



MEMPHRÉ
SOCIAL —
DEVELOPMENT

THE POWER OF WORKING TOGETHER

SOCIAL
DEVELOPMENT
POLICY

MEMPHRÉMAGOG
2024-2034

TABLE OF CONTENTS

1. Preamble	3
› Context	4
› Why a Social Development Policy?	6
2. Introduction	9
› A word from the Memphrémagog Social Development Table (TDSM)	10
› A word from the Memphrémagog Community Development Corporation (CDC)	11
› A word from the RCM	12
3. Our Shared Vision of Social Development	15
› Definition	16
› Vision	18
› Values and principles	19
4. Policy Development Process	21
› The steering committee	22
› The approach	25
› The organizational voice	26
· Collaborative work portrait-diagnosis	26
· Cross-sector portrait of social issues	26
› The citizen voice	27
· The citizen survey	27
· Citizen workshops	27
· Kiosking at the <i>Journée des organismes</i>	27
› The Grand Rendez-Vous for Social Development: Priorities and Actions to Deploy	29
5. Portrait of the RCM: Key Points	31
6. Politics is all about working together!	39
7. Priorities and Objectives: A Common Thread for Effective Collaboration	43
› Priority 1: Occupy our Territory while Preserving the Environment	44
· Objective 1.1 Ensure all have access to managed natural spaces while preserving the environment	44
· Objective 1.2 Develop eco-responsible lifestyles and modes of transportation that promote sustainable use of space	45
› Priority 2 : Promote social networking within our communities	46
· Objective 2.1 Promote the inclusion of everyone in our communities	46
· Objective 2.2 Stimulate collective initiatives that promote social participation and a sense of belonging	47
› Priority 3 : Commit to the mental and physical health of our citizens	49
· Objective 3.1 Organize our communities to increase access to local services and healthcare	49
· Objective 3.2 Foster social, economic and health conditions that positively impact the mental health of our communities	49
8. Governance and monitoring mechanisms	51
a. Role of the Memphrémagog Social Development Table (TDSM)	52
b. Creation of the advisory committee	52
c. Role of the tripartite steering committee	52

The image features a teal-to-green gradient background. On the left, there are white geometric shapes: a large 'L' shape and a smaller square below it. A network diagram with three circular nodes and connecting lines is overlaid on the right side. The word 'PREAMBLE' is written in white, bold, uppercase letters at the bottom center.

PREAMBLE

CONTEXT

In recent years, like many other places, the Memphrémagog territory has been affected by significant changes, particularly as a result of the COVID-19 pandemic. Economic challenges, inflation in key sectors such as construction, food and housing, and growing social disparities have considerably impacted communities throughout our Regional County Municipality (RCM). Additionally, homelessness has reached unprecedented levels in our region.

The rise of remote work has also brought new residents to our RCM, even though their workplaces are not necessarily located here. Issues related to housing, car dependency and a lack of active and public transportation options have affected the workforce across all industries, including the community sector and public services.

Meanwhile, the number of people aged 65 and over is rising steadily, creating a growing demand for medical care and social services. Caregivers, often elderly themselves, find it difficult to get respite. The mental health of vulnerable people of all ages and backgrounds is a challenge, and many citizens experience isolation.

In the community sector, as in all sectors, we have also observed significant upheaval, including high turnover. The workers – primarily women in the community, health, early childhood and school sectors – have shown great resilience.

In response to these profound changes, we have taken the initiative to develop a new social development policy for the 2024-2034 period.

In so doing, we have brought together stakeholders from the municipal, private, public and community sectors, as well as citizens, to foster cross-sectoral collaboration and to help ensure that each citizen reaches their full potential.

¹ In 2023, the *Ressources Relais* team carried out 1,378 interventions related to housing and homelessness, representing a 460% increase since 2019. Source: Ressources Relais Team Report



BRIDGING THE GAP

Our primary goal is to encourage collaboration across different sectors, break down silos, and work together to improve our living environments, so that every citizen can reach their full potential.

WHY A SOCIAL DEVELOPMENT POLICY?

A social development policy is a **strategic framework designed to guide and coordinate the collective efforts** of a community or region to promote well-being. It includes clear priorities that define a common goal and establish a shared vision of social development.

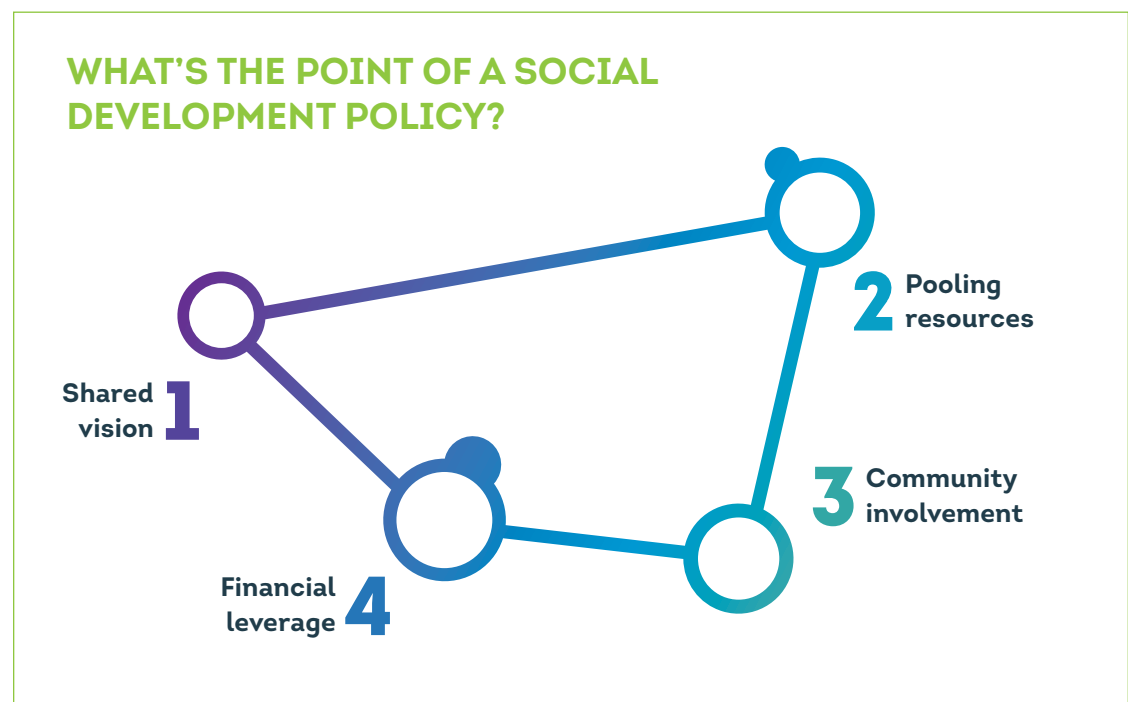
These priorities are accompanied by specific, measurable objectives tailored to local needs and realities. An integrated action plan is developed to achieve these objectives, featuring concrete initiatives, timelines, and mechanisms for monitoring and evaluation.



A well-designed and implemented social development policy can **significantly improve the quality of life for all citizens**, promoting equity, inclusion, resilience and sustainability in community development.

This policy will make it possible to:

- › Establish a shared vision that unites the territory's driving forces
- › Promote the pooling and coordination of resources to enhance the effectiveness and impact of local initiatives
- › Strengthen stakeholders' ability to act
- › Encourage communities to become actively involved in the evolution of their living environment
- › Facilitate access to additional funding and resources by clearly defining priorities and concrete actions, thereby consolidating requests to funding agencies





2

INTRODUCTION

A WORD FROM THE MEMPHRÉMAGOG SOCIAL DEVELOPMENT TABLE

(TDSM - TABLE DE DÉVELOPPEMENT SOCIAL MEMPHRÉMAGOG)



Developing a social development policy means making a shared commitment, as a community, to direct our efforts toward a common goal.

The 2024-2034 Social Development Policy has been carefully designed with the active participation of all our community stakeholders. It is the result of 18 months of in-depth analysis, group work, intersectoral consultation and collective reflection, aligned with the RCM's vision of sustainable development.

We will undoubtedly encounter challenges, changes and unforeseen events along the way. That is why the policy and its action plan are part of an evolutionary process that requires continuous adaptation to best meet the needs of our communities.

Our goal is to enable every member of our RCM communities to realize their full potential in a supportive and fulfilling environment. This policy represents not only a commitment to coordinate our multi-sectoral efforts toward a common goal but also to empower and innovate.

Cindy Pétrieux
TDSM Coordinator

2 Énoncé de vision stratégique du développement durable de la MRC de Memphrémagog.
(Memphrémagog RCM Strategic Vision Statement for Sustainable Development – French only)

A WORD FROM THE MEMPHRÉMAGOG COMMUNITY DEVELOPMENT CORPORATION (CDC)



For nearly two years, we have been developing a common language, fostering an inclusive approach and maintaining unwavering mobilization, despite the challenges of a post-pandemic context, high staff turnover and a lack of funding. What a remarkable journey it has been, driven by a deep-seated desire to establish essential social development for the well-being of the population.

This process has broadened our perspectives and allowed us to combine our complementary expertise to create a shared vision of an inclusive, supportive, vibrant and healthy Memphrémagog. This policy is the result of the first integrated multi-sectoral approach in the territory, co-developed with the citizens of the Memphrémagog. We hope it will unite partners and the public to bring about systemic changes that will significantly improve the quality of life for the population of our RCM.

Thank you to everyone involved, and long live this policy and collaborative effort!

MéliSSa Rivard
Executive Director of the CDC

A WORD FROM THE RCM



Dear citizens,

We have collaborated with conviction to realize this social development policy for the Memphrémagog RCM territory. This policy is the result of a concerted effort involving all local players, including community organizations, municipalities, businesses and citizens.

Social development aims to improve the quality of life for all community members. It involves creating a living environment where everyone can flourish and reach their full potential. This inevitably includes combating poverty, social exclusion and inequality, as well as promoting health, education and civic participation.

This social development policy is both ambitious and visionary. In particular, it challenges the municipality in its role as a local government, emphasizing the importance of integrating social development into all its actions, including those that have a significant impact on the health and well-being of individuals, families and communities. This requires thoughtful consideration of our infrastructure, land-use planning and sustainable transportation.

More than anything, this process has highlighted the importance of breaking down silos and focusing on the common good. Implementing a social development policy is a collective responsibility. We invite all citizens and stakeholders to join forces to make this policy a success.

Let's work together, step by step, to improve the quality of life in our communities.

Marie Boivin and Vinciane Peeters
*for the Mayors Council of the
Memphrémagog RCM*

SOCIAL DETERMINANTS OF HEALTH

According to the *Institut national de santé publique du Québec* (Québec National Institute of Public Health), health determinants refer to all the factors that influence a population's state of health, without necessarily being direct causes of specific problems or illnesses. Health determinants are associated with individual and collective behaviours, living conditions and environments. There are disparities in the distribution of these determinants across different levels of society, resulting in health inequalities. This social gradient in health corresponds to the unequal distribution of power, resources, goods and services. Therefore, it is crucial to consider this issue when addressing all determinants of health.

www.inspq.qc.ca/exercer-la-responsabilite-populationnelle/determinants-sante (French only)



3

**OUR SHARED
VISION
OF SOCIAL
DEVELOPMENT**

OUR SHARED VISION OF SOCIAL DEVELOPMENT

DEFINITION

Social development is:

- › **A collaborative process** created and led by stakeholders and citizens to enhance the quality of life and maximize the potential of each individual and community.
- › **A collective effort involving development partners** to address community needs through an inclusive, participatory approach.
- › **A comprehensive field of action** that encompasses a wide range of issues and initiatives, including housing, transportation, food, local services, employment, and more.

WHO ARE THE SOCIAL DEVELOPMENT PARTNERS?

Social development requires input from a variety of partners, including:

- › Community, cultural, sports, social economy, leisure organizations, etc.
- › Institutions (ministries, municipalities, integrated health and social service centres, school service centres, etc.)
- › Elected representatives
- › Consultation groups
- › Private companies
- › Citizens

These individuals and organizations listen to the needs of the population and seek solutions to improve their living conditions. They communicate, build connections, share information and work together on common issues.

Each partner plays a crucial role in addressing complex problems such as social inequality, food insecurity, school dropout rates, and the lack of social housing. By working together, we can effectively tackle these challenges and drive meaningful change.

Source : [Politique régionale de développement social de Laval](#) (Laval Regional Social Development Policy - French only)

“Social development is a process involving voluntary cooperative efforts and mutual support, while fostering social connections between residents and institutions within a community, with the goal of improving physical, social and economic living conditions.”

- Chavis, 2000
(Translated from French)

VISION

We aim to collectively develop a Social Development Policy (SDP) that is integrated into the development plans of our community leaders for the well-being of our population. More than a tool, the SDP is an opportunity to forge new alliances and cross-sector synergies to build supportive and innovative communities that foster resilience in the face of the various challenges that may arise, be they social, economic, environmental or health-related.

By 2034, Memphrémagog will be an innovative and inclusive community, with political, public, community, civic and private players all committed to improving the quality of life for everyone. Together, we are working to empower our communities to promote better health and achieve both individual and collective fulfillment.

WHAT IS EMPOWERMENT?

Empowerment can be understood as:

- › A PROCESS by which individuals, groups, organizations and communities gain or enhance their ability to exercise power
- › A STATE that designates the ability to exercise power
- › AN APPROACH to individual and collective intervention aimed at supporting the development of this capacity

The empowerment perspective encourages individuals, groups, organizations and communities to get involved in developing and implementing changes that are adapted to their realities and aspirations.

From communagir.org – Inspired by: Ninacs, William A. (2002). Types et processus d'empowerment dans les initiatives de développement économique communautaire au Québec (*Types and processes of empowerment in community economic development initiatives in Quebec* – French only).

VALUES AND PRINCIPLES

The values and principles are designed to ensure the actions undertaken by the various partners are coherent and aligned with the goals of the social development policy.

RESPECT AND INCLUSIVENESS

Respect is at the heart of our approach. We value inclusion and diversity, encouraging the participation of everyone, regardless of their differences. Our initiatives aim to build a foundation for collaboration based on mutual respect and acceptance, celebrating the complementarity and richness that everyone brings.

SOCIAL JUSTICE

We are committed to actively promoting a fair distribution of wealth and opportunity within our community. By seeking to reduce inequalities, we aim to guarantee fundamental rights for all, regardless of socio-economic status, ethnic origin, gender or other factors.

COLLABORATION

Actors from the public, private, community, political and civic sectors work together towards a common goal. This collaboration involves effective communication, sharing of ideas and resources, and mutual trust and respect. Our collaborative approach is cross-sectoral and fosters synergy among different sectors.

SOLIDARITY

As individuals and groups, we support each other and work together for the common good, recognizing that each person's well-being is deeply linked to everyone's. Solidarity unites us through mutual support, especially in facing challenges and complex situations, thereby strengthening the fabric of our community.

INNOVATION

We develop creative solutions to socio-economic problems by adopting new approaches, fostering creative thinking and utilizing technology. We encourage innovation as a proactive means of addressing socio-economic challenges.



4

**POLICY
DEVELOPMENT
PROCESS**

THE STEERING COMMITTEE

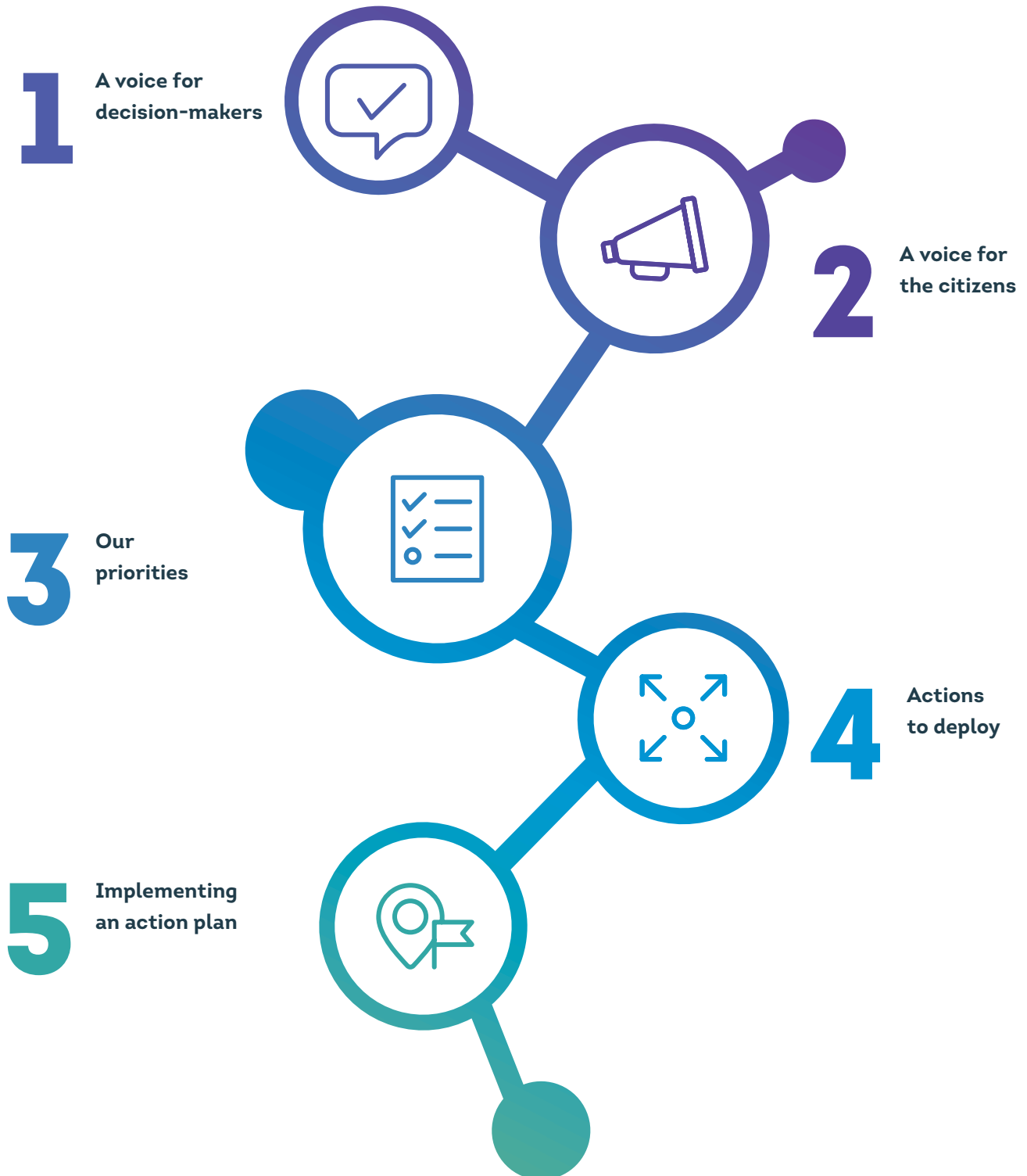
At the time of writing, the steering committee is made up of:

- › **Cindy Pétrieux**
TDSM Coordinator
- › **Edward Humphrey**
Project Manager at Townshippers' Association, TDSM delegate for the English-speaking community sector
- › **Dany Gagné**
Community organizer at the *Centre intégré universitaire de santé et de services sociaux (CIUSSS) de l'Estrie*, substitute delegate for the health sector at the TDSM
- › **Amélie Hudon**
CDC Community Development Officer
- › **Marie-Christine Perron-Marier**
Territorial Development Officer at the RCM, Municipal sector delegate at the TDSM
- › **Vinciane Peeters**
Mayor of Bolton-Est - Social Development Representative for the RCM

Through 14 meetings, the committee's mission was to oversee the activities that led to the development of this policy. Throughout the process, it ensured effective consultation with the various stakeholders and incorporated the concerns of the different members of our communities. Committee members actively participated in several key work sessions, including developing a citizen survey, analyzing consultation results, organizing and facilitating the Grand Rendez-Vous for Social Development (*Le grand rendez-vous du développement social*) and drafting the social development policy. In addition, committee members played an important role in engaging stakeholders at every stage of the process, ensuring inclusive and representative participation.

We would also like to thank the people who contributed to the committee's work: Mélody J. Rodrigue – Coordinator of the Memphrémagog Socio-Economic Youth Table, TDSM youth delegate; Mélissa Rivard – Executive Director of the CDC, TDSM community delegate; Véronique Stock – Mayor of Stukely-Sud.

STEPS IN THE PROCESS



LA DÉMARCHE

Ces trois organisations se sont alliées pour élaborer ensemble et avec nos communautés la nouvelle politique en développement social et son plan d'action intégré



Expertise en concertation intersectorielle
Mandat de développement des communautés.



Expertise municipale
Mandat de développement local et régional.

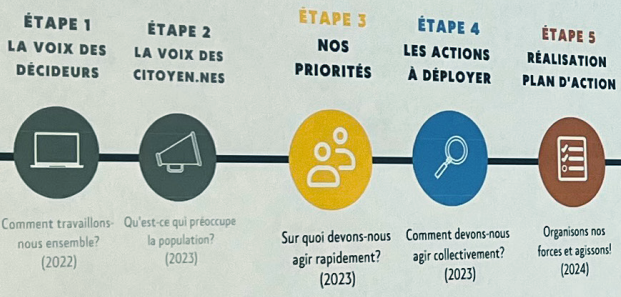


Expertise communautaire
Mandat de développement socioéconomique de lutte à la pauvreté et d'inclusion sociale.

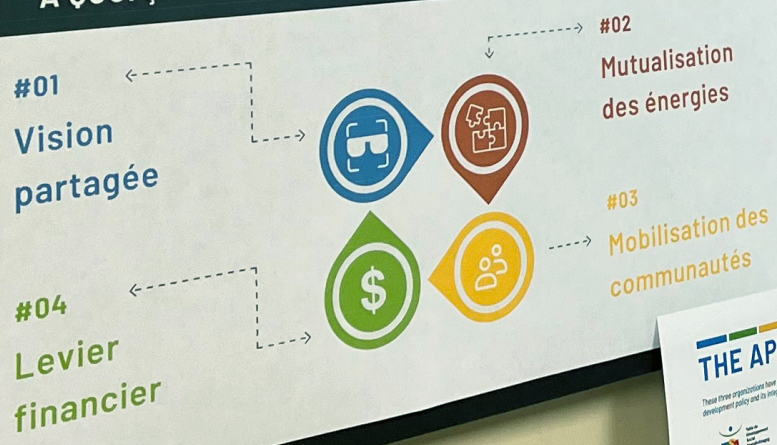
Mais le développement social c'est quoi ?

C'est améliorer le bien-être de chaque personne dans la société pour qu'elle puisse réaliser son plein potentiel.

LES ÉTAPES DE LA DÉMARCHE



À QUOI ÇA SERT UNE POLITIQUE EN DÉVELOPPEMENT SOCIAL ?



THE APPROACH

These three organizations have come together to collaboratively develop the new social development policy and its integrated action plan with our communities.

But what is social development?
It's about enhancing the well-being of each individual in society so they can realize their full potential.

THE STEPS IN THE APPROACH

- STEP 1: Shared vision
- STEP 2: Citizen voice
- STEP 3: Our priorities
- STEP 4: Actions to deploy
- STEP 5: Action plan implementation

WHAT IS THE PURPOSE OF A SOCIAL DEVELOPMENT POLICY?

- #01 Pooling of Energies

LA VOIX CITOYENNE

#1300 sondages citoyens

#22% des répondant.es ont manifesté leur intérêt à participer aux suites de la démarche.

#16 Des citoyen.nes de 16 municipalités ont répondu.

#9% C'est la ville de Stanstead qui enregistre la plus grande participation avec 9% de la population ayant répondu au sondage. Viennent ensuite Orford (8%) et Bolton-Est (5%). En revanche seul 1% de la population Magogaise a participé au sondage.

#80 participant.es aux 6 ateliers citoyens (Stanstead, North Hatley, Eastman, Magog-2, virtuel)

#88% Les répondant.es au sondage sont majoritairement francophones. 12% ont préféré répondre au sondage en anglais.

58% des répondant.es ont 55 ans et plus
Les 34 ans et moins représentent seulement 8% des répondant.es.

OCCUPATION

- En emploi: 50%
- A la retraite: 4%
- Autre: 1%
- Élève, étudiant: 1%
- Inapte à l'emploi: 1%
- Préfère ne pas répondre: 1%
- Volontairement sans emploi: 1%
- A la recherche d'emploi: 1%

GENRE DES RÉPONDANTES

- Femmes: 86%
- Hommes: 14%

CITIZEN VOICE

#1300 sondages citoyens

#22% des répondant.es ont manifesté leur intérêt à participer aux suites de la démarche.

#16 Des citoyen.nes de 16 municipalités ont répondu.

#9% C'est la ville de Stanstead qui enregistre la plus grande participation avec 9% de la population ayant répondu au sondage. Viennent ensuite Orford (8%) et Bolton-Est (5%). En revanche seul 1% de la population Magogaise a participé au sondage.

#80 participant.es aux 6 ateliers citoyens (Stanstead, North Hatley, Eastman, Magog-2, virtuel)

#88% Les répondant.es au sondage sont majoritairement francophones. 12% ont préféré répondre au sondage en anglais.

58% des répondant.es ont 55 ans et plus
Les 34 ans et moins représentent seulement 8% des répondant.es.

OCCUPATION

- En emploi: 50%
- A la retraite: 4%
- Autre: 1%
- Élève, étudiant: 1%
- Inapte à l'emploi: 1%
- Préfère ne pas répondre: 1%
- Volontairement sans emploi: 1%
- A la recherche d'emploi: 1%

GENRE DES RÉPONDANTES

- Femmes: 86%
- Hommes: 14%

THE APPROACH

The Social Development Policy (SDP) was designed to be as participatory as possible. We approached the process with the belief that each step in developing the SDP was, in itself, a tangible action to foster collaboration and enhance our living environment. This inclusive process ensures that the initiatives implemented respond to the real needs of the population and contribute to strengthening the sense of belonging and collective responsibility.

With a shared commitment to the well-being of our communities and the need to foster harmonious development for future generations, the main objective of the SDP and its action plan is to strengthen concerted action on a territorial scale. From businesses to schools to community

organizations, all sectors face social issues. The purpose of the SDP is not to reinvent and multiply actions, or to disregard existing initiatives, but rather to provide common guidelines to facilitate more effective and integrated coordination of efforts among the various players in the territory. In short, the SDP aims to harmonize our actions for a positive and sustainable social impact, addressing the specific needs and challenges of our communities.

The purpose of the SDP is not to reinvent or duplicate efforts, nor to undermine existing initiatives, but to offer common guidelines that enable more effective and coordinated collaboration among all stakeholders in the territory.

THE ORGANIZATIONAL VOICE

PORTRAIT-DIAGNOSIS: COLLABORATIVE WORK

- › In the spring of 2022, the Memphrémagog Social Development Table (TDSM) undertook an in-depth analysis to establish a diagnosis of collaborative work in the Memphrémagog region. Twenty-five stakeholders from various sectors participated in the exercise, identifying key strengths and major challenges within our social development ecosystem.

CROSS-SECTOR PORTRAIT: SOCIAL ISSUES

- › In the spring of 2023, TDSM partners conducted an intersectoral analysis to identify the main social issues affecting various communities. Delegates reported on the following 15 sectors: seniors, community, disability, youth, poverty, mental health, food security, socioeconomic development, education, health, employability, municipal affairs, women, the English-speaking community and individuals living with addictions.



THE CITIZEN VOICE

THE CITIZEN SURVEY

- › In January 2023, 1,300 people from the 16 municipalities of the RCM responded to the citizen survey, sharing their main concerns and expectations regarding social development. Of the participants, 88% completed the survey in French, and 12% in English.
- › To address the over-representation of certain groups in the survey responses, we incorporated data and insight from sectoral groups and roundtables. For instance, since only 8% of respondents were under the age of 34, we collaborated with the Memphrémagog Socio-Economic Youth Table (*la Table Jeunesse socio-économique Memphrémagog*) and invited its coordinator to join the steering committee to ensure that the needs of young people were adequately represented.

CITIZEN WORKSHOPS

- › In March 2023, we organized six citizen workshops: one in Eastman, one in Stanstead (conducted in English), two in Magog, one in North Hatley, and a virtual workshop that brought together nearly 80 participants. These workshops focused on five key themes identified as priorities in the survey: food, environment, mental health, inclusion and local services. Participants were given the opportunity to share their own perspectives and propose relevant solutions. For issues related to housing and transportation, we consulted specialized committees.

KIOSKING AT THE JOURNÉE DES ORGANISMES (ORGANIZATIONS DAY)

- › At the *Journée des organismes* on September 30, 2023, the TDSM hosted an interactive activity where attendees were invited to identify priority actions for each theme discussed. Approximately 75 people participated in the exercise, which helped us to identify trends within our community.

*“Happiness is not
at the top of the
mountain but in
how to climb.”*

- Confucius

THE GRAND RENDEZ-VOUS FOR SOCIAL DEVELOPMENT: PRIORITIES AND ACTIONS TO DEPLOY

The Grand Rendez-Vous for Social Development (*Le grand rendez-vous du développement social*), held on October 24, 2023, brought together 75 participants from 40 organizations across the community, municipal, private, public and civic sectors. This event was a key moment for collective reflection, where interactive workshops helped identify priority objectives and define strategic actions for our social development policy and its integrated action plan.

Through the convergence of these various consultation activities, we established a solid common foundation essential for creating an effective and inclusive social development policy. This process not only reinforced the foundations of our policy but also strengthened the commitment and collaboration among the different stakeholders involved.





PORTRAIT OF THE RCM: KEY POINTS

The following is a summary of the main socio-demographic characteristics of the population of the Memphrémagog RCM. However, this information is general and does not take into account the specific characteristics of certain communities. For more information, you can consult the portrait of Estrie communities.

Sources :

À propos. MRC de Memphrémagog, 2024.
(All About the Memphrémagog RCM) - French only

Enquête québécoise sur le développement des enfants à la maternelle (EQDEM). (Quebec-wide Inquiry into the Development of Kindergarten-aged Children (EQDEM)).
Institut de la statistique du Québec, 2022. - French only

État de situation sur le logement et perspectives de développement dans la MRC de Memphrémagog.
(The Housing Situation and Development Prospects in the Memphrémagog RCM)
JFLV urbanisme & environnement, 2024. - French only

Portrait des communautés (Community Profiles). Direction de santé publique, Centre intégré de santé et de services sociaux de l'Estrie - Centre hospitalier universitaire de Sherbrooke, 2024. - French only

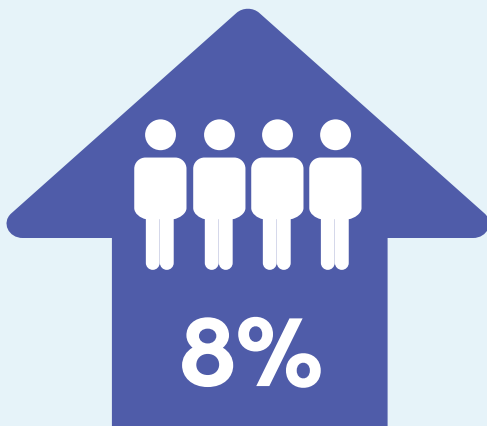
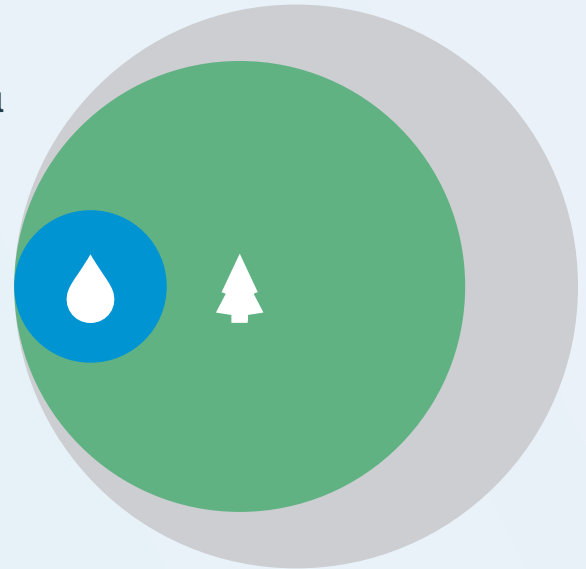
Portrait de la MRC de Memphrémagog. Un état de la situation pour orienter les actions en faveur de la persévérance scolaire et de la réussite éducative. Projet Partenaires pour la réussite éducatives en Estrie, 2022. (Portrait of the Memphrémagog RCM. An assessment of the situation to guide actions to foster school perseverance and educational success. Partners for Educational Success Estrie Project, 2022.)

Census Profile, 2021 Census of Population, Memphrémagog, Statistics Canada, 2023.

THE TERRITORY AND ITS POPULATION

Memphrémagog stands apart for its rich concentration of mountains and lakes, which are home to abundant wildlife and provide an exceptional quality of life, driving recreational and tourism development.

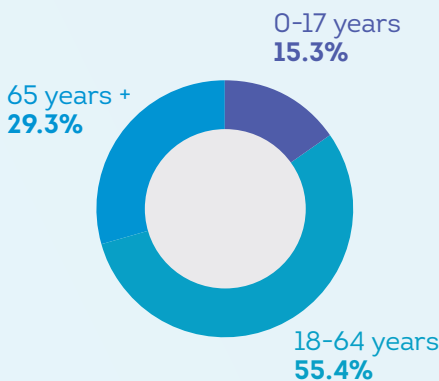
The region spans 1,317 km² of land, with an additional 127 km² of watershed and 65% of the area covered by forest.



Population growth rate since 2016

The RCM has a population of 54,564 spread over 17 municipalities. The central town is Magog, and there are also three agglomerations offering local services: Ayer's Cliff, Pottton and Stanstead.

POPULATION BREAKDOWN

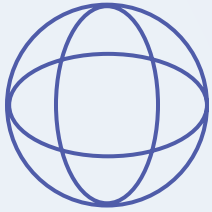


54 → The median age is 54 years (46 years in Estrie and 43 years in Québec).

In 2034, people aged 65 and over will represent 37.4% of the population of Memphrémagog (22,850/61,052).

37.4%

IMMIGRATION



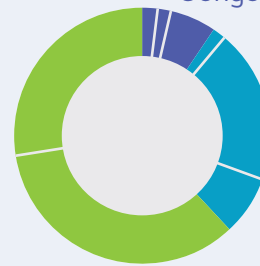
5%

of the population are immigrants (2,700 people).

Origin:

Most come from Europe, the Americas and Africa.

Europe, **1565**:
France, **870**



Africa, **235**:
Morocco, **45**;
Congo (DR), **45**

Americas, **720**:
United States, **485**;
Mexico, **45**

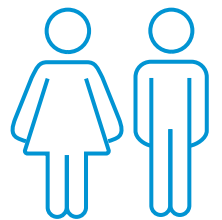
HOUSEHOLDS

77%

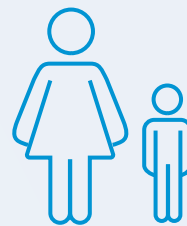
of households consist of 2 people, and 17% of single people.



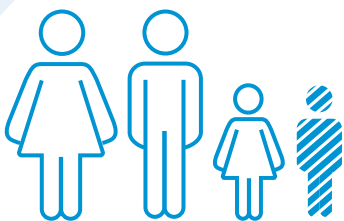
Rate of increase in 1-person households



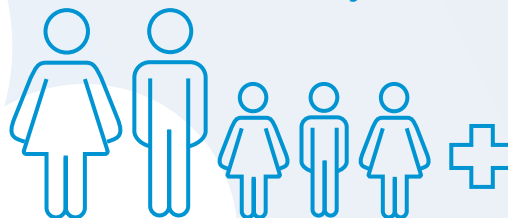
59.2%



Single-parent families account for 24.6%, 2/3 of which are supported by women.



33.9%



6.9%

A VITAL ENGLISH-SPEAKING COMMUNITY

13.7%

of the population speak English most often at home.

Estrie
6.9%

This proportion rises to **59.5%** in the Stanstead community and **38.6%** in the Missisquoi South community.

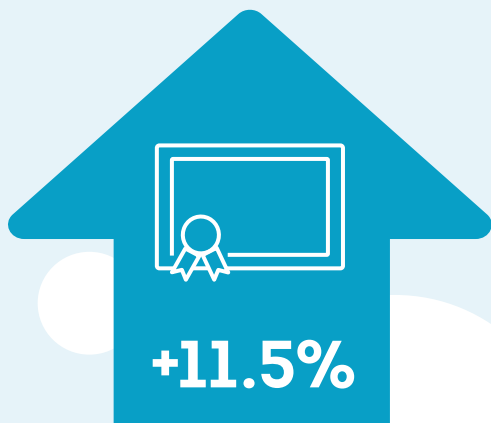
5.1%

do not speak French.

Estrie
2.9%

This proportion rises to **27.1%** in the Stanstead community and **15.9%** in the Missisquoi South community.

EDUCATION



The secondary school graduation rate after 7 years was **80.5%** in 2022 (in 2016, it was **69%**).

The rate of secondary school drop-outs without a diploma or qualification is **16.2%** (in 2016, it was **24%**).



46.7%

of the RCM's primary and secondary schools are considered disadvantaged according to the Socio-Economic Status Index (SEI).

The SEI index is calculated based on two key factors: the mother's lack of education and the parents' unemployment, both of which are strong indicators of why children struggle in school.

REVENUE



The total median after-tax household income is \$62,000 (\$50,973 in 2016).

The lowest incomes in the RCM are found in the communities of Les Tisserands (\$33,600) and Centre-ville (\$38,000) in Magog.

Three communities in the RCM face significant material and social disadvantages: Les Tisserands, Centre-ville in Magog, and Stanstead, where the level of disadvantage ranges from average to very high⁴.

DISTRIBUTION OF WORKERS BY OCCUPATIONAL CATEGORY

Legislative Bodies	3%
Natural Resources and Agriculture	3%
Arts, Culture and Sports	4%
Manufacturing and Utilities	6%
Natural and Applied Sciences	6%
Health	9%
Education	11%
Business, Finance & Administration	17%
Trades, Transport and Machinery	17%
Sales and Services	25%



For people aged 65 and over, the total median income after tax is \$29,000 (\$27,200 in Estrie and \$28,200 in Québec).

LOW-INCOME CITIZENS

35.1%

21.3%

35.1% of people aged 15 and over live alone and 21.3% are couples aged 65 and over.

EMPLOYMENT

25.2%

of the total income of the population aged 15 and over comes from government transfers⁴ (17.8% in 2016).

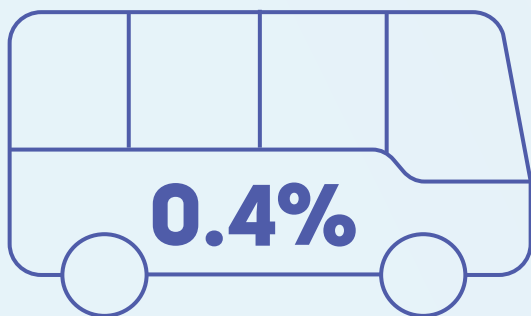
25.7%

of people aged 25 to 64 are not employed (28.2% in 2016).

³ The social disadvantage index, developed by the Institut national de santé publique du Québec, is calculated using three socio-economic indicators: the percentage of people aged 15 and over living alone, the percentage of those aged 15 and over who are separated, divorced, or widowed, and the percentage of single-parent families.

⁴ Refers to the total income from all government transfers paid by the federal government, provinces, territories or municipalities during the 2021 calendar year. This variable is derived by adding together the amounts from the following sources: Old Age Security pension and Guaranteed Income Supplement, Allowance for the Survivor, Quebec Pension Plan or Canada Pension Plan benefits, Employment Insurance benefits, child benefits and other public income sources.

TRANSPORTATION



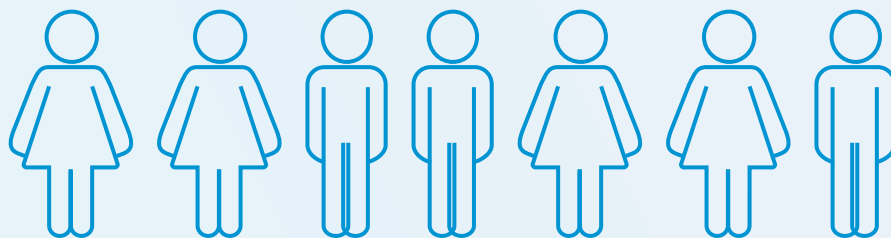
Limited public transit services contribute to the isolation of residents and create barriers to accessing employment and pursuing post-secondary education.

0.4% of workers use public transport to get to work. (2.1% in Estrie, 9% in Québec).

HOMELESSNESS



Homelessness and housing-related distress are increasing.



Homelessness affects a younger population, the majority of whom are women. This is a new reality in Magog.

460%

Équipe Ressources Relais, an outreach worker, has seen its operations on homelessness and housing jump by 460% since 2019.

HOUSING



Renters are primarily concentrated in Magog, North Hatley, and Stanstead.

The vacancy rate in Magog in 2023 was

1.3%

25%

of rental households spend 30% or more of their gross annual income on housing costs.

735

households are in urgent need, meaning their homes are either unaffordable, too small, or in need of major repairs.

69%



of the residential area consists of detached single-family homes.



Over the last 10 years, house prices have risen twice as fast as household income. At current prices, according to data for 2021, only 1 household in 5 could afford to buy a house within the 30% affordability ratio.



6

**POLITICS
IS ALL ABOUT
WORKING
TOGETHER!**

POLITICS IS ALL ABOUT WORKING TOGETHER!

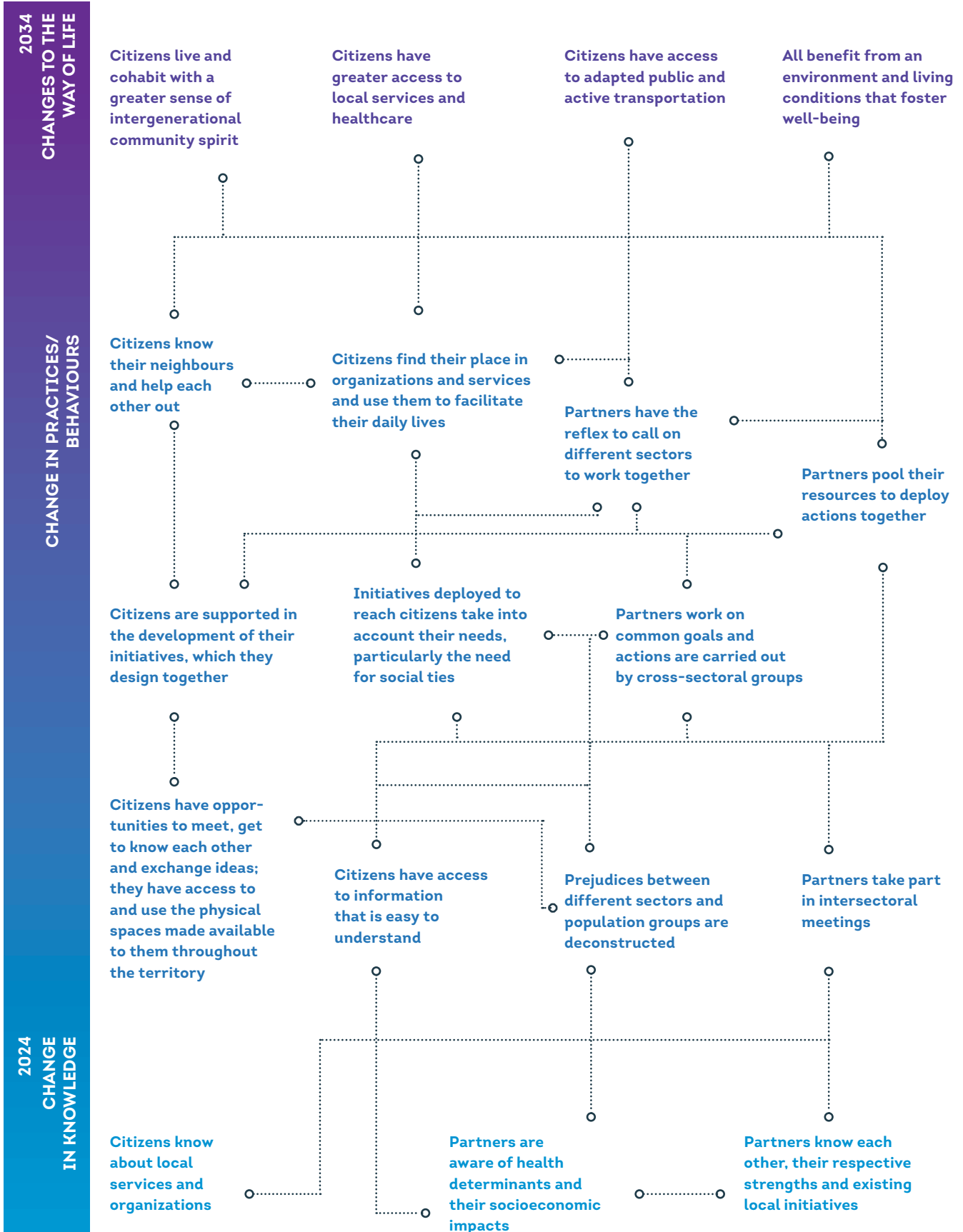
To achieve lasting change and improvement in our communities, we have identified several key conditions for success. The first is to embrace collaborative, cross-sectoral practices to enhance the impact of our efforts. To align the commitments of different sectors and drive meaningful change for the social development of our community, we need to transition from a focus on “I” to a unified and committed “we,” working towards the same goals.

That's why our policy is entitled **The Power of Working Together – Memphrémagog 2034.**

We have created a collective strategy called *The Path Towards Change*, which we must pursue together to achieve our vision. This strategy outlines the common actions we need to take, enables us to assess our impact, promotes our goals, and helps us to better communicate them.

By modelling our collective strategy, we have identified the stages of change in the short, medium and long term. The necessary changes to achieve our ultimate goal are outlined in a guide that directs the implementation of the action plan for this social development policy and helps us assess our impact.







PRIORITIES AND OBJECTIVES: A COMMON THREAD FOR EFFECTIVE COLLABORATION

In the context of social development in the Memphrémagog, we have established three key priorities that align with the overall vision of the Social Development Policy. These priorities are translated into specific objectives designed to address the social issues identified during our consultations and territorial analysis. Developed through a participatory and inclusive process, they form the foundation of our action plan for social development in Memphrémagog.

Please note that the sequence of the priorities does not imply any particular order of importance.

1 PRIORITY: OCCUPY OUR TERRITORY WHILE PRESERVING THE ENVIRONMENT

Based on feedback from respondents of all ages and from various geographic regions of the Memphrémagog, in both French and English, the number one priority is to take action on climate and environmental issues. The citizen workshops provided deeper insights into these concerns and helped refine our objectives.

OBJECTIVE 1.1

Ensure all have access to managed natural spaces while preserving the environment

Access to managed natural spaces is a significant concern voiced by various participants in our consultations. Many citizens report that costs associated with access to managed natural environments – such as parking fees or entrance fees to parks managed by the *Société des établissements de plein air du Québec (SÉPAQ)* – limit their ability to enjoy these areas. Access to lakes was also mentioned. With the privatization of shorelines and the concentration of visitors on free public beaches, access to lakes is nearly impossible. In recent years, numerous beach closures have further heightened citizen concerns about the preservation of our lakes and waterways.

This objective aims to ensure that **all citizens, regardless of their socio-economic status, can access and enjoy the managed natural environments** that are such a source of pride in our community. We are also committed to implementing targeted actions to **protect these valuable spaces**.



OBJECTIVE 1.2**Develop eco-responsible lifestyles and modes of transportation that promote sustainable use of space**

The organization of the Memphrémagog territory has evolved considerably over time. The population of Memphrémagog has grown significantly, increasing by 29% between 2001 and 2021 – nearly double the demographic trend in Quebec⁵. Such population growth inevitably impacts our environment.

During the citizen consultations, participants expressed their desire to reduce dependence on automobiles by promoting the development of public transit and safe, active transportation. Strong concerns about real estate development were also voiced, along with suggestions for environmentally-friendly housing options.

The use of our territory's agricultural land is a significant concern, especially in the context of high inflation and difficulties in accessing healthy food. Additionally, citizens expressed the need to have access to more local market garden produce and proposed concrete actions to address these concerns in the citizen workshops.

With this objective, *we commit our community to integrating an eco-responsible perspective into our various transportation, housing and food projects.* This commitment is essential for sustainably meeting the needs of our communities while minimizing social inequalities.

⁵ Population of Memphrémagog in 2001: 42,485; in 2021: 54,797 – Population of Québec in 2001: 7,417,456; in 2021: 8,550,561

2 PRIORITY: PROMOTE SOCIAL NETWORKING WITHIN OUR COMMUNITIES

OBJECTIVE 2.1

Promote the inclusion of everyone in our communities

The citizen consultation revealed a strong link between a sense of inclusion and mental health. Many people expressed difficulties integrating into their local communities and highlighted the negative impact of isolation on their well-being.

Certain populations are more affected, such as newcomers to Memphrémagog, especially those living in economically vulnerable situations or with mental or physical health issues. This includes elderly individuals, immigrants, racialized groups, English-speaking or allophone individuals, and members of the 2SLGBTQ+ community.⁶ Some of these citizens also face challenges with socio-economic integration.

The English-speaking community in Memphrémagog, which represents 13.7% of the population, also emphasizes the importance of addressing the sense of inclusion (24%), a much higher percentage than that of the French-speaking population (3%).

In recent years, the RCM has seen a significant increase in its immigrant population. According to the immigrants surveyed, their second biggest difficulty is lacking a social network. The organizations and businesses that support them report the same difficulty for their immigrant users and employees.⁷

Through this objective, ***we are engaging political, public, community and private organizations, as well as citizens, in practices and actions that reduce social inequalities*** and promote projects aimed at ensuring the better inclusion of diverse populations in our communities.

Social networking, encompasses a large web of relationships between people in a community or society. This includes all types of connections between individuals, groups and organizations. These connections are crucial for collective well-being, solidarity and social cohesion.

⁶ 2SLGBTQ+ is an acronym that represents various sexual orientations and gender identities, including two-spirited, lesbian, gay, bisexual, transgender, queer or questioning and others..

⁷ Data from the survey conducted as part of the "Grande rencontre sur le sujet de l'accueil et l'inclusion des personnes immigrantes dans Memphrémagog" (Grand meeting on the subject of welcoming and including immigrants in the Memphrémagog region) on September 12, 2023

OBJECTIVE 2.2**Stimulate collective initiatives that promote social participation and a sense of belonging**

The sustained mobilization around citizen consultation and the many citizen initiatives deployed on the territory in recent years (*Sunir* located in Orford, the *Rucher Boltonnois*, etc.) have demonstrated the vitality of citizen involvement in our communities. During the citizen workshops, many of the participants pointed out that the participatory forums currently offered (municipal councils, various consultations, etc.) are out of touch with citizen aspirations.

At the same time, citizens want to come together, think collectively about their living environment, participate and be heard in collective and more informal spaces. Among other things, people would like “opportunities to gather and be represented” and “physical spaces to gather” in their communities. They also wish to have “community meeting places and informal exchanges for citizens to create projects” and “organize sharing opportunities (car-pooling, tools, services).”

There is no shortage of ideas and desires from citizens and organizations to improve their living environments. The discussions we held throughout the process allowed us to identify hundreds of existing projects and just as many new ideas and proposals.

It is, however, a fact that moving from idea to action, particularly in the context of citizen projects, is often challenging. To address this, we aim to collectively facilitate access to structural financing, offer coaching and the sharing of specific knowledge, and facilitate networking with other people or organizations potentially interested in contributing to these initiatives. The same applies to many potential projects in our municipalities, businesses and community organizations.

Through this objective, ***we commit to raising awareness of existing projects in our territory, and to innovating in order to encourage and support solidarity-based and collective initiatives aimed at improving living conditions.***

By adopting a “by and for the communities concerned” approach, ***we will develop the capacity to act and foster a sense of belonging.*** We will work with citizens to assess their needs, aspirations and capacities, to create spaces for dialogue and sharing in the various communities of the Memphrémagog, thereby fostering social and political participation.



3 PRIORITY: COMMIT TO THE MENTAL AND PHYSICAL HEALTH OF OUR CITIZENS

OBJECTIVE 3.1

Organize our communities to increase access to local services and healthcare

66% of respondents to the citizen survey rated local services as very important (41%) or important (25%) to their quality of life. In fact, access to local services was rated by respondents as the second highest priority for action in the region.

Our analysis of the situation revealed several shortcomings in access to community and health services, particularly the lack of essential local services, including those related to food and health. Additionally, access to services is hampered by their lack of adaptation to needs, administrative complexity and sometimes by citizen budgetary constraints, mainly in terms of food and geographical remoteness. In parallel to this, the primary difficulty cited by citizens is transportation.

With this objective, we are initiating a reflection on the organization of our communities and their needs, so that together, we can develop **sustainable solutions for access to local services and healthcare.**

OBJECTIVE 3.2

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

For 52% of respondents to the citizen survey, mental health is considered very important to their quality of life. Numerous factors promoting better mental health were identified, such as having a support network, intergenerational social ties in the community, support and resources for family caregivers, material needs met, access to public mental health services, a sense of security, and physical and economic access to outdoor spaces.

Amidst a general deterioration in mental health in Quebec⁸ over the past ten years, citizens of all ages in the Memphrémagog are equally affected.

With this objective, we have decided to **prioritize the mental health of our communities** by involving all public, private, community and citizen partners alongside mental health stakeholders

8 Study: Mental disorders and access to mental health care – Statistics Canada

A large white number 8 is positioned on the left side of the page. The background is a solid purple color. Overlaid on the background is a network diagram consisting of several purple circles of varying sizes connected by thin purple lines. One circle is particularly large and overlaps the number 8. The text 'GOVERNANCE AND MONITORING' is written in white, bold, uppercase letters in the lower right quadrant of the page.

8

**GOVERNANCE
AND MONITORING**

GOVERNANCE AND MONITORING

A. ROLE OF THE MEMPHRÉMAGOG SOCIAL DEVELOPMENT TABLE (TDSM)

The TDSM plays a central role in leading and coordinating social development initiatives throughout the territory. As co-sponsor of the Social Development Policy, the TDSM mobilizes partners, facilitates exchanges between various stakeholders and supports the implementation of collaborative actions. Additionally, the TDSM is responsible for hiring a specialized external resource to support the evaluation and monitoring of these initiatives, ensuring a rigorous and collaborative approach.

B. CREATION OF AN ADVISORY

An advisory committee will be established to monitor and evaluate the implementation of the Social Development Policy. This committee will be composed of the chairpersons of the sectoral committees within the RCM, as well as relevant stakeholders from various

sectors (community, public health, business, etc.). Its mission will be to monitor progress, evaluate the effectiveness of actions and propose adjustments where necessary. The precise working methods will be defined by the committee members, with support from the evaluation expert hired by the TDSM. This advisory committee will ensure a collaborative approach and maximize efforts between various stakeholders in the area.

C. ROLE OF THE TRIPARTITE STEERING COMMITTEE

The tripartite steering committee, composed of RCM, TDSM and CDC managers and coordinators, will steer and lead the consultative committee. This committee will ensure the coordination of actions, synergy between various partners and ongoing communication with stakeholders. The steering committee will play a crucial role in integrating the perspectives and contributions of all involved parties, ensuring that the commitments made are aligned with the policy's objectives.



Thank you all for your invaluable contributions to this collective process.

It is now up to us all to support this vision and work together to achieve our goals, no matter how ambitious they may be.

The Power of Working Together -
Memphrémagog 2034



MEMPHRE
SOCIAL —
DEVELOPMENT