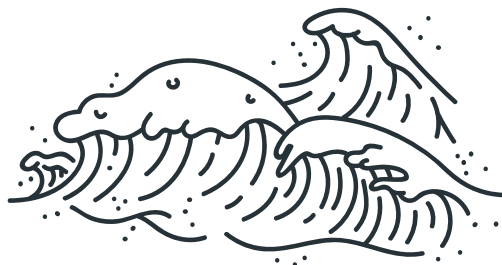
WORKSTREAM 2 - TERRITORY AND INFRASTRUCTURE

| Protection of the city's territory |

- Enhancement, protection and renovation of the city's cultural and architectural heritage.
- Open and respectful access to the coastline.

| Improvement of the infrastructure |

- Upgrading of existing sanitation and water supply systems based on studies and evidence.
- Development of infrastructure to develop new sectors.



WORKSTREAM 3 - SUSTAINABLE DEVELOPMENT

| Putting the social and solidarity economy at the heart of development |

- To create a reception organisation for new entrepreneurs, new businesses and newcomers, with the main objective of helping them to establish themselves in the territory.

| Encouraging eco-responsible investments |

- Supporting and assisting environmentally friendly entrepreneurship.
- Promote the opening of community gardens in underused areas.

| Building on local know-how |

- Involve local stakeholders in planning and development analysis.
- Valuing the expertise of residents in processes of citizen participation.
- Boosting local entrepreneurship by using their services.

AREA 4 - SOCIO-DEMOGRAPHIC VITALITY

| Building a vibrant community together |

- Harmonising relations between temporary and permanent residents.
- Develop indoor and outdoor social spaces for all audiences and different seasonal activities.

| Attracting families |

- Facilitating teleworking and entrepreneurship.
- Increasing the attractiveness for new families.

| Caring for the elderly and the most vulnerable |

- To promote and develop social housing.
- Develop places and activities for social mixing.





This Strategic Plan is developed in a collaboration between the city of Métis-sur-Mer and CMētis.



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