

T **D** Table de
S **P** développement
social du Pontiac

STRATEGIC PLANNING

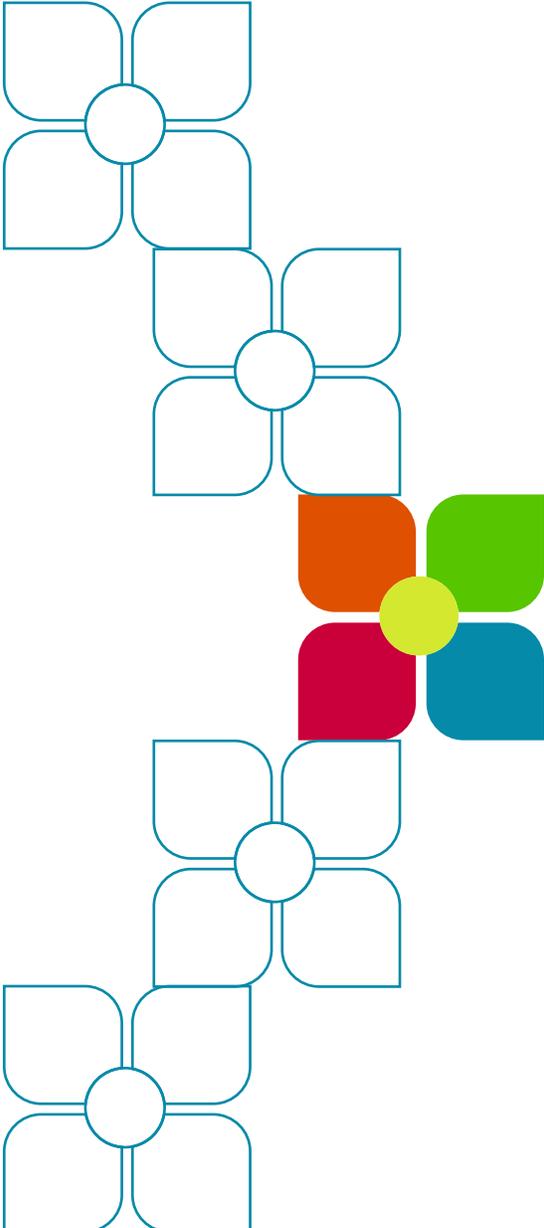
2020 - 2023

FRAMEWORK DOCUMENT

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CDC PONTIAC
CORPORATION DE DÉVELOPPEMENT
COMMUNAUTAIRE



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1. INTRODUCTION



This Strategic Plan is based on the 2018-2023 Action Plan for Social and Community Development developed by the Pontiac Community Development Corporation (CDC) and the Pontiac Social Development Table (TDSP) as part of the 2018 Social Development Forum and community event held on November 16, 2018 in Campbell's Bay.

During a January 20, 2020 meeting, the TDSP and its partners assessed the progress of the 2018-2023 Action Plan and, as noted in their subsequent evaluation report, agreed to refocus the action plan around three action areas and present it as a strategic plan. This TDSP Strategic Planning 2020-2023 Framework Document is the result of this assessment.

2. BACKGROUND

While it was an opportunity to take stock of the progress of the 2018-2023 Action Plan, above all the assessment exercise allowed the TDSP and its partners to focus on the projects that resulted from the action plans they developed in the wake of the 2018 Forum.

The TDSP's 2020-2023 Strategic Planning Framework Document is based on the following planning tools:

- 
- The **TDSP Action Plan** submitted to the CISSS de l'Outaouais' Community Development Support Fund (FSDC);
 - The **Action Plan for Student Retention and Academic Success** submitted to the Outaouais Education Table (TÉO) in April 2019;
 - The **Food Security Action Plan** developed with the CISSS de l'Outaouais' support in the PAGIEPS¹'s 13.1 Measure, and submitted to the CISSS de l'Outaouais' Public Health Branch in December 2019;
 - The **2019-2023 Action Plan for the 18-23 Priorities Project** financed by the Lucie and André Chagnon Foundation (FLAC);
 - The **2019-2023 Action Plan for the 18-23 Priorities Project** submitted to the Outaouais Conference of Wardens for the PAL-SIS².

In addition to the three priority action areas, this document addresses the TDSP's human and financial resources and provides an overview of the TDSP's current projects

¹ *Government Action Plan for Economic Inclusion and Social Participation 2017-2023.*

² *Unlike the FLAC Action Plan, this one does not include collaborative actions between municipalities and communities, and youth volunteering.*

3. THE THREE PRIORITY ACTION AREAS

During the January 20, 2020 review, the partners decided to eliminate Areas 3 and 5 from the [2018-2023 Action Plan](#) in social and community development tabled at the November 16, 2018 Forum. Actions that fell under these equally important areas have been integrated into the three final action areas:

Area 1: Healthy Lifestyles

Area 2: Education

Area 3: Housing



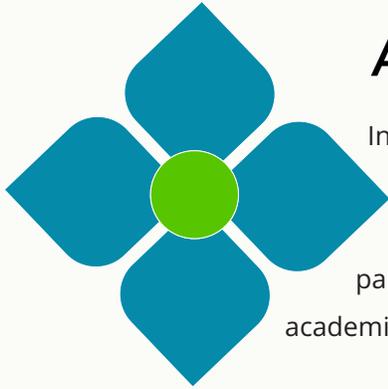
Area 1 Healthy Lifestyles

The TDSP's role in the promotion of healthy lifestyles and good nutrition in the Pontiac is one of mobilizer, coordinator, and information disseminator. To that end, the TDSP will rely on partnerships with the [CISSS de l'Outaouais](#) and the Outaouais Collaboration for Healthy Lifestyles ([CSHVO](#)), as well as best practices in the field provided by sources such as [100°](#) and [Prendre soin de notre monde](#) (Taking Care of our People).

ACTIONS

MEANS

1.1 Coordinate the implementation of the <i>Food Security Action Plan</i> .	1.1.1 Coordinate the TDSP's Food Security Committee . 1.1.2 Support partners in the development and implementation of targeted actions for all clientele (0-99 Yrs).
1.2 Help promote healthy environments and good nutrition.	1.2.1 Coordinate the TDSP's Healthy Lifestyles Committee . 1.2.2 Support partners in the development and implementation of targeted actions for all clientele (0-99 Yrs). 1.2.3 Participate in the Outaouais Collaboration for Healthy Lifestyles (CSHVO) meetings. 1.2.4 Foster partnerships with the municipal sector and the MRC Pontiac. 1.2.5 Encourage citizen involvement.
1.3 Reactivate the Acti-leaders program.	1.3.1 Create a monitoring committee. 1.3.2 Provide Acti-leaders training. 1.3.3 Identify a coordination partner.



Aria 2 Education

In April 2019, the TDSP submitted an **Action Plan for Student Retention and Academic Success** to the Outaouais Education Table (TÉO). The TDSP has since accelerated its actions for plan implementation and partner ownership, and intends to continue promoting education and academic success among its partners and citizens.

ACTIONS

2.1 Coordinate the implementation of the *Action Plan for Student Retention and Academic Success*.

2.2 Foster dialogue on academic success.

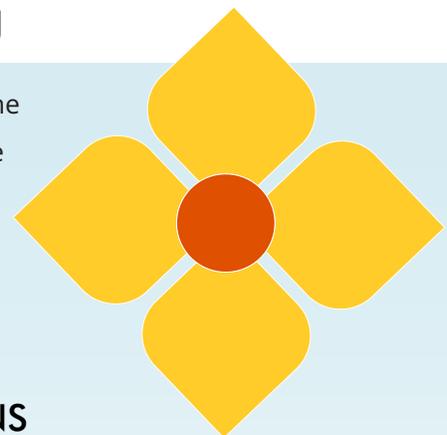
MEANS

2.1.1 Coordinate the **0-5 Yrs, 6-16 Yrs, 16 + Committees**.
 2.1.2 Assist the partners in project development and submit financial requests to the *Outaouais Education Table* (TÉO).
 2.1.3 Support the establishment of an education-training table under Emploi Québec's leadership.
 2.1.4 Review and evaluate the Action Plan annually.

2.2.1 Solidify partnerships with local schools.
 2.2.2 Participate in TÉO projects.
 2.2.3 Promote a positive image of education among citizens.

Area 3 Housing

Created from the consolidation of seven municipal housing bureaus, the Pontiac Housing Bureau (OH) was officialised on January 1, 2020. In the medium and long term, this new organisation will help develop quality housing for all. The TDSP will participate in discussions on housing issues in the Pontiac.



ACTIONS

3.1 Support initiatives that promote access to housing for all.

MEANS

3.1.1 Coordinate the TDSP's **Housing Committee**.
 3.1.2 Support any initiative that assesses housing needs, such as the *Rent Support Program* (PSL).
 3.1.3 Help organize a day of reflection on the housing issue in the fall of 2020.

4. HUMAN RESOURCES



Part of the director and coordinator salaries is covered by the CISSS de l'Outaouais (FSDC)'s core TDSP fund for "coordination". The balance, as well as other employee salaries, is distributed among various projects.

Effective April 1, 2020, the TDSP employees are:

Michel Vallières

General Management

Part-time position (2 days a week)

Ariane Lacelle

Coordinator

Full-time position (5 days a week)

Yolande Mindjongo

Research and Development Officer

Full-time position (5 days a week)

Miguel Dagenais

Development Assistant

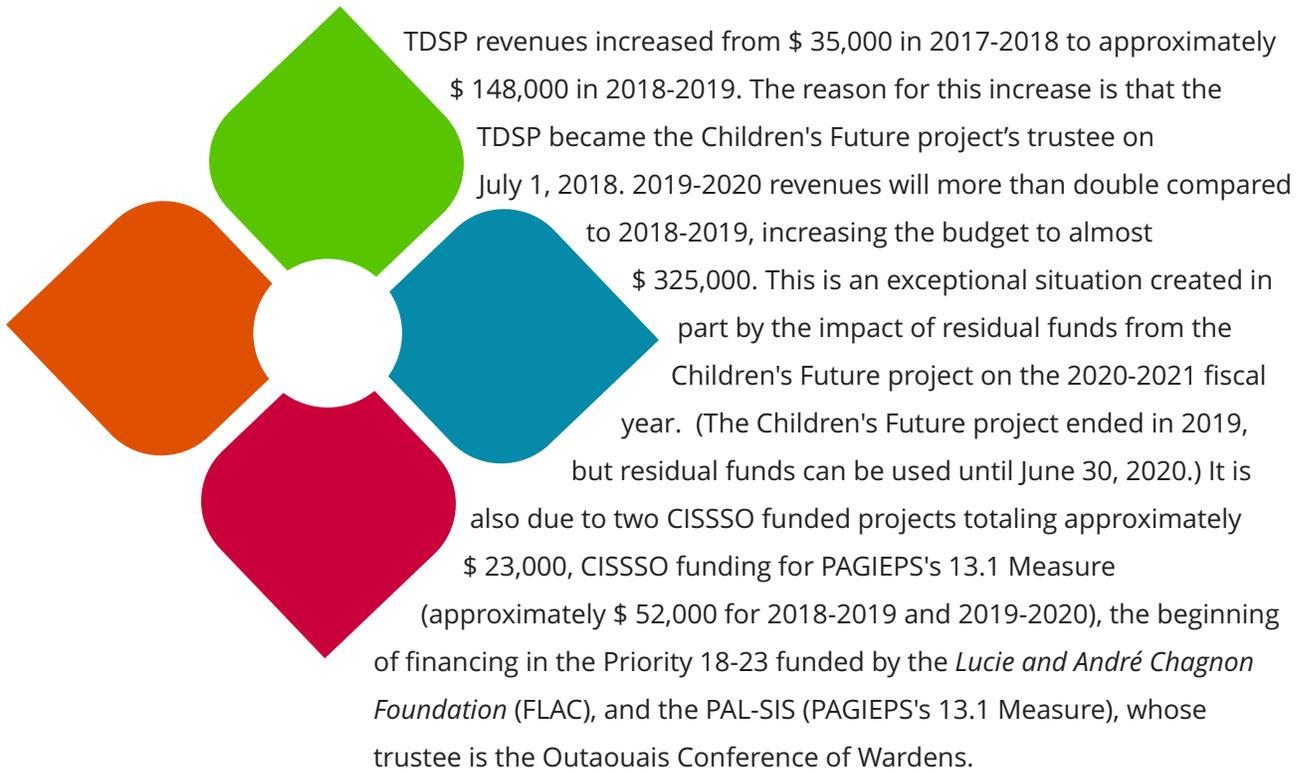
Full-time position (5 days a week) ending in August 2020.

Administration

An external resource is hired for bookkeeping.

5. FINANCIAL RESOURCES

The TDSP is administered on a per project basis. These projects are funded by various sources, and the funds are integrated into the TDSP's overall budget, which requires rigorous organization and monitoring.



The situation should stabilize in 2021-2022 when expected revenues will be around \$ 190,000.

6. TDSP PROJECTS

Project	Funding Source	2020-2021 Forecast	Description	Deadline
OPERATIONS	FSDC_ CISSSO	\$ 35,000	This core operational fund allows us to hire a coordinator. In recent years, agreements covered a three-year period. In theory, the new phase should start in 2021-2022.	March 31, 2021
CHILDREN'S FUTURE	Avenir d'enfants	\$ 28,000	This is the balance of the fund. Projects will be completed on June 30, 2020.	June 30, 2020
GET GROWING ! A GARDEN	CISSSO_CSHVO	\$ 4,100	Coordinated by Jardin Éducatif. Part of the fund (approximately \$ 3,000) will be allocated to the "Solidarity Garden" project.	March 31, 2021
FOOD SECURITY	CISSSO_ Mesure 13.1	\$ 46,000	This fund is used to implement the <i>Food Security Action Plan</i> . Part of the fund is allocated to human resources.	March 31, 2021
STUDENT RETENTION	TÉO	\$ 5,000	This is a maximum 5% management fee for the Pontiac's \$ 50,000 fund. The number of projects and allocated funds vary. The TDSP participates in the partners' development projects. The projects are based on the <i>Action Plan for School Retention and Academic Success</i> .	
PRIORITY 18-23	Projet FSDC_ CISSSO	\$ 13,500	The goals of this project are, among others, to develop succession and promote community action. In 2020-2021, this fund will be used to cover a part of the TDSP's human resources cost in the Rapides-des-Joachims Multi-Service Centre project.	March 31, 2022
	FLAC	\$ 75,000	The agreement with the FLAC will end on March 31, 2023. A new phase of financing may be possible after this date. This project allows us to implement targeted actions from our strategic plans. It also includes an action assessment mechanism.	March 31, 2023
	FQIS	\$ 35,000	This is a collaborative FQIS project. A new action plan and annual report are submitted each year, and the project must be completed by March 31, 2023.	March 31, 2023

7. MEETINGS AND COMMITTEES



The calendar of regular and committee meetings is established in May for the September 1 to June 30 period. There are six regular meetings. Four floating meetings are also scheduled allowing for topical meetings as required. The TDSP has eight committees.

FOOD SECURITY COMMITTEE (SA)

The **MANDATE** of the SA Committee is to develop a common vision of the challenges in food security and the appropriate measures to be taken.

The committee will support actions to improve food security for food insecure people and households, in line with the Food Security Action Plan submitted to the CISSS de l'Outaouais' Public Health Department in December 2019 as part of the PAGIEPS's 13.1 Measure.



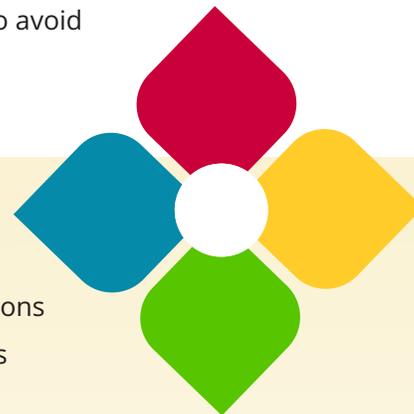
HEALTHY LIFESTYLES COMMITTEE (SHV)



The **MANDATE** of the SHV committee is to develop a common vision of the challenges in healthy lifestyles, and the appropriate measures to be taken.

The committee will support actions that create environments conducive to healthy lifestyles. A main objective is to make this concept commonly understood.

Some SHV actions are already underway, for example in certain schools such as the ESSC. The committee will make sure to communicate with the people responsible for the actions to avoid duplication.



0-5 YEARS PROJECT



The **MANDATE** of the 0-5 Years Project is to work in partnership to promote early interventions that may have a positive influence on the child's

development, transition to school, and academic success.

The 0-5 Years Project intends to draw inspiration from themes put forward on platforms such as agirtôt.org. The objective is to act on the vulnerability of children in the five development areas identified by the [ICIDJE](#) and highlighted in the 2017 [EQDEM](#) survey.

The 0-5 Years Project will be tasked with ensuring consistency in the measures taken from early childhood to adulthood.



6-16 YEARS PROJECT



The **MANDATE** of the 6-16 Years Project is to identify factors that have an influence on the educational experience of young people aged 6 to 16, as well as support interventions, initiatives, and projects that promote student

retention. The objectives are:

- To mitigate the risks of dropping out of school and social disengagement;
- To understand the way various services are organized; and,
- To document the current status of student retention measures.

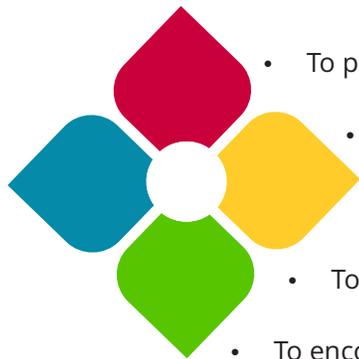
The 6-16 Years Project will be tasked with ensuring consistency in the measures taken from early childhood to adulthood.



16+ YEARS PROJECT



The **MANDATE** of the 16+ Years Project is to support young people and adults in the diploma or qualification process, in particular by implementing measures conducive to school retention and graduation. The objectives are:



- To ease the transition to adulthood;
- To promote post-secondary, vocational and technical training;
- To increase entrepreneurial value and skills;
- To support young people at risk, or with special needs;
- To ease the transition to urban educational institutions; and,
- To encourage work-study balance.

The 16+ Years Project will be tasked with ensuring consistency in the measures taken from early childhood to adulthood.



HOUSING COMMITTEE



The **MANDATE** of the Housing Committee is to support the development of initiatives that can stimulate the availability of accessible, healthy, and safe housing for vulnerable clientele.



PAL-SIS ANALYSIS COMMITTEE



The **MANDATE** of the PAL-SIS Analysis Committee is to evaluate the collaborative projects included in the action plan, as well as the community projects submitted before November 1 of each year.



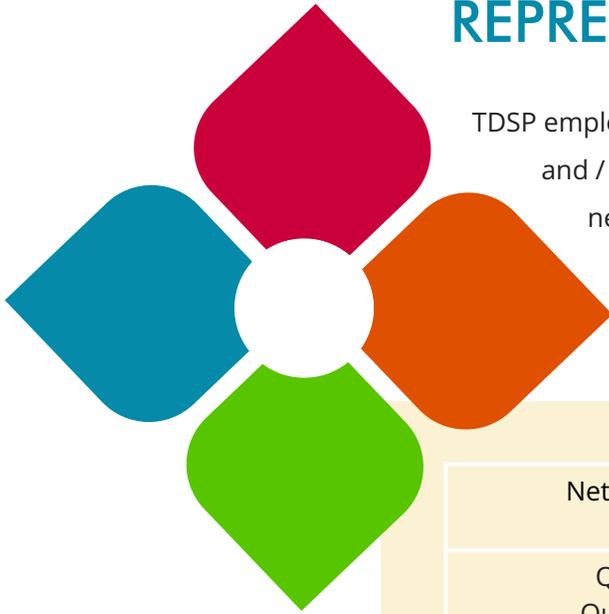
STRATEGIC COMMITTEE



The Strategic Committee, which replaces the PAL-SIS Committee, will be tasked with ensuring that the measures developed through the TDSP's various tools are followed-up on and consistent. The committee will ensure that the annual PAL-SIS review is carried out and that collaborative projects are developed and integrated. This Committee's mandate also includes making political representations when necessary to ensure the smooth progress of the TDSP's work. This committee will vary; other partners will be invited to join core members as needed.

8. REGIONAL REPRESENTATION

TDSP employees ensure the organization's participation in committees and / or regional consultative bodies. The work is divided on a needs and priorities basis.



COMMITTEE	CONTACT
Networking for Social Development in the Outaouais (CDSO)	Michel Vallières
Quebec Social Investment Fund (FQIS) / Outaouais Conference of Wardens (CPO)	Michel Vallières
TÉO 0-5 Years Project	Ariane Lacelle
TÉO 6-16 Years Project	Stéphane Durocher (Partner)
TÉO 16+ Years Project	Ariane Lacelle
CSHVO	Michel Vallières Ariane Lacelle
CSHVO / Municipal Committee	Michel Vallières
CSHVO / Healthy Eating for All Committee and Promotion of Water Consumption	Ariane Lacelle

9. REPORTING AND EVALUATION



If integrating various sources of funding into the TDSP's overall budget requires rigorous organization and monitoring, accountability is just as demanding. Where possible, the TDSP's actions and activities are documented throughout the year. In 2020-2021, an evaluation process will be put in place. While not a requirement of the funding bodies, the evaluation process makes it easier to keep track of actions, helps prioritize the TDSP's actions, and helps with reporting.

Project	Funding Source	Frequency (reporting requirements are included in memoranda of understanding)
Operations	FSDC_CISSSO	Progress Report on November 1 / Annual Report on June 1.
Children's Future	Avenir d'enfants	Final Report due in September 2020.
Get Growing ! A Garden	CISSSO_CSHVO	Implementation Report due 2 months after project completion.
Food Security	CISSSO_Mesure 13.1	Implementation Report on June 1.
Healthy Community	FSDC_CISSSO Project	Implementation Report on June 1.
School Retention	TÉO	At the end of the project.
Priority 18-23	FSDC_CISSSO Project	Implementation Report on June 1.
	FLAC	Twice a year on April 15 and June 30. A total of nine reports must be submitted between April 15, 2020 and June 30, 2023.
	FQIS	Implementation Report at the latest on June 30.

10. COMMUNICATIONS

10.1 Communication Tools

The TDSP has had a [Facebook](#) page since the summer of 2019. The Coordinator is responsible for adding content to the page. A new [website](#) was created at the beginning of 2020.

Partners share information by email. They can also add their activities to the website's activity calendar.

Regular meetings and committees are also good opportunities for information sharing. A newsletter is in the works.

10.2 Communication Objectives

- Encourage partners to participate in regular meetings and committees;
- Encourage local partners to support, buy-in, or participate in the development and implementation of priority projects and actions identified in the TDSP's 2020-2023 Strategic Plan;
- Increase membership;
- Publicize the TDSP's and its partners' accomplishments.

10.3 Target Audiences

PARTNERS

The partners know the TDSP very well and expect content and projects that are useful to the community. They also have a very good knowledge of their customers, but are not always aware of what is happening with other partners.

The partners must adhere to the TDSP's vision and find there a venue for networking and partnership building.

The information provided to partners must be relevant, such as the other partners' activities, and the development and funding opportunities in their area of expertise.

10.3 Target Audiences (Cont'd)

CITIZENS

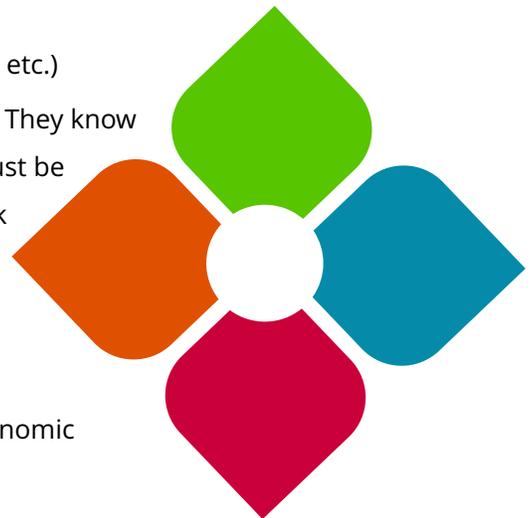
Citizens know little to nothing about the TDSP and its community partners, unless they benefit from their services or are volunteers. Often, they associate the community sector with social assistance. They have little knowledge of the democratic and governance principles of a non-profit organization.

To participate, citizens must understand the TDSP's mission, what the community sector is, and who the partners are (public, institutional, etc.).

LOCAL LEADERS (Chamber of Commerce, Local Media, SADC, etc.)

Local leaders have varying degrees of knowledge of the TDSP. They know the sector, the communities, and the local dynamics. They must be aware of what is happening at the TDSP to eventually network with partners.

We must built their awareness of the TDSP's mission and partner activities by putting forward the concept of social community development as the basis for community and economic development.



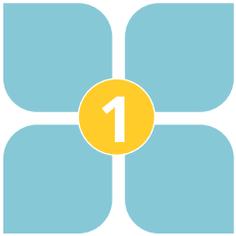
ELECTED OFFICIALS

Elected Officials know little to nothing of the TDSP, but they know the organizations in their municipalities.

To support partner initiatives, elected officials must understand what is going on at the TDSP.

We must build their awareness of the TDSP's mission and partner activities by putting forward the concept of social community development as the basis for community and economic development.

10.4 Key Messages



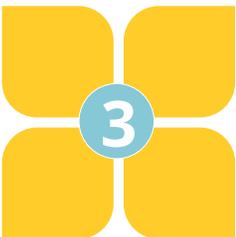
TDSP partners are important to the social and economic balance of our communities.

TDSP partners contribute to the vitality of a rural environment such as the Pontiac. The sector is supported by citizens who are proactive and engaged in their communities.



The TDSP supports local initiatives.

The TDSP supports local initiatives and projects, and can help find funding sources and the necessary implementation partners.



The social and community sector is dependable, innovative, and creative.

Pontiac community organizations are led by people who care about the well-being of their fellow citizens. The managers of these organizations, their board members, and other volunteers, without whom community action would sometimes be impossible, must be imaginative to maintain services, often with limited resources.

