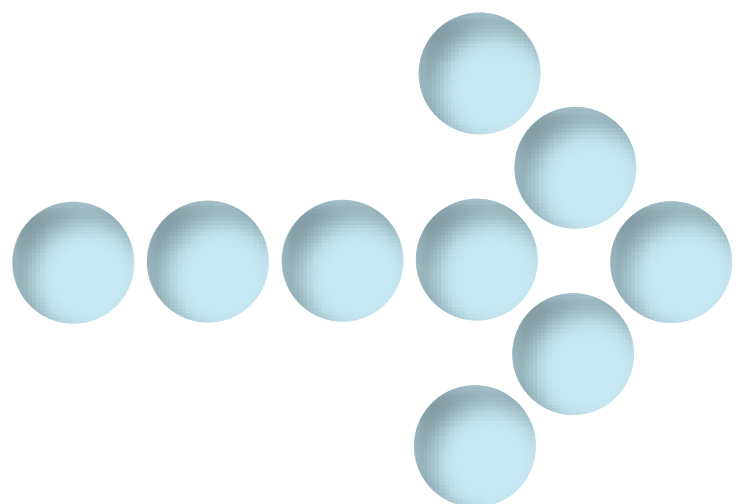


“A renewed  
strategic  
plan for a  
sustainable  
outlook”

Ville de Gatineau

2009–2014

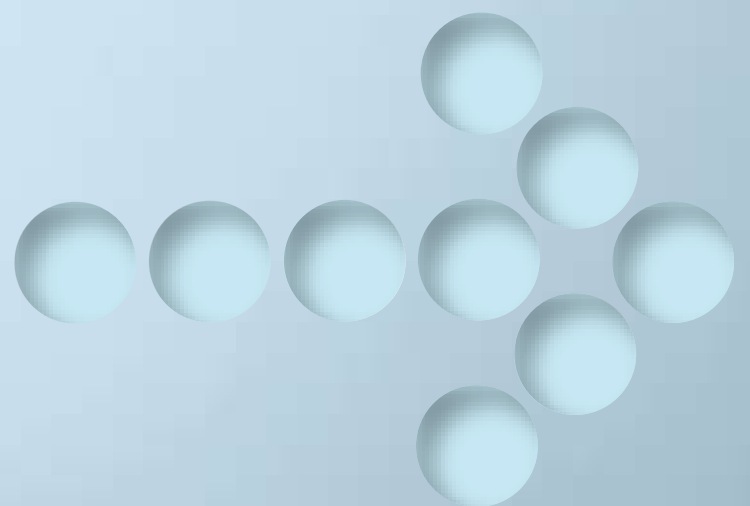


The Canadian Council on Learning ranked Gatineau second, along with Calgary, out of 4,700 Canadian cities as one of the “smartest” in the country in 2008.

Gatineau was the only city in Quebec to rank among the top ten in Canada in terms of offering a very attractive learning environment and quality of life.

According to the *MoneySense* magazine annual survey, Ottawa-Gatineau was the best place to live in Canada in 2008.

Air quality, prosperity, purchasing power, cost of housing and crime rate were some of the criteria used.

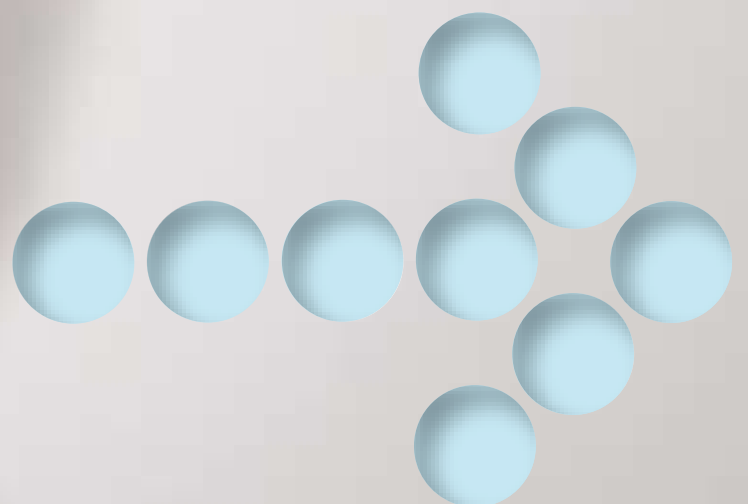


Gatineau has chosen the path of sustainable mobility. The Rapibus, a bus-based rapid transit system, will extend over a 17-kilometre two-way exclusive use corridor.

The Gatineau, Ottawa and du Lièvre rivers are important natural icons of the city, as is Gatineau Park.



Over the past 10 years, the arts, entertainment and recreation industry has doubled in size, and its gross domestic product has risen from \$52 million to \$104 million.



Gatineau is in fourth place among cities in Quebec in terms of population. Together with Ottawa, it is the fourth agglomeration in Canada.

Gatineau's population has grown significantly, and is currently close to 250,000 inhabitants. It is expected to rise to 310,000 by 2031.

Gatineau employers can count on a highly educated local population: 28.3% of Gatineau residents aged 20 years or over have gone to university, which is higher than the Quebec average.

Gatineau has taken the responsible route by building LEED certified municipal buildings.





# “Our” strategic plan

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# A message from the Mayor

I am particularly proud to present to you the Strategic Plan 2009–2014.

Gatineau's first strategic plan, adopted in 2003, set us on the path towards a common vision. This second one gives us the opportunity to move decisively along the path towards sustainable development.

It will also enable us to address the next five years from a distinctly modern and dynamic perspective,

attentive to employees, partners and residents.

The time has come to commit and contribute through ideas and simple actions to the implementation of this essential collective tool.

I thank all those who were closely involved in this initiative.

It is my hope that everyone will be inspired to commitment through this plan!



Marc Bureau  
Mayor

# A word from the Chair

Updating the strategic plan gave us the opportunity to better define ourselves as a municipal organization and as a city.

For the members of the Commission consultative sur les choix stratégiques (CCCS) and myself this was the chance to revisit the issues and update the different municipal

strategies that were developed in 2003.

This work was carried out in a spirit of open-mindedness and collaboration. The contribution made by employees was essential. We also took the pulse of Gatineau residents to learn about their aspirations regarding our city's future.



Denis Tassé  
Chair of the CCCS

# A message from the Chief Administrative Officer

With this second strategic plan, the municipal administration remains committed to preserving and improving the quality of services and to increasing the satisfaction and well-being of its residents.

The plan, our organization's guiding light, positions us to face emerging issues, and guides us in choosing municipal priorities and towards the sustainable management of municipal resources.

The implementation of this special tool requires concerted management and solid support from municipal employees. Not only will it be necessary to refer and adhere to it—not to mention draw inspiration from it—in day-to-day activities, but also to make a strategic adjustment by innovating and improving our practices.

I strongly encourage employees to adopt it so that we may work together towards the expected results.



Robert F. Weemaes  
*Chief Administrative Officer*

## Members of the Commission consultative sur les choix stratégiques

Denis Tassé  
*Chair,  
Municipal Councillor*

Jocelyne Houle  
*Municipal Councillor*

André Laframboise  
*Municipal Councillor*

Sylvie Daigle  
*Resident*

André Gagnon  
*Resident*

Johane La Rochelle  
*Resident*

Simon Landry  
*Resident*

Benoît Tessier  
*Resident*

The Mayor and the Chief Administrative Officer are ex-officio members.



# Background

## A participatory approach focused on the future

Updating the Strategic Plan 2003–2007 led to a simplified plan that drew on its predecessor’s tangible achievements and enabled it to face the emerging issues for the next five years. This revised plan brings us closer to an even clearer vision of the future we want for our city.

The process of updating the plan essentially involved bringing employees on board internally, sounding out views across the country and around the world, and converging the objectives of the municipal administration and elected officials within the boundaries of the organization’s abilities. Identifying the changes and priority issues for updating the Plan called for research and

consultation, specific preparatory studies, activities that acknowledge the work accomplished to date, and the recognition of the needs and expectations of residents and organizations.

These expectations on the part of the community were expressed during the development of the major policies adopted by Gatineau over the past few years. The steering

committee has been engaged in an orientation effort and the Commission consultative sur les choix stratégiques has been refining the themes. The public participation activities carried out in the fall of 2008 helped confirm the issues addressed for the next few years and served as reminders of the importance of having the parties work together.

# Tangible achievements — a springboard to the Strategic Plan 2009–2014

The fact that there were so many tangible achievements enhanced the motivation to update the 2003 Plan. For instance, close to three quarters of the priority actions that were defined in the initial plan have been or are on the way to being completed.

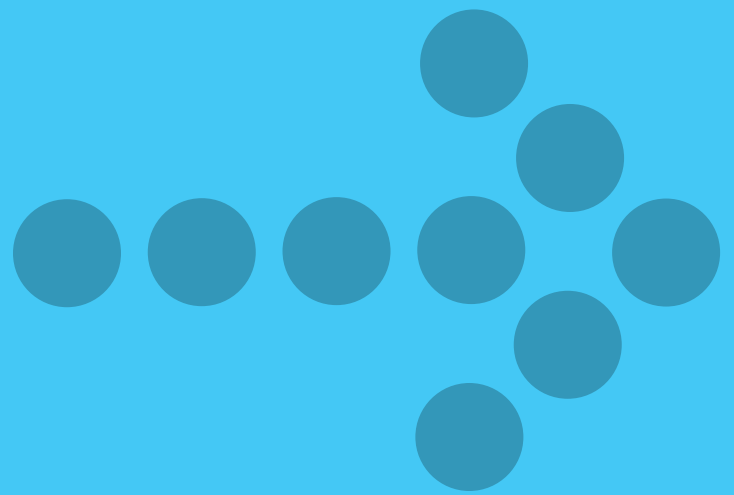
Thus, Gatineau has established an action framework for charting its future course through the introduction of different plans and policies. The most noteworthy among these include the urban planning program, the policy on sports, recreation and the outdoors, the family policy, the housing policy, the cultural policy and the residual materials management plan. More recently, Gatineau adopted the policy on cultural diversity and the environmental policy.

New tools for bringing the territory to its full potential—including the four-year plan for parks and green spaces, and the launch of a green fund—were drafted with an eye to the vision outlined in the Plan. On social issues, bringing a number of neighbourhood cultural instruments and neighbourhood safety programs up to speed are all examples of initiatives that add to projects such as the summer 2010 Finale provinciale des Jeux du Québec en Outaouais, and the sports and aquatic centres.

The organizational efficiency demonstrated by the municipal administration and the aspirations for participatory democracy have all been raised through the introduction of an approach aimed at implementing good public consultation practices, the development of new means of communication with residents (e.g. webcasting Municipal Council meetings, the non-urgent call centre), harmonization in several service delivery sectors, the establishment of the Ombudsman's Office and the application of organizational values.



# Changing themes: the current issues



An overview of current planning trends shows that Gatineau demonstrated leadership when it adopted its first strategic plan five years ago. Our society has never been as complex as it is today, which makes municipal strategic planning more necessary than ever before. It helps keep residents' aspirations and priorities on track by addressing the multiple dimensions of a community.



Five years is a short period of time when it comes to changes in residents' values and priorities and the major regional, national and global issues. Thus, it is not surprising that some of the main issues raised by Gatineau's partners and population in 2002–2003 are still current, although naturally changed.

Moreover, other themes such as sustainable development, changes in the Gatineau community and, of course, the adaptation of the municipal administration to Gatineau brought out new concerns and opportunities that are worked into the current plan.

The strategic plan, a flexible municipal planning and management tool that is designed to address today's main issues, promotes the integration of these different aspects.

# Integrating the principles of sustainable development: towards a viable community

The theme of sustainable development not only remains current, but has been greatly fine-tuned and has become a topic that draws people together, namely in connection with climate change. Gatineau built its first strategic approach

on a solid foundation, that included respect for sustainable principles, and it intends to base itself on that approach in its resolute commitment to its growth into a viable community. With the coming into force of the *Sustainable Devel-*

*opment Act* and the related Quebec strategy, this is just the right time to systematically integrate the principles of sustainable development. Gatineau aims to serve as an example in this regard.

## Adapting to the changes in the Gatineau community

### Dealing with the demographic changes

Gatineau's population continues to grow and age. Over the next few years, this growth, which is more marked here than elsewhere in Quebec, will place significant

pressures on municipal services and urban infrastructures. Ageing, the first signs of which have just started to appear, will have a considerable impact on the offer

of services. Young people and young households constitute large parts of Gatineau's population. Since they are the future, they will receive particular attention.

### Prospering from our cultural diversity

A high proportion of people born abroad, a significant proportion of Anglophones, along with the affirmation of French as the common language, and a high level of bilingualism shape the face of Gatineau. Adapting to changes in

the Gatineau community will include taking into consideration its increasingly marked multicultural nature. Gatineau's demographic growth is attributed, among other things, to inter-regional and inter-provincial migration, as well as to immigration,

which is constantly developing. The municipal administration intends to gradually adapt its approaches so as to foster closer intercultural links and integrate communities. Implementation of the policy on cultural diversity is part of this process.

# An eco-responsible approach to neighbourhoods

## Integration of the natural and built environments

In the first strategic plan, the direction for the harmonization of the natural and built environments developed a balance between human and environmental activities. This strategic direction has come

a long way since 2002–2003, setting the groundwork that enables the current plan to go farther still in this area, tackling head on the issues of urban sprawl, tighter and more responsible management

of urban developments, the improvement of the built environment and the preservation of resources. The environmental policy plays a key role in this regard.

## Planning around urban villages and rural living environments

By giving shape to the concept of urban villages in its first strategic plan and then in its urban planning program, Gatineau has positioned itself at the forefront of the international trend dominated by the emerging principles of sustainable planning. Given that they are based on the integration of social, environmental and economic factors, urban villages are an ideal tool for the development of municipal initiatives on viable communities, and a place where residents can take an active part in their neigh-

bourhood. Urban villages provide the opportunity to give distinct features to the different living environments based on their individual aspects. The gradual development of the downtown is a unique opportunity to create a living environment that reflects the nature of Gatineau. The “mosaic” of urban villages aims to create a whole, a city that evolves and grows in a coherent manner.

After being progressively introduced over the past five years, the urban

village is gradually becoming, for municipal services, the reference unit for territorial planning, management and intervention purposes. However, the full potential of urban villages remains to be developed, not only for the municipal administration but also for residents, and this will occur through the application of specific measures. The rural living environments will continue to find their full expression over the next few years. They include rural and agricultural areas within Gatineau.

## Promoting sustainable transportation

Given that the transportation sector is responsible for most greenhouse gas (GHG) and atmospheric pollution in Quebec, it makes sense to assign it a special place under sustainable development. This is a

matter of public health. In contrast to a traditional transportation plan that focuses mainly on road transportation, it will be important to stay the course traced by the 1994 integrated transportation plan by

instead developing a mobility plan that aims to discourage single passenger use of automobiles in favour of active modes, collective transportation and public transit.



# Sustainable management of municipal finances and exemplary governance

## Financial and fiscal viability of basic services

The municipal administration has pursued financial and fiscal viability—a major issue—through the implementation of a financial framework. The offer of core municipal services

is based on sustainable financial management. Whether to rebuild infrastructures or meet additional responsibilities, Gatineau will have to define the priority actions that will, above all else,

serve the municipal mission and obtain the necessary financial resources. Gatineau must also take a careful look at the pace of its budget's growth.

## Consolidation of the offer of services

The harmonization of municipal services is practically completed. Over the next few years, the issues will be to integrate the different aspects of the offer of services and

to proceed with the consolidation of the management tools and practices of the organization as a whole. The search for greater coherence in decisions is essential. Another

approach that merits analysis and should be integrated into our organizational practices is the systematic acknowledgement of social, economic and environmental factors.

## Innovative human resource management

The new human resource management issues that concern many Quebec companies also affect Gatineau. There are some pressing issues related to workforce retention, succession and

training. As well, internal consultations reveal that staff have, to some extent, reached the saturation point in terms of their workload. This could be due to a shortage of staff, work overload, too many

tight deadlines and an ongoing stream of ad hoc requests. Gatineau intends to find innovative and attractive solutions for employees in order to address the situation.

## Participatory governance and partnership

Participatory governance will remain a key element in municipal intervention over the next few years. Gatineau recognizes the roles of residents and organizations. It will invest in innovation and the development of a culture of participation. In a constantly changing management context, partnership

practices and structures will continue to be improved and aim to maintain sustainable relations with several partners, including the Société de transport de l'Outaouais, the National Capital Commission, the Université du Québec en Outaouais, the school boards, the City of Ottawa, the regional county

municipalities of the Outaouais and those in health care, culture, and regional and economic development. In order to obtain the desired results, individual as well as collective commitments are required. Special attention will have to be given to accountability on the part of residents.

## Public safety and health still a central concern

Police, fire and civil protection services are fundamental components of the quality of life of residents, who attach a great deal of importance to every aspect

of their safety. Gatineau intends to remain at the leading edge in these areas. In the same vein, Gatineau will use every possible regulatory instrument—as well

as the quality of its social and recreational infrastructures—available to it to keep improving the health of its residents.

# Taking Gatineau to its full potential

## Dynamic economic development

Gatineau's economic growth requires diversifying its activities, bolstering its key sectors and providing access to jobs. From this point of view, Gatineau

will continue to support the implementation of the Développement économique – CLD Gatineau strategic plan by acting decisively and fulfilling its role

as an engine of economic growth, as a service centre and as a proactive partner. It will ensure the effectiveness and quality of its urban infrastructures.

## Strengthening its image

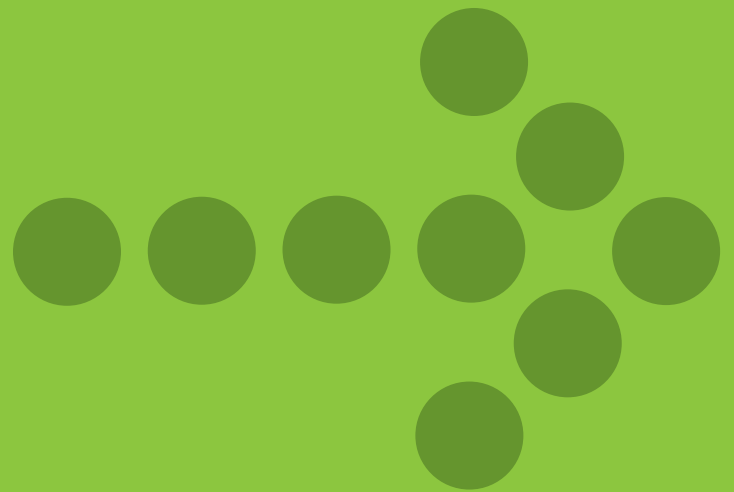
The Strategic Plan 2003–2007 sought to unify Gatineau, but it is clear that the sense of belonging to this new entity is not yet fully ingrained. Gatineau's geographic situation as a border town brings it countless unique challenges and opportunities. Applying strong

cooperative leadership to issues of shared interest with the national capital region, the City of Ottawa and the Outaouais region provides a promising opportunity for strengthening its unification and image. Affirming Gatineau's unique features, such as its nature and Francophone

character, and cultural, sports and special events remains essential. Finally, when it comes to the partners, entrepreneurs and attracting workers, Gatineau must reach out more and position itself as part of Quebec and Canada, and even on the international stage.



# Mission, vision and strategic directions



## An engaging municipal mission

The municipal mission communicates objectives, stimulates commitment and rallies municipal employees and the administration to implement the strategies and interventions that it develops in line with the community's concerns and needs. The mission of Gatineau, a municipal and multidisciplinary organization, reads as follows:

“ Guided by its organizational values and aware of its role as the Outaouais’ main urban centre, Gatineau’s primary mission is to constantly improve the quality of life of its residents and of the community in a spirit of responsible management of all of its resources and the growth of a viable community.”



## Gatineau is committed to:



working to constantly improve the quality of life of residents and the community;



ensuring equity and quality in municipal services;



ensuring the organization's financial, fiscal and responsible viability;



encouraging participation and responsibility among its residents and its organizations;



playing its role as an engine of development in the Outaouais, where urban and rural areas complement one another;



guiding and leading within its jurisdiction;



promoting organizational values and the Gatineau identity;



seeking innovation and efficiency in management practices;



preserving and improving the territory's ecological and natural heritage;



working in collaboration with economic, political and community players to achieve the collective objectives, and guarantee consistent actions.

These commitments reflect the principles of sustainable development, which takes into consideration the indivisible nature of economic, social, cultural and environmental interests.



# Strong organizational values

An organization's values are the foundation on which people rely to orient and guide how they work and their behaviours. The following six values are distinctive to Gatineau and are considered instrumental by the organization:



# The “25-year” vision

What kind of city do we want to live in 25 years from now? This vision illustrates the aspirations of Gatineau residents. It inspires the whole strategic plan, particularly the strategic directions and strategies. The vision guides what our actions will have to be over the next few years.

## Gatineau, a source of pride and a model of a viable community!

True to its heritage and focused on its future, Gatineau thrives on its Francophone nature and its cultural, social and economic diversity, which is fully expressed in the Gatineau-Ottawa region. As the Outaouais’ main urban centre, it serves as an essential economic pole and assumes with determination its place as one of Quebec’s major cities.

Gatineau impresses through its qualities as an international calibre city and through its proposed model of an incomparable viable community. It is a source of pride for its residents, an attractive destination for visitors and one of the top places for business among investors.

Residents of all ages from different origins help build a sound, safe and lively living environment where it feels good to live. Gatineau offers everyone an impressive array of cultural, sports and recreational activities, and sees the changes in its population as an opportunity to renew itself.

Gatineau’s governance model is founded on the principles of sustainable development. It promotes involvement on the part of residents, community life, and partnerships with institutions and businesses towards the development of its full economic, cultural, sport, social, community and ecological potential.

A green city through and through, Gatineau is nestled in a constantly changing natural lush setting, where the hills, waterways and varied landscapes blend harmoniously into the core of its urban villages and rural living environments. It is in this setting that individuals, families and the community grow.

# Strategic directions and strategies

Between the perspective expressed in the vision of the future and the annual commitments needed to implement the plan, the priority strategic directions represent

the points of reference that the municipal administration will keep as its focal point and will use to periodically assess the progress it has made. Over the next five

years, guided by the long-term vision, Gatineau will have to channel its efforts in the following four strategic directions:

## Direction A—Sustainable management of the natural and built heritage

Foster the integration of the natural heritage into a quality built environment by enhancing the value of exceptional green and blue spaces and sustainable resource management

- A.1 Designing urban development that promotes the harmonious integration of natural and built spaces
- A.2 Ensuring that natural spaces, the rural living environments, agricultural landscape and the cultural heritage are protected and cultivated in a sustainable manner
- A.3 Continuing to make the most of the territory's green networks and blue corridors by carefully linking them to existing and planned regional networks
- A.4 Protecting natural spaces, the territory's sensitive areas and biodiversity by promoting public awareness and responsible use, thereby contributing to Gatineau's "green" image
- A.5 Fostering urban renewal and improving the quality of residential, commercial, institutional and industrial developments and the eco-efficiency of the built environment
- A.6 Pursuing municipal initiatives for energy conservation, reducing the consumption of natural resources and managing residual materials
- A.7 Creating vibrant and familiar gathering places that foster closer links among residents and communities where art and nature blend



## Direction B—Integrated and responsible development

### Fostering and deploying Gatineau’s economic, cultural, sport, social, community and ecological potential

- B.1** Spreading the word about the Gatineau identity and strengthening it by focusing on its unique aspects, including its nature and Francophone character in the heart of the Gatineau-Ottawa region
- B.2** Showing strong leadership in collaboration on issues of shared interest with the Outaouais region and the City of Ottawa, with a focus on Gatineau’s geopolitical situation
- B.3** Investing in the Gatineau-Ottawa economic space and assigning all the necessary importance to economic development, while exercising our leadership in the Outaouais in upholding the principles of sustainable development
- B.4** Developing Gatineau’s distinctive brand in order to enhance its reputation and strengthen the sense of belonging
- B.5** Developing Gatineau’s ecological, sports and recreational potential in a responsible manner in order to enhance its tourism and recreational appeal
- B.6** Developing structured approaches to strategic alliances, and forming closer links between Gatineau and business, social and community interests
- B.7** Contributing in partnership and complementarity and within the scope of our abilities to the initiatives of the different agencies that are dedicated to addressing urban social issues
- B.8** Supporting regional agricultural orientations throughout Gatineau, as well as local farming, marketing and agro-tourism activities



## Direction C—A mosaic of urban villages and rural living environments

Promoting urban villages and the rural living environments as planning and intervention units, models of viable communities and unique places with which residents can identify

- C.1 Enhancing and ensuring the growth of places with which residents can identify—the neighbourhoods, urban villages and the rural living environments—by focusing on their individual features and on protecting their cultural heritage
- C.2 Supporting the development of urban villages and rural living environments, namely by promoting sustainable development initiatives
- C.3 Managing urban growth by promoting the densification of activities and mixed uses, as well as the inclusion of communities in urban villages
- C.4 Encouraging initiatives and implementing infrastructure projects under the special planning program for the downtown
- C.5 Pursuing the development of a transportation network that provides choices and is focused on sustainable transportation; including developing bicycle pathways and ensuring that our streets are user-friendly, safe and attractive
- C.6 Contributing to the well-being and sense of safety of residents within their living environments by providing police, fire and civil protection services



## Direction D—Participatory governance and responsible management

Involving residents and partners in making the most of resources, and continuing to be an organization that performs with a focus on excellence in its services and tight fiscal management

- D.1 Pursuing the development of a culture of participation by Gatineau's residents and partners, both internally and externally, in a spirit of equity and democracy
- D.2 Continuing to innovate in terms of the development of modern communication tools and automation while remaining at the leading edge of current technology
- D.3 Continuously adapting the offer of municipal services to changes in Gatineau's population, and develop mechanisms for strengthening the organization's resilience
- D.4 Developing tools and approaches aimed at increasing consistency in the policies and programs, as well as in decision-making processes to achieve our planning objectives
- D.5 Expanding on management practices and the assessment of results in the spirit of the municipal mission
- D.6 Focusing on financial viability and responsible fiscal management
- D.7 Implementing measures aimed at addressing the new human resource issues, including workforce retention, succession and training
- D.8 Implementing a process to enhance the awareness of municipal employees about the principles of sustainable development
- D.9 Implementing the action plans for the main existing policies, and ensuring that they comply with Gatineau's priorities and values
- D.10 Applying sustainable organizational practices and approaches in every sphere of municipal responsibility

# Committed to implementation

By adopting a shorter and simpler strategic plan, Gatineau is responding to the expectations voiced by a number of people. However, it is committed to developing an implementation program that provides the proper tools to the Municipal Council and the municipal administration. This implementation program will essentially include:

- the identification of priority interventions for implementing the different strategies;
- the review of the strategic management tools, including the annual municipal activity plan, the annual priority action document and the semi-annual and annual progress reports;
- the development of a more formal planning process in order to increase coherence; this process will include the conditions for developing and monitoring plans, policies and programs; and
- the development of indicators of progress that associate social, environmental and economic values with performance measurements.

Monitoring different strategies, researching urban issues and promoting management knowledge

will continue to advance the application of innovative solutions to how we do things.

Implementation of the strategic plan is based on maintaining the quality of municipal services offered to residents, and focuses on Gatineau's future development and sound resource management. This will require exemplary governance that leaves room for all stakeholders. The Municipal Council has a key role to play. The relevance of its day-to-day decisions has a significant impact on the plan's success. Efforts will be made to properly equip elected officials for their functions. Gatineau's different commissions will continue to have a marked impact on the decision-making process through their recommendations to the Municipal Council, including achieving objectives.

The municipal departments and employees are the key players. Our success largely depends on their skills and on the efficiency of the women and men who make up the municipal organization. The plan is to pursue efforts to rally employees and engage them in implementing the plan. The organization intends to continue fostering a horizontal and multidisciplinary approach.

Finally, the participation of partners and residents remains a pivotal factor in carrying out the projects and achieving the desired results. The partners who pursue complementary orientations will be able to include in their action plans measures aimed at converging efforts towards a shared goal. The desired changes are not only based on collective but also individual commitment. This will make it all the more important to involve residents in preserving and enhancing their environment.



# Glossary

## Cultural diversity

Cultural diversity is the set of values and characteristics that define one's identity, linked to culture—including ethnic origin—language, religion and multiple affiliations, including local identity.

## Greenhouse gas

Greenhouse gases (GHGs) are the kinds that, because of their physical properties, contribute to the greenhouse effect. The greenhouse effect is a natural process of atmospheric warming. A significant increase in the concentration of these gases in the earth's atmosphere is at the origin of climate change.

## LEED certification

Leadership in Energy and Environmental Design (LEED) certification is a North-American standards system for high environmental quality buildings that was created by the U.S. Green Building Council in 1998.

## Mobility plan

To some extent, mobility plans replace the traditional transportation plans that were essentially based on automobile traffic. These plans determine how people and goods will be transported, as well as traffic and parking. They foster sustainable transportation, which include walking, cycling, skating, car pooling and car sharing.

## Resilience

Resilience is the ability of an organization and a society to live and grow while overcoming shocks, catastrophes and crises. It can be measured inversely to its vulnerability in terms of infrastructures, measures, emergency responses and management plans that are in place, integrated or introduced in response to an obstacle or a given situation.

## Responsible management

Responsible management, sound management and sustainable management link the economic, social and environmental aspects of the management of available resources. This practice is an integral part of sustainable development.

## Sustainable development

Sustainable development is the kind that meets the needs of today's generation without compromising the ability of future generations to meet theirs.

## Rural living environments

Gatineau has four areas designated as rural living environments. These include rural—agricultural or not—areas within the city limits, but outside its urban perimeter.

## Urban villages

Gatineau has 16 urban villages within its urban boundary. Every village is first and foremost a unique living environment with its own heritage and other characteristics. This is an area that encloses one or more neighbourhoods and a solid community.

## Viable community

The development of a viable community depends on the constant search for a balance between social viability, economic development, quality of life, local democracy and respect for the environment, while striving for a more coherent territorial structure.

*Note: More complete definitions are available on the municipal Web site at [www.gatineau.ca](http://www.gatineau.ca).*

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