



MEMPHRÉ  
SOCIAL —  
DEVELOPMENT

# THE POWER OF WORKING TOGETHER

SOCIAL  
DEVELOPMENT  
ACTION PLAN

MEMPHRÉMAGOG  
2024-2029

## ACRONYMS

|               |  |
|---------------|--|
| <b>AQDR</b>   | Quebec Association for the Defense of the Rights of Retired and Pre-Retired Persons, Memphremagog Section (Association québécoise de défense des droits des personnes retraitées et préretraitées, section Memphrémagog) |
| <b>ASD</b>    | Autism Spectrum Disorder   |
| <b>BoD</b>    | Board of Directors   |
| <b>CCM</b>    | Chamber of Commerce Memphrémagog   |
| <b>CDC</b>    | Community Development Corporation Memphrémagog   |
| <b>CésAM</b>  | Food Security Committee Memphrémagog ( <i>Comité sécurité alimentaire Memphrémagog</i> )   |
| <b>CIUSSS</b> | Integrated University Health and Social Services Centre of Estrie ( <i>Centre intégré universitaire de santé et de services sociaux de l'Estrie</i> )  |
| <b>CLAP</b>   | Poverty Reduction Committee Memphrémagog ( <i>Comité de lutte à la pauvreté Memphrémagog</i> )   |
| <b>CNESST</b> | Commission for Standards, Equity, Health, and Safety at Work ( <i>Commission des normes, de l'équité, de la santé et de la sécurité du travail</i> )   |
| <b>CREE</b>   | Regional Environmental Council of Estrie ( <i>Conseil régional de l'environnement de l'Estrie</i> )  |
| <b>CVSSS</b>  | Health and Social Services Monitoring Committee Memphrémagog ( <i>Comité de vigie santé et services sociaux Memphrémagog</i> )   |
| <b>ERR</b>    | Relay Resources Team ( <i>Équipe Ressources Relais</i> )   |
| <b>ID</b>     | Intellectual Disability  |
| <b>PD</b>     | Physical Disability  |
| <b>MTMDQ</b>  | Ministry of Transport and Sustainable Mobility of Quebec ( <i>Ministère des Transports et de la Mobilité durable du Québec</i> )   |
| <b>MIFI</b>   | Ministry of Immigration, Francization and Integration ( <i>Ministère de l'Immigration, de la Francisation et de l'Intégration</i> )  |
| <b>NPO</b>    | Non-Profit Organization  |
| <b>RCM</b>    | Regional County Municipality ( <i>MRC – Municipalité régionale de comté de Memphrémagog</i> )  |
| <b>SÉPAQ</b>  | Quebec Outdoor Establishments Society ( <i>Société des établissements de plein air du Québec</i> )   |
| <b>TCAM</b>   | Senior Citizens' Consultation Table Memphrémagog ( <i>Table de concertation des aînés Memphrémagog</i> )   |
| <b>TDSM</b>   | Social Development Table Memphrémagog ( <i>Table de développement social Memphrémagog</i> )  |
| <b>TJSEM</b>  | Socio-Economic Youth Table Memphrémagog ( <i>Table Jeunesse socio-économique Memphrémagog</i> )  |



PRIORITY 1

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**OCCUPY OUR TERRITORY  
WHILE PRESERVING  
THE ENVIRONMENT**

### OBJECTIVE 1.1

#### KEY POINTS FROM THE CONSULTATIONS AND REFLECTIONS

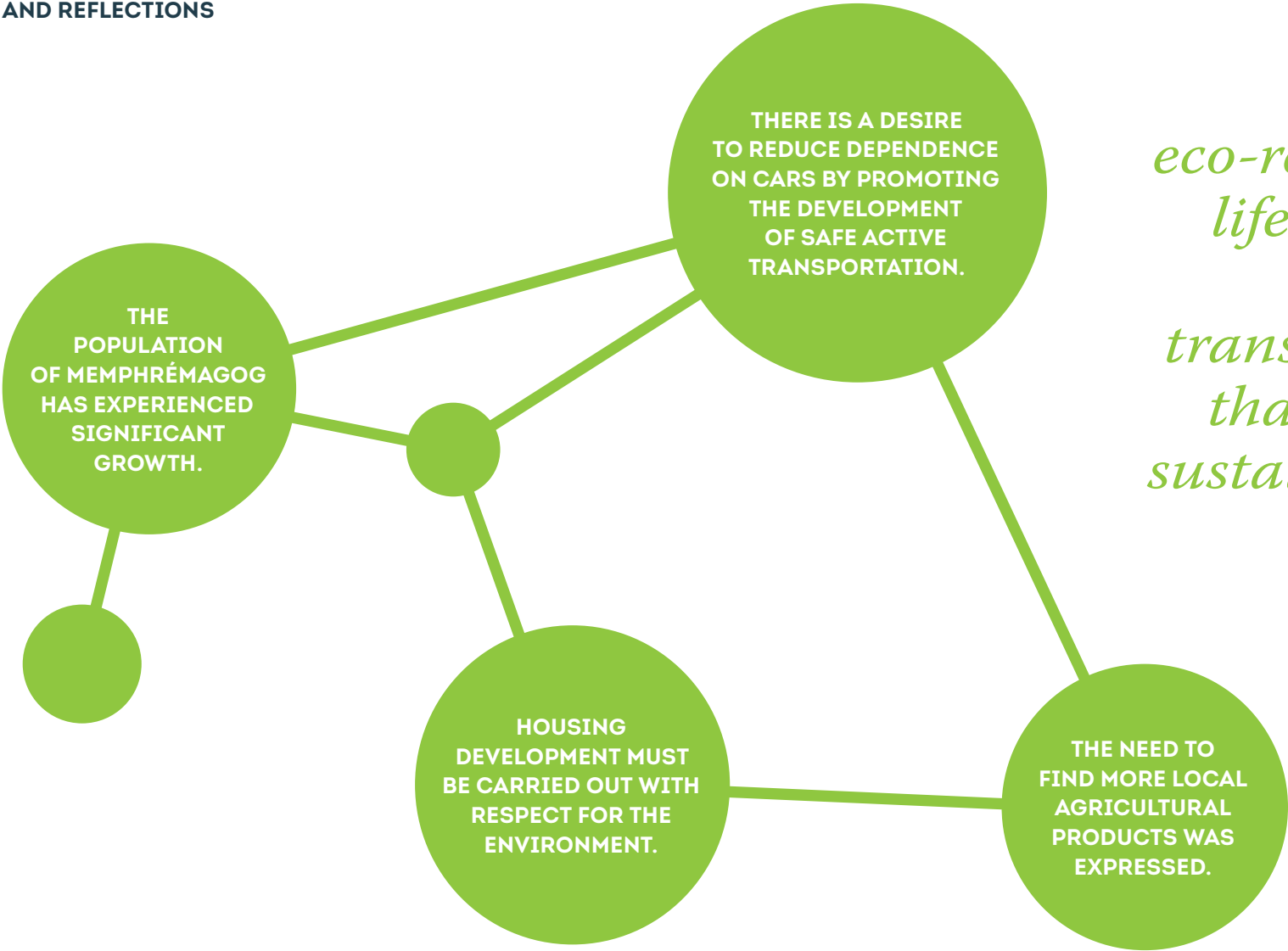


*Ensure everyone has access to managed natural spaces while preserving the environment*

| FIELDS OF ACTION  | IMPLEMENTATION STRATEGIES   | INDICATORS OF SUCCESS   | LEAD PARTNERS AND COLLABORATORS   |
|---|---|---|---|
| <p><b>Ensure that everyone has access to managed natural areas and green spaces in every living environment</b></p> | <ul style="list-style-type: none"> <li>• <b>Assess</b> community needs for access to natural spaces</li> <li>• <b>Assess</b> programmes promoting citizen access</li> <li>• <b>Inventory</b> green spaces and <b>identify</b> inaccessible locations</li> </ul> | <ul style="list-style-type: none"> <li>• Visits to managed natural spaces (SÉPAQ, the Cherry River Marsh, etc.) increase, particularly among disadvantaged households</li> <li>• An increase in the number of green spaces within Memphrémagog</li> </ul> | <ul style="list-style-type: none"> <li>• CIUSSS</li> <li>• MUNICIPALITIES</li> <li>• RMC</li> <li>• CDC</li> </ul>      |
| <p><b>Raise awareness among socio-economic stakeholders and citizens about environmental issues</b></p>             | <ul style="list-style-type: none"> <li>• <b>Bring together</b> different stakeholders informed about and involved in environmental issues</li> <li>• Develop a <b>common vision</b> to target actions to be taken</li> </ul>                                    | <ul style="list-style-type: none"> <li>• An environmental working group is created</li> <li>• Socio-economic stakeholders and citizens have better knowledge of environmental issues</li> </ul>   | <ul style="list-style-type: none"> <li>• CIUSSS</li> <li>• CCM</li> <li>• CDC</li> <li>• RMC</li> <li>• CREE</li> </ul> |

### OBJECTIVE 1.2

#### KEY POINTS FROM THE CONSULTATIONS AND REFLECTIONS



*Develop eco-responsible lifestyles and modes of transportation that promote sustainable use of space*

| FIELDS OF ACTION   | IMPLEMENTATION STRATEGIES   | INDICATORS OF SUCCESS  | LEAD PARTNERS AND COLLABORATORS  |
|--|---|--|--|
| <p><b>Promote sustainable transportation within our territory and beyond</b></p> | <ul style="list-style-type: none"> <li>• <b>Identify inspiring/innovative projects</b> in similar RCMs (community taxis, carpooling) and companies (incentives, showers, bike racks, etc.)</li> <li>• <b>Map out</b> the competencies of various institutions and stakeholders</li> <li>• <b>Identify</b> practical traffic routes that favour active transportation</li> <li>• <b>List and compile</b> traffic zones requiring speed limit reductions</li> </ul>   | <ul style="list-style-type: none"> <li>• The number of safe zones for active transportation (pedestrian, bicycle, scooter, etc.) increases</li> <li>• Dependence on cars decreases</li> </ul>  | <ul style="list-style-type: none"> <li>• RCM/TRANSPORT COMMITTEE</li> <li>• MTMDO</li> <li>• CCM</li> <li>• SCHOOL SERVICE CENTRES</li> <li>• EDUCATIONAL ESTABLISHMENTS OUTSIDE OF THE RCM</li> </ul> |
| <p><b>Develop eco-responsible and dignified housing for all</b></p>              | <ul style="list-style-type: none"> <li>• <b>Assess</b> spaces with potential for densification and areas at risk of urban sprawl</li> <li>• <b>Identify</b> desirable eco-responsible construction standards for our territory</li> <li>• <b>Raise public awareness</b> of sustainable housing issues</li> <li>• <b>Inform</b> the public about different types of housing and living environments (co-ops, co-living, etc.)</li> <li>• <b>Facilitate dialogue</b> between urban planning, environmental, and social sectors</li> </ul> | <ul style="list-style-type: none"> <li>• Environmental standards and access to green spaces are required by municipalities for new constructions</li> <li>• Increase in the number of affordable housing units</li> <li>• Municipalities diversify housing and respond to the State of the Situation Report’s recommendations</li> </ul> | <ul style="list-style-type: none"> <li>• CHANTIER HABITATION</li> <li>• MUNICIPALITIES</li> <li>• RCM</li> </ul>   |
| <p><b>Create a multisectoral working group for environmental protection</b></p>  | <ul style="list-style-type: none"> <li>• <b>Bring together</b> stakeholders with environmental awareness and commitment</li> <li>• <b>Identify</b> action priorities</li> </ul>   | <ul style="list-style-type: none"> <li>• A social action plan for the environment is created</li> <li>• Environmental specialists in municipalities and the RCM collaborate with the working group</li> </ul>  | <ul style="list-style-type: none"> <li>• TDSM</li> <li>• RCM</li> <li>• CREE</li> <li>• MUNICIPAL ENVIRONMENTAL OFFICERS</li> </ul>  |







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**PRIORITY 2**

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**PROMOTE SOCIAL  
NETWORKING WITHIN  
OUR COMMUNITIES**

## OBJECTIVE 2.1

### KEY POINTS FROM THE CONSULTATIONS AND REFLECTIONS



## *Promote the inclusion of everyone in our communities*

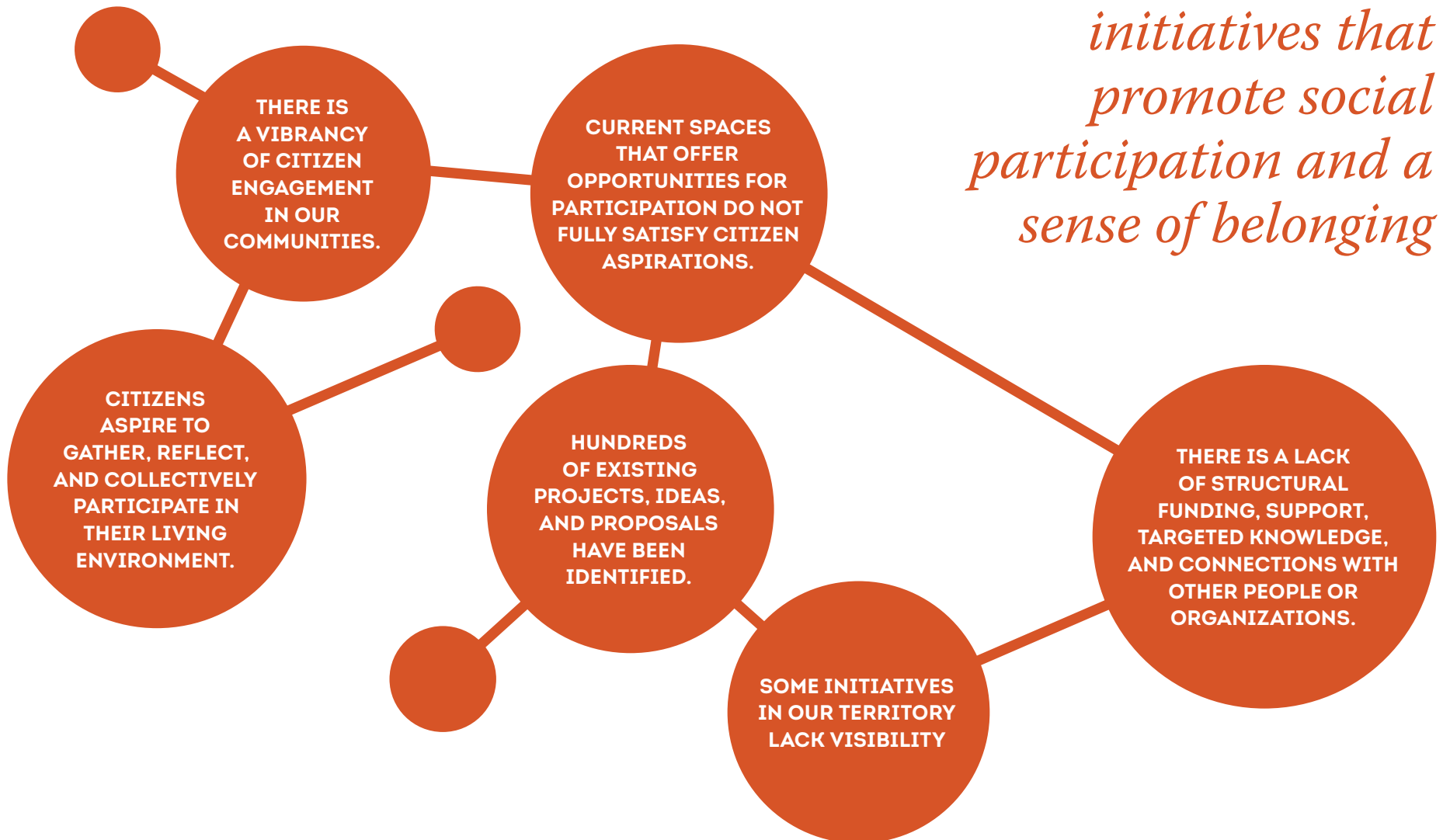
| FIELDS OF ACTION   | IMPLEMENTATION STRATEGIES  | INDICATORS OF SUCCESS  | LEAD PARTNERS AND COLLABORATORS  |
|--|--|--|--|
| <p><b>Improve the welcoming of immigrants in the Memphrémagog</b></p>                        | <ul style="list-style-type: none"> <li>• <b>Bring together</b> partners involved in supporting immigrants with their integration into society</li> <li>• <b>Assess</b> existing resources for immigrants</li> <li>• <b>Raise awareness</b> among partners to deploy and adopt services/actions for immigrants</li> </ul>                       | <ul style="list-style-type: none"> <li>• A collaborative working group on immigration is created in the territory</li> <li>• An “Immigration” sector is added to TDSM representations</li> <li>• A welcome “guide” for immigrants is created and distributed</li> </ul>      | <ul style="list-style-type: none"> <li>• RCM - MIFI COLLABORATION</li> <li>• CDC</li> <li>• CIUSSS</li> <li>• SCHOOL SERVICE CENTRES</li> <li>• CCM</li> </ul> |
| <p><b>Provide citizens with diverse* experiences to promote better social networking</b></p> | <ul style="list-style-type: none"> <li>• Meet with different social groups to <b>understand</b> their needs, aspirations, and challenges regarding social and community life</li> <li>• <b>Learn</b> from existing initiatives in other territories</li> <li>• <b>Deconstruct prejudices</b> through citizen actions and activities</li> </ul> | <ul style="list-style-type: none"> <li>• A participatory citizen resource is deployed in the territory</li> <li>• English-speaking individuals feel more included in the Memphrémagog community</li> <li>• Immigrant participation in social activities increases</li> </ul> | <ul style="list-style-type: none"> <li>• TDSM</li> <li>• CHANTIER HABITATION</li> <li>• RCM - MIFI COLLABORATION</li> <li>• CLAP</li> <li>• TCAM</li> </ul>    |

\*A diversity of cultures, ages, languages, social classes, gender identities, sexual orientations, etc.

## OBJECTIVE 2.2

### KEY POINTS FROM THE CONSULTATIONS AND REFLECTIONS

*Stimulate collective initiatives that promote social participation and a sense of belonging*



| FIELDS OF ACTION  | IMPLEMENTATION STRATEGIES   | INDICATORS OF SUCCESS  | LEAD PARTNERS AND COLLABORATORS  |
|---|---|--|--|
| <p><b>Encourage the development and enhancement of village centres in each municipality</b></p>                 | <ul style="list-style-type: none"> <li>• <b>Consult</b> citizens through innovative and engaging means regarding local territorial development</li> <li>• <b>Promote</b> existing initiatives in the region and <b>draw inspiration</b> to replicate them across all municipalities</li> <li>• <b>Create</b> citizen spaces and social gathering opportunities in the heart of neighbourhoods and villages</li> </ul>   | <ul style="list-style-type: none"> <li>• Buying local is on the rise</li> <li>• The offer of social and community activities by and for citizens is more prevalent</li> <li>• An increased sense of belonging among different populations</li> </ul>                         | <ul style="list-style-type: none"> <li>• MUNICIPALITIES</li> <li>• CCM</li> <li>• RCM</li> <li>• CITIZEN GROUPS AND ORGANIZATIONS</li> </ul>                                   |
| <p><b>Facilitate and support the creation of shared spaces fostering dialogue and citizen participation</b></p> | <ul style="list-style-type: none"> <li>• <b>Consult</b> citizens about their motivations and needs to develop initiatives that promote sharing and social networking</li> <li>• <b>Assess</b> available locations in municipalities and existing activities per locality</li> <li>• <b>Create</b> a citizen mobilization position to support citizen initiatives and raise awareness among non-sectoral partners</li> <li>• <b>Foster</b> spaces that facilitate dialogue among citizens</li> </ul> | <ul style="list-style-type: none"> <li>• Citizen initiatives emerge in at least 5 municipalities</li> </ul>  | <ul style="list-style-type: none"> <li>• TDSM</li> <li>• CDC</li> <li>• MUNICIPALITIES</li> <li>• CITIZEN GROUPS AND ORGANIZATIONS</li> <li>• TJSEM</li> <li>• TCAM</li> </ul> |
| <p><b>Raise awareness of social and community activities and services among organizations and citizens</b></p>  | <ul style="list-style-type: none"> <li>• <b>Improve</b> communication between municipalities and partners for better collaboration</li> <li>• <b>Continue</b> initiatives that promote direct contact between organizations and citizens, such as the <i>Journée des organismes</i></li> </ul>  | <ul style="list-style-type: none"> <li>• A common communication mechanism for disseminating services and activities is established</li> <li>• An increase of population participation in NPO activities and services</li> </ul>  | <ul style="list-style-type: none"> <li>• CDC</li> <li>• CIUSSS</li> <li>• MUNICIPALITIES</li> </ul>  |
| <p><b>Support the deployment of collective projects in food security</b></p>                                    | <ul style="list-style-type: none"> <li>• <b>Assess</b> existing initiatives and services</li> <li>• <b>Develop an action plan</b> for the Memphrémagog territory</li> <li>• <b>Promote</b> food donations in businesses, restaurants, hotels, etc.</li> <li>• <b>Develop a regional (RCM) food recovery plan</b> and share the distribution and use of resources and infrastructures</li> </ul>   | <ul style="list-style-type: none"> <li>• Community meals and collective cooking workshops are offered in different municipalities</li> <li>• Common gardening spaces are developed in several municipalities</li> <li>• Local markets offer free or low-cost food</li> </ul> | <ul style="list-style-type: none"> <li>• CÉSAM</li> <li>• MUNICIPALITIES</li> </ul>  |





**PRIORITY 3**

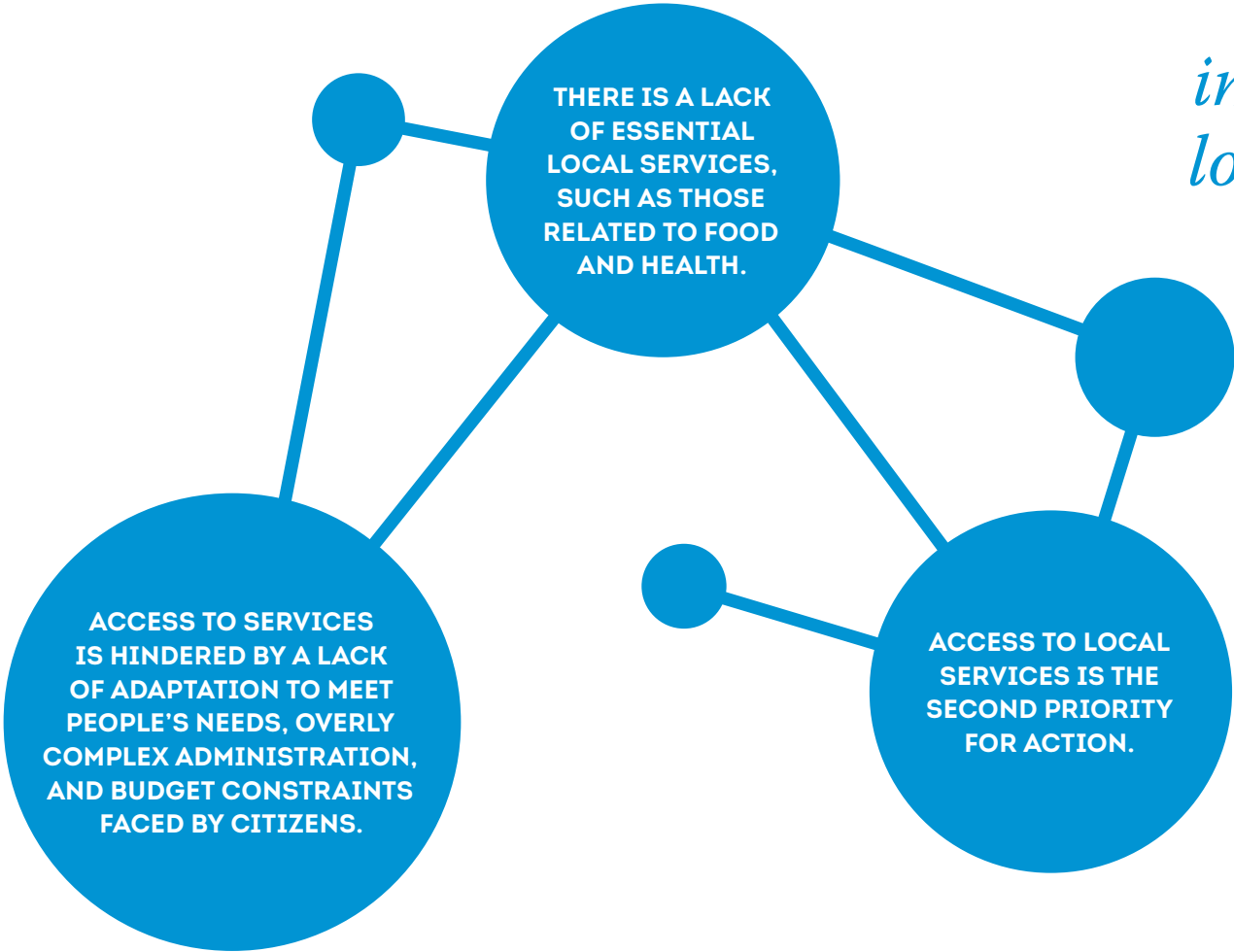
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**COMMIT TO THE MENTAL  
AND PHYSICAL HEALTH  
OF OUR CITIZENS**

### OBJECTIVE 3.1

KEY POINTS FROM THE CONSULTATIONS  
AND REFLECTIONS

*Organize our communities to increase access to local services and healthcare*



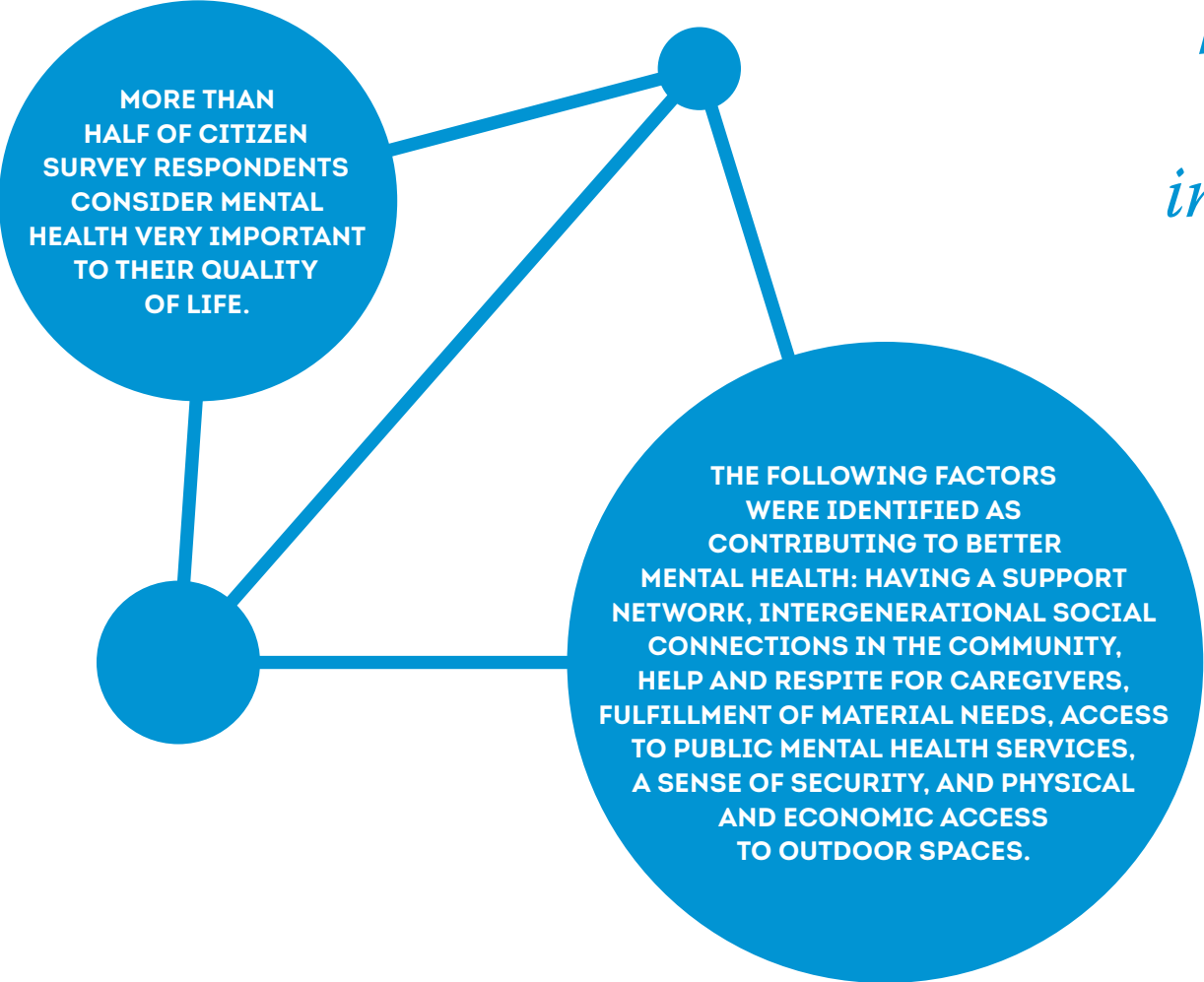


| FIELDS OF ACTION   | IMPLEMENTATION STRATEGIES   | INDICATORS OF SUCCESS   | LEAD PARTNERS AND COLLABORATORS   |
|--|---|---|---|
| <p><b>Ensure diverse housing options and housing services for the population</b></p>   | <ul style="list-style-type: none"> <li>• <b>Inform</b> stakeholders (municipalities, citizens) about their power to act</li> <li>• <b>Identify</b> an affordable housing task force to <b>target possible collaborations</b></li> </ul>   | <ul style="list-style-type: none"> <li>• A citizen initiative for tenant rights advocacy has been created</li> <li>• The number of affordable housing units has increased</li> <li>• A first community housing project is underway</li> </ul>         | <ul style="list-style-type: none"> <li>• CHANTIER HABITATION</li> <li>• MUNICIPALITIES</li> <li>• RCM</li> <li>• CIUSSS</li> <li>• HOUSING AUTHORITY</li> <li>• COOPERATIVES</li> <li>• HOUSING NPOS</li> <li>• DEVELOPERS</li> </ul> |
| <p><b>Strengthen local and popular education services in food security</b></p>   | <ul style="list-style-type: none"> <li>• <b>Secure the position</b> of a food security and poverty reduction development officer</li> <li>• <b>Develop</b> popular education projects related to food security</li> </ul>   | <ul style="list-style-type: none"> <li>• The number of food deserts in Memphrémagog is decreasing</li> <li>• There is increased participation in popular education activities related to food security</li> </ul>                                     | <ul style="list-style-type: none"> <li>• CÉSAM</li> <li>• WITH A NEW MOBILIZATION AGENT IN PLACE</li> </ul>   |
| <p><b>Strengthen local public and community health services and support for caregivers</b></p>   | <ul style="list-style-type: none"> <li>• <b>Develop</b> a service map to identify service gaps</li> <li>• <b>Identify</b> priority needs</li> <li>• <b>Promote</b> health professions to recruit more workers</li> </ul>  | <ul style="list-style-type: none"> <li>• An increase in health services in different localities</li> <li>• Caregivers receive more support</li> </ul>   | <ul style="list-style-type: none"> <li>• CIUSSS</li> <li>• TCAM</li> <li>• CVSSS</li> </ul>   |
| <p><b>Provide services for children and youth to support families</b></p>  | <ul style="list-style-type: none"> <li>• <b>Monitor</b> services in the Memphrémagog to ensure they align with the evolving needs of families in the region</li> <li>• <b>Define</b> priority actions to be implemented for this population</li> </ul>  | <ul style="list-style-type: none"> <li>• The number of subsidized daycare places is increasing</li> <li>• Sports and recreational activities are accessible, free of charge or at low cost for economically vulnerable families</li> </ul>            | <ul style="list-style-type: none"> <li>• TJSEM</li> <li>• MUNICIPALITIES</li> <li>• CIUSSS</li> <li>• HAN-DROITS*</li> <li>• SCHOOL SERVICE CENTRES</li> <li>• RCM</li> </ul>   |
| <p><b>Ensure the development of services and infrastructure that support adapted, collective, and active transportation to promote citizen health and well-being</b></p> | <ul style="list-style-type: none"> <li>• <b>Evaluate</b> successful and innovative practices in transport and active mobility in geographically/demographically similar regions</li> <li>• More accurately <b>assess</b> needs</li> <li>• <b>Adapt</b> the provision of accessible and collective transportation services to meet the needs of the territory</li> </ul> | <ul style="list-style-type: none"> <li>• An increase in the offer of adapted and collective transport (number of days and time slots)</li> <li>• Resources coordinate to ensure collective transport service during service/activity hours</li> </ul> | <ul style="list-style-type: none"> <li>• RCM/TRANSPORT COMMITTEE</li> <li>• CDC</li> <li>• MUNICIPALITIES</li> <li>• PD, ID AND ASD TABLE</li> <li>• CIUSSS</li> <li>• TCAM</li> </ul>  |

\*Service supporting the rights for disabled individuals in the region

### OBJECTIVE 3.2

#### KEY POINTS FROM THE CONSULTATIONS AND REFLECTIONS



*Foster social, economic and health conditions that positively impact the mental health of our communities*

| FIELDS OF ACTION   | IMPLEMENTATION STRATEGIES   | INDICATORS OF SUCCESS  | LEAD PARTNERS AND COLLABORATORS  |
|--|---|--|--|
| <p><b>Ensure the accessibility of local mental health services for all</b></p>   | <ul style="list-style-type: none"> <li>• <u>Determine</u> the territorial needs and service gaps in what is currently offered</li> <li>• <u>Establish a common vocabulary and references</u> between the CIUSSS and partners for a shared assessment of the situation</li> <li>• Create a <u>portrait</u> of the population's mental health status</li> <li>• <u>Raise awareness</u> of resources and <u>demystify</u> mental health</li> </ul> | <ul style="list-style-type: none"> <li>• The TCSM and CIUSSS collaborate to ensure that CIUSSS mental health services are accessible and meet the population's needs</li> <li>• There is greater acceptance of people experiencing mental health issues, and stigma is decreasing</li> </ul> | <ul style="list-style-type: none"> <li>• CIUSSS</li> <li>• MENTAL HEALTH CONSULTATION TABLE</li> <li>• CVSSS</li> </ul>  |
| <p><b>Promote access to culture and leisure for everyone</b></p>   | <ul style="list-style-type: none"> <li>• Leisure Access Programme (<i>Programme Accès-Loisirs</i>): <u>Evaluate</u> best practices elsewhere</li> <li>• <u>Consult citizens</u> from different age groups to understand their appreciation of existing services and their expectations for access to cultural and leisure activities</li> <li>• <u>Improve</u> costs and <u>offer</u> free and inclusive activities</li> </ul>                  | <ul style="list-style-type: none"> <li>• Access to self-service leisure equipment and infrastructure increases in various municipalities</li> <li>• An increase in free accessible shows and performances in the East and West of the Memphrémagog</li> </ul>                                | <ul style="list-style-type: none"> <li>• RCM</li> <li>• MUNICIPALITIES</li> <li>• RCM/CULTURAL COMMITTEE</li> </ul>  |
| <p><b>Promote school perseverance, and social and professional integration of citizens</b></p>   | <ul style="list-style-type: none"> <li>• <u>Create a portrait</u> of socioprofessional integration services</li> <li>• <u>Identify</u> gaps and services that could complement each other and increase practicality</li> <li>• <u>Target</u> priority actions</li> </ul>  | <ul style="list-style-type: none"> <li>• An increase in the social participation of youth</li> <li>• An increase in available extracurricular programmes and activities</li> <li>• An increase in graduation rates</li> </ul>  | <ul style="list-style-type: none"> <li>• SERVICES QUÉBEC</li> <li>• SCHOOL SERVICE CENTRES</li> <li>• CCM</li> <li>• TJSEM</li> <li>• AQDR</li> <li>• MENTAL HEALTH CONSULTATION TABLE</li> <li>• RCM</li> </ul> |
| <p><b>Raise awareness and support employers in their human resources strategies to consider social challenges (mental health, work-life balance, housing, etc.) faced by employees</b></p> | <ul style="list-style-type: none"> <li>• <u>Raise awareness</u> of the social challenges experienced by the population</li> <li>• <u>Inventory</u> best practices in human resources</li> <li>• <u>Train or update</u> on labour standards (employers and employees)</li> </ul>   | <ul style="list-style-type: none"> <li>• There is better talent retention within companies and organizations</li> </ul>  | <ul style="list-style-type: none"> <li>• SERVICES QUÉBEC</li> <li>• CCM</li> <li>• RCM</li> <li>• CDC - CNESST TRAINING FOR BOD</li> </ul>   |



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