
CITY OF SAINT-AUGUSTIN- DE-DESMAURES

STRATEGIC PLAN
2017-2027



WORD FROM THE DIRECTOR GENERAL

■ Mr. Mayor,

Members of the City Council,

Citizens of Saint-Augustin-de-Desmaures,

It is common knowledge that adversity is the best teacher because it develops organizations, energizes the workforce and drives the machine forward towards great achievements.

With this in mind and after conducting an organizational diagnosis, your municipal public administration launched a series of major reforms over the past three years. Throughout the process, the themes of competence, cooperation, leadership, communication and optimization guided our efforts towards achieving effectiveness and efficiency.

Listening to your needs and concerns, the City initiated a number of major changes related to public finances, organizational structure and the delivery of services. It was also important to implement new tools to properly direct these changes.

This document details the City of Saint-Augustin-de-Desmaures' strategic plan for 2017-2027. The plan focuses on action and includes targets to achieve during the first three years. In subsequent years, the City will then make adjustments based on the results obtained.

We thank the many resident and corporate citizens who participated in the development of the plan through discussion groups and online consultations.

This strong involvement guarantees the success of the strategic plan. Together, while remembering the past, we now look to the future.



ROBERT DORÉ
Director General



VISION

SAINT-AUGUSTIN-DE-DESMAURES WILL CONTINUE TO SHOW LEADERSHIP AND MARSHAL ITS STRENGTHS FOR A BETTER FUTURE: QUALITY OF LIFE, POPULATION, EDUCATION, INNOVATION, SUSTAINABLE DEVELOPMENT AND STRATEGIC LOCALIZATION.

- **Quality of life** refers to the City's status as a distinctive suburb combining urban and rural life, a pleasant living environment for families.
- **Population** refers to citizens involved in their community, active participants in the City's social, community, sports, cultural and economic life.
- **Education** refers to the City's reputable educational institutions and educated population that contribute to making the City an appealing place in which to live.
- **Innovation** refers to the City's leadership, dynamic image, public administration and innovative businesses that receive rave reviews.
- **Sustainable development** refers to the City's constant consideration of social, economic and environmental issues conducive to a healthy living environment.
- **Strategic localization** refers to the City's geographic position of gateway to the Capitale-Nationale and Eastern Quebec and fast, efficient travel by various means.

MISSION

THE MISSION OF THE CITY OF SAINT-AUGUSTIN-DE-DESMAURES IS TO PROACTIVELY MANAGE OUR COLLECTIVE WEALTH AND PRESERVE OUR CITIZENS' QUALITY OF LIFE AND THE CITY'S TERRITORIAL INTEGRITY.

The City's role consists of ensuring accountable management through sound governance based on value for money, continuous improvement, ongoing interaction with citizens, and creative action and intervention methods.

Collective wealth refers to an educated population, our quality of life and infrastructure, and the City's "personality". Territorial integrity is defined as the sound, balanced occupation of the agricultural, residential, industrial, commercial and tourism sectors.

VALUES

THE CITY OF SAINT-AUGUSTIN-DE-DESMAURES ATTACHES GREAT IMPORTANCE TO COOPERATION, COMPETENCE, CREATIVITY AND EFFICIENCY.

- **Cooperation** involves truly listening to citizens and publishing pertinent indicators of the situation.
- **Competence** resides in the quality of the City's human resources and constantly improving work methods.
- **Creativity** means constantly seeking and implementing principles and practices to support the City's mission.
- **Efficiency** entails efficient and effective budget management and offering the best possible price/service packages.

SEVEN SPECIFIC ISSUES

THE DEPLOYMENT OF THE STRATEGIC PLAN IS BASED ON SEVEN ISSUES THAT EACH, IN THEIR OWN WAY, CONTRIBUTES TO THE ACCOMPLISHMENT OF THE CITY'S MISSION.

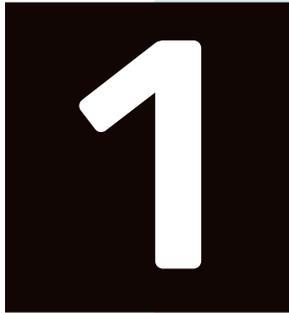
- 1 BALANCED TERRITORIAL DEVELOPMENT
- 2 OPTIMIZED SERVICES
- 3 SUSTAINABLE DEVELOPMENT
- 4 CONTINUOUSLY IMPROVED PERFORMANCE
- 5 ECONOMIC AND SOCIAL RETURNS
- 6 SKILLED HUMAN RESOURCES
- 7 PROMOTION OF A DYNAMIC BRAND IMAGE

THE 2017-2027 STRATEGIC PLAN NUMBERING SYSTEM FOR THE ISSUES, GUIDELINES, AXES OF INTERVENTION, OBJECTIVES AND TARGETS TO ACHIEVE IS AS FOLLOWS:

- The first number indicates the **issue**. For **example #3**: Sustainable development.
- The second number indicates an issue **guideline**. For **example, 3.1**: Define the environmental, social and economic parameters to reconcile.
- The third number indicates the **axis of intervention** for the guideline and issue. For **example 3.1.1**: Deploy a culture of sustainable development.
- The fourth and last number indicates the **objective and targets** set to achieve the axis of intervention included in the guideline, which itself is included in the issue. For **example 3.1.1.1**: Specify the goals and objectives of sustainable development.



ISSUE



BALANCED TERRITORIAL DEVELOPMENT

THE TERRITORY REPRESENTS AN IMPORTANT STRATEGIC ASSET AND A VITAL SOURCE OF WEALTH TO PROTECT. SEVERAL LAND USES ALREADY COEXIST HARMONIOUSLY WITHIN THE CITY'S LIMITS. THIS BALANCE MUST BE PRESERVED AND OPTIMIZED TO MAINTAIN A HIGH STANDARD OF QUALITY OF LIFE.

GUIDELINE 1.1

Work constantly to improve the quality of life.

AXIS OF INTERVENTION 1.1.1

Plan territorial development.

OBJECTIVE 1.1.1.1

Develop updated urban planning in line with new government, metropolitan, conurbation and municipal guidelines.

TARGET 1.1.1.1:

2017: a) Complete studies related to urban planning and territorial management.

b) Improve municipal stakeholder and clientele knowledge of the territory.

2018: Adopt new urban planning and regulatory reforms.

2019: Establish management indicators, continuous results analysis and corrective measures to improve services.

OBJECTIVE 1.1.1.2

Encourage moderate population growth based on a high economic return and excellent quality of life.

TARGET 1.1.1.2:

2017: a) Analyze the potential economic return associated with development;

b) Harmonize growth and economic return with future urban planning.

2018: Manage the maximum population threshold that should not exceed 25,000 by 2040.

2019: Support the arrival, training and retention of citizens in economic and institutional sectors.



OBJECTIVE 1.1.1.3

On a yearly basis, choose three themes from among the 17 of ISO 37120 and minimally improve the City's position by one level for two-thirds of the indicators selected over a 5-year period.

TARGET 1.1.1.3:

2017: Finances, waste, governance

2018: Urban planning, energy, telecommunications

2019: Economy, transportation, recreation

2020: Education, health, environment

GUIDELINE 1.2

View development from the standpoint of continuity, collective well-being and healthy lifestyles.

AXIS OF INTERVENTION 1.2.1

Ensure the implementation of means to encourage the development of our clientele.

OBJECTIVE 1.2.1.1

Promote investment from a perspective of sustainable development and collective well-being.

TARGET 1.2.1.1:

2017: Direct further development with an emphasis on the environmental development of the premises and the physical well-being of the population.

2018: Finalize the recreational master plan and identify action to implement in relation to urban planning, ability to finance and social needs.

2019: Encourage client participACTION.

2020: Analyze, develop and consolidate green spaces, exercise spaces and recreational spaces.

OBJECTIVE 1.2.1.2

Protect our territory's characteristics.

TARGET 1.2.1.2:

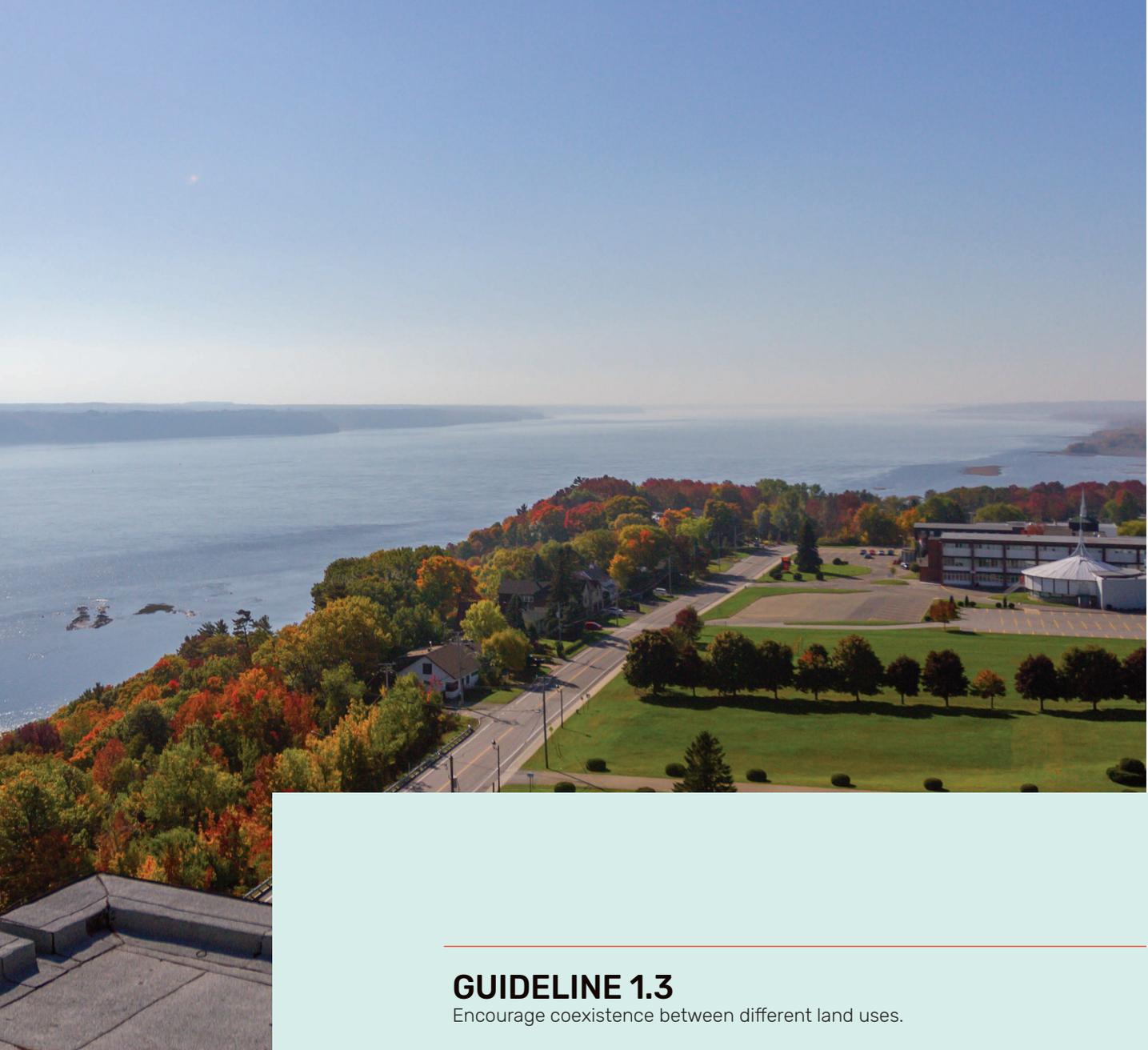
2017: a) Finalize the wetlands study in conjunction with the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques.

b) Finalize the cultural master plan and include in urban planning items related to urban planning.

2018: Continue to identify the territory's characteristics and implement the action plan.

2019: Encourage social involvement in the protection of the territory's distinctive characteristics.





GUIDELINE 1.3

Encourage coexistence between different land uses.

AXIS OF INTERVENTION 1.3.1

Ensure efficient land management.

OBJECTIVE 1.3.1.1

Enhance the return on investments for each use.

TARGET 1.3.1.1:

2017: Conduct a study on the agricultural, tourism and institutional sectors.

2018: a) Consolidate the interests of different sectors, banking on their shared involvement in the City's development;

b) Establish a buy local plan;

c) Develop a renovation plan.

2019: Promote the outreach of each sector by deploying a shared municipal action plan.

2020: Improve the economic and social returns for the well-being of the clientele.

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OPTIMIZED SERVICES

THE QUALITY OF THE SERVICES OFFERED MAY BE DEFINED AS THEIR ABILITY TO CORRESPOND TO THE EXPECTATIONS OF AN AGRICULTURAL, RESIDENTIAL, COMMERCIAL, INDUSTRIAL AND INSTITUTIONAL CLIENTELE. IN THIS RESPECT, UPSTREAM CONSULTATION, THE REALISM OF SERVICES OFFERED AND DOWNSTREAM COMMUNICATION ARE ESSENTIAL.

GUIDELINE 2.1

Continuously update services offered.

AXIS OF INTERVENTION 2.1.1

Ensure a comprehensive understanding of the needs.

OBJECTIVE 2.1.1.1

Draft an overview of activities by service.

TARGET 2.1.1.1:

- 2017:** a) Prepare a recreational master plan;
b) Prepare a cultural and community life master plan.
- 2018:** Choose guidelines and implement the action plans.
- 2019:** Implement and follow management indicators.

OBJECTIVE 2.1.1.2

Establish the correct equation between supply and demand.

TARGET 2.1.1.2:

- 2017:** Call for tenders to evaluate the economic and social returns generated by the activities offered.
 - 2018:** Analyze the economic and social returns associated with the activities offered.
 - 2019:** Develop and implement action plans.
 - 2020:** Follow up on action plans and analyze results.
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OBJECTIVE 2.1.1.3

Improve client access to services.

TARGET 2.1.1.3:

- 2017:** Analyze data provided by the territorial management-urban planning department in order to improve access to the department.
- 2018:** Deploy the data collection among all the departments in order to determine client needs.
- 2019:** Implement action plans corresponding to the needs of all clientele.
- 2020:** Conduct and overview changes made and their adaptation to needs expressed.

GUIDELINE 2.2

Innovate in terms of the form and nature of services offered.

AXIS OF INTERVENTION 2.2.1

Modernize services.

OBJECTIVE 2.2.1.1

Listen constantly to the clientele.

TARGET 2.2.1.1:

- 2017:** Implement external surveys.
- 2018:** a) Finalize the implementation of external and internal surveys;
b) Encourage citizen participation for the common good.
- 2019:** Establish means to promote municipal/clientele interaction.

OBJECTIVE 2.2.1.2

Seek inspiration from internationally recognized organizations.

TARGET 2.2.1.2:

- 2017:** Launch a literature review.
 - 2018:** Define and implement an action plan focusing on the needs of a current and potential clientele.
 - 2019:** Implement and maintain strategic watches.
-



SUSTAINABLE DEVELOPMENT

SUSTAINABLE DEVELOPMENT IS A VITAL CONSIDERATION FOR THE CITY'S FUTURE, ENVIRONMENTALLY, SOCIALLY AND ECONOMICALLY, AND A FUNDAMENTAL CONCEPT WITH A MAJOR IMPACT ON CITIZENS' QUALITY OF LIFE.

GUIDELINE 3.1

Define the environmental, social and economic parameters to reconcile.

AXIS OF INTERVENTION 3.1.1

Deploy a culture of sustainable development.

OBJECTIVE 3.1.1.1

Specify the goals and objectives of sustainable development.

TARGET 3.1.1.1:

2017: Prepare a tender to select a firm specialized in the field.

2018: Develop and approve a policy.

2019: Apply the policy.

OBJECTIVE 3.1.1.2

Heighten stakeholder awareness regarding sustainable development.

TARGET 3.1.1.2:

2017: Define the parameters that will help heighten stakeholder awareness.

2018: Involve the clientele in publicizing the implementation of the policy.

2019: Implement the action plan and management indicators.



OBJECTIVE 3.1.1.3

Implement ISO 14001.

TARGET 3.1.1.3:

2017: a) Conduct a study on wetlands;

b) Develop, draft and implement the standard.

2018: Complete the implementation and accreditation phases.

2019: Continuously improve procedures and work methods.

OBJECTIVE 3.1.1.4

Remain abreast of innovative practices in sustainable development.

TARGET 3.1.1.4:

2017: Begin a review of existing literature.

2018: Establish and implement an action plan.

2019: Conduct a strategic watch.

4

CONTINUOUSLY IMPROVED PERFORMANCE

PERFORMANCE IS BASED ON BOTH THE QUALITY OF INDIVIDUAL RESOURCES AND THEIR COLLECTIVE EFFICIENCY AS A GROUP. THIS DEPENDS ON THEIR ORGANIZATION AND THEIR ABILITY TO INTERACT EFFECTIVELY WITH EACH OTHER BY SHARING COMPLETE AND COMPARABLE INFORMATION.

GUIDELINE 4.1

Optimize work methods.

AXIS OF INTERVENTION 4.1.1

Continuously assess work methods and organizational processes.

OBJECTIVE 4.1.1.1

Implement ISO 9001 standards.

TARGET 4.1.1.1:

2017: Draft and implement the standard.

2018: Obtain certification.

2019: Involve external stakeholders in the provision and revision of municipal services.

OBJECTIVE 4.1.1.2

Implement performance-driven management practices.

TARGET 4.1.1.2:

2017: a) Explain the concept of matrix management;

b) Adopt a matrix management structure;

c) Conduct a financial audit;

d) Carry out a literature review of best management practices;

e) Implement smart city management principles.

2018: a) Deploy the matrix management of municipal services;

b) Re-engineer business processes induced by new technologies.

2019: Implement the new services.

2020: Consolidate the new services offered to the clientele.





GUIDELINE 4.2

Optimize the flow of information.

AXIS OF INTERVENTION 4.2.1

Share knowledge among work teams, between departments and with our clientele.

OBJECTIVE 4.2.1.1

Synchronize work and communication tools.

TARGET 4.2.1.1:

2017: Develop a new website.

2018: a) Deploy communication tools;

b) Develop an internal and external communication policy.

2019: Consolidate the tools and means of communication.

GUIDELINE 4.3

Plan resource needs.

AXIS OF INTERVENTION 4.3.1

Plan resources in the short, medium and long term based on issues and objectives established.

OBJECTIVE 4.3.1.1

Ensure follow-up of the projects portfolio and activities having a major impact on the provision of services.

TARGET 4.3.1.1:

2017: Implement a project management method.

2018: Implement a projects portfolio and activities management method.

2019: Consolidate project and activity management.

ECONOMIC AND SOCIAL RETURNS

A CERTAIN AMOUNT OF WEALTH IS REQUIRED TO BENEFIT FROM A HIGH QUALITY OF LIFE. ALTHOUGH UNAVOIDABLE, ECONOMIC IMPERATIVES MUST ULTIMATELY MEET THE SOCIAL NEEDS OF THE CLIENTELE SERVED.

GUIDELINE 5.1

Analyze the costs/benefits/impacts of services from a client-oriented and legal perspective.

AXIS OF INTERVENTION 5.1.1

Ensure impartial services with the well-being of each citizen in mind.

OBJECTIVE 5.1.1.1

In the provision of services, introduce the concept of “user pays” from a perspective of economic, social and common good.

TARGET 5.1.1.1:

2017: Call for tenders to define the costs per activity of municipal services having an important impact on the clientele.

2018: Complete the mandate, prioritizing services with a client interface.

2019: Implement the action plan.

OBJECTIVE 5.1.1.2

Quantify financial choices based on the current and potential needs of the clientele.

TARGET 5.1.1.2:

2017: Complete economic studies.

2018: Choose an urban and social orientation and integration approach.

2019: Implement action plans that maximize financial sustainability and the quality of life of the clientele.

GUIDELINE 5.2

Promote social added-value economic growth.

AXIS OF INTERVENTION 5.2.1

Create sectors of development with high economic returns.

OBJECTIVE 5.2.1.1

Seek private partners for social and economic development.

TARGET 5.2.1.1:

2017: Develop a marketing plan.

2018: Implement action plans.

2019: Canvass businesses.



OBJECTIVE 5.2.1.2

Support job creation and manpower recruiting in line with community needs.

TARGET 5.2.1.2:

- 2017:** Analyze needs with stakeholders.
- 2018:** Develop and implement an action plan.
- 2019:** Deploy municipal services among the stakeholders.

AXIS OF INTERVENTION 5.2.2

Endorse the industrial, commercial, agricultural and tourism sectors.

OBJECTIVE 5.2.2.1

Support the long-term financial viability of the City's partners.

TARGET 5.2.2.1:

- 2017:** Analyze needs and trends at the industrial, commercial, tourism, agricultural and institutional levels.
- 2018:** Set up a blended advisory committee; deploy marketing resources and action plans.
- 2019:** Promote and consolidate momentum within the territory.
- 2020:** Evaluate the economic and social spin-offs.

GUIDELINE 5.3

Invest in infrastructure and services that consolidate the City's collective wealth.

AXIS OF INTERVENTION 5.3.1

Make the City a choice destination.

OBJECTIVE 5.3.1.1

Optimize sectors of development.

TARGET 5.3.1.1:

- 2017:** Conduct studies to guide the organization's strategic choices.
 - 2018:** Define priorities for action and implement action plans.
 - 2019:** Ensure a strategic watch.
-



SKILLED HUMAN RESOURCES

THE QUALITY OF THE CITY'S MANAGEMENT, SERVICES AND DEVELOPMENT IS BASED ON A SKILLED WORKFORCE. IT IS VITAL THAT THE CITY BE ABLE TO RELY ON HAVING THE BEST PEOPLE IN EACH POSITION, NOW AND IN THE FUTURE. HUMAN RESOURCES ARE A PART OF OUR COLLECTIVE WEALTH!

GUIDELINE 6.1

Maintain high recruiting standards.

AXIS OF INTERVENTION 6.1.1

Plan the workforce.

OBJECTIVE 6.1.1.1

Capitalize on soft skills.

TARGET 6.1.1.1:

2017: Conduct an inventory of our soft skills.

2018: Set up individual and group training plans.

2019: Pursue the acquisition of knowledge and skills.

2020: Prepare a first overview of results measuring changes in organizational soft skills.

OBJECTIVE 6.1.1.2

Focus resolutely on the clientele.

TARGET 6.1.1.2:

2017: Assess organizational behaviour in relation to this objective.

2018: Implement action plans to improve customer service.

2019: Compare the results obtained to improve the client experience.

2020: Assess actions implemented and prepare new action plans.



GUIDELINE 6.2

Promote the acquisition of knowledge and skills.

AXIS OF INTERVENTION 6.2.1

Establish conditions to encourage staff retention.

OBJECTIVE 6.2.1.1

Develop distinctive expertise.

TARGET 6.2.1.1:

2017: Implement the predictive management of jobs and skills

(Mise en œuvre de la gestion prévisionnelle des emplois et des compétences – GPEC).

2018: a) Establish management indicators to facilitate the follow-up of GPEC results.

b) Deploy individual and group training plans.

2019: Consolidate the GPEC.

2020: Assess results and make improvements to refine the knowledge and skills of municipal representatives.

GUIDELINE 6.3

Be the best.

AXIS OF INTERVENTION 6.3.1

Develop an employer brand for distinctive leverage.

OBJECTIVE 6.3.1.1

Adopt innovative management skills and habits.

TARGET 6.3.1.1:

2017: a) Launch a literature review on good management practices for each department within the municipality;

b) Integrate the elected officials into the GPEC and provide them with a training plan.

2018: a) Finalize the search of good management practices for each department within the municipality;

b) Analyze, select and implement management strategies fostering excellence.

2019: Pursue the implementation and ensure follow-up of results.

2020: Pursue the implementation and ensure follow-up of results and prepare an initial review.

OBJECTIVE 6.3.1.2

Encourage innovation and secure recognition.

TARGET 6.3.1.2:

2017: Plan the establishment of an agile organization that promotes continuous improvement and innovation.

2018: Identify and implement innovative projects.

2019: Submit the City's application for the Shingo Prize.

2020: Complete the first audit to submit an application for the Deming Prize.

OBJECTIVE 6.3.1.3

Capitalize on the City's strengths from a matrix standpoint.

TARGET 6.3.1.3:

2017: a) Pursue the re-organization of departments and adopt a new organizational chart;

b) Introduce matrix management.

2018: a) Pursue the implementation of matrix management within the organization;

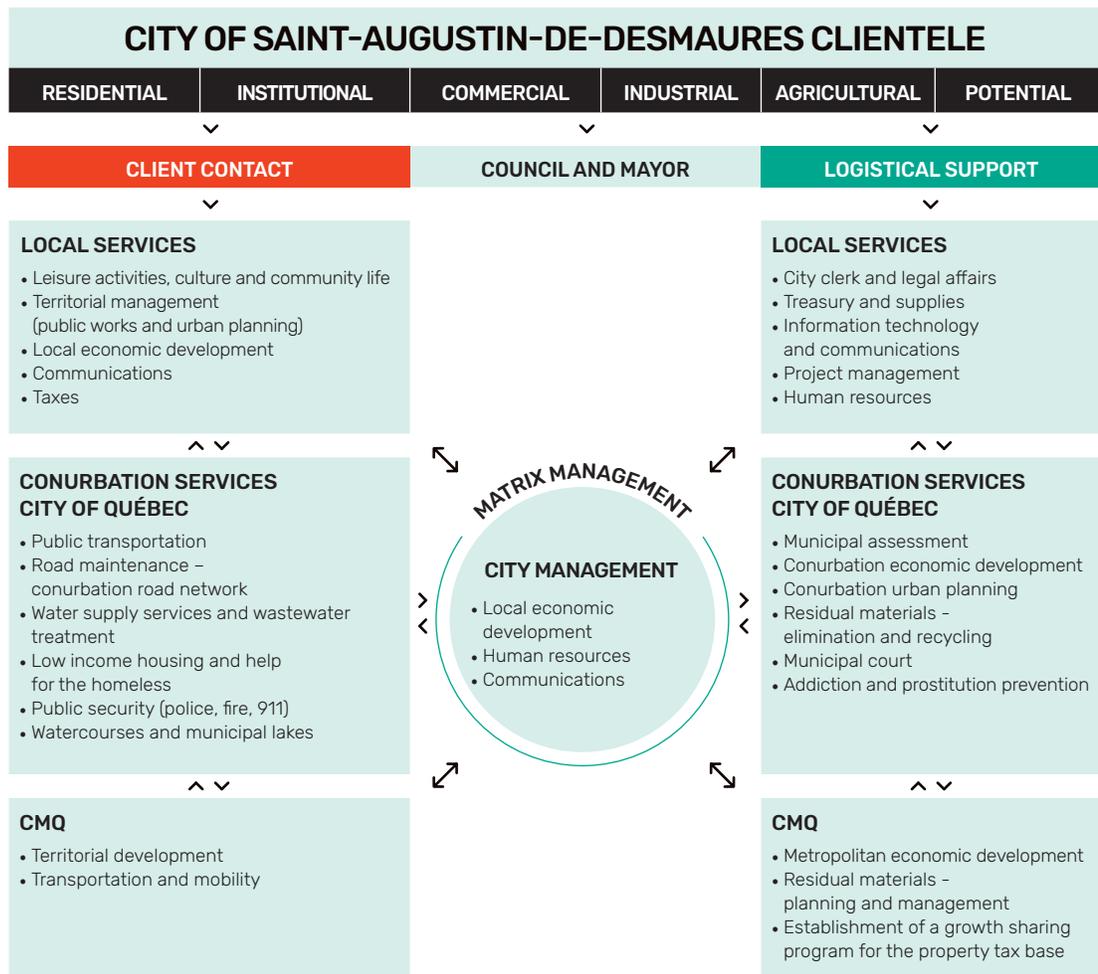
b) Re-organize office space for better interdepartmental communication;

c) Re-organize the citizens' reception area at City Hall;

d) Determine which services might be offered through new technologies.

2019: Develop interactive services with the clientele.

2020: Consolidate the matrix management.



CONURBATION: City of Québec, City of Saint-Augustin-de-Desmaures, City of L'Ancienne-Lorette
 C.M.Q. – Cities: Québec, L'Ancienne-Lorette, Saint-Augustin-de-Desmaures, Lévis, Fossambault-sur-le-Lac, Lac-Beauport, Lac-Delage, Lac-Saint-Joseph, Sainte-Brigitte-de-Laval, Sainte-Catherine-de-la-Jacques-Cartier, Saint-Gabriel-de-Valcartier, Shannon, Stoneham-et-Tewkesbury, Beauré, Boischatel, Château-Richer, L'Ange-Gardien, Sainte-Anne-de-Beauré, Saint-Ferréol-les-Neiges, Saint-Joachim, Saint-Tite-des-Caps, Saint-Louis-de-Gonzague-du-Cap-Tourmente, Sainte-Famille, Sainte-Pétronille, Saint-François-de-l'Île-d'Orléans, Saint-Jean-de-l'Île-d'Orléans, Saint-Laurent-de-l'Île-d'Orléans, Saint-Pierre-de-l'Île-d'Orléans



ISSUE

7

PROMOTION OF A DYNAMIC BRAND IMAGE

COMMUNICATION EFFORTS CONTRIBUTE TO THE CITY'S OUTREACH AND ACCOMPLISHING ITS MISSION. THE INTENT IS TO PROMOTE A DISTINCT BRAND IMAGE; PROJECT AN ATTRACTIVE LIVING ENVIRONMENT; ENERGIZE THE AGRICULTURAL, INDUSTRIAL, COMMERCIAL, RESIDENTIAL AND INSTITUTIONAL SECTORS; STANDARDIZE AND CONSOLIDATE MEDIA.

GUIDELINE 7.1

Create a distinct, recognizable brand image.

AXIS OF INTERVENTION 7.1.1

Establish and project an attractive living environment

OBJECTIVE 7.1.1.1

Identify authentic, pertinent mainstays of the brand image.

TARGET 7.1.1.1:

2017: Target the City's strengths.

2018: Make them known to our employees and partners.

2019: Deploy.

OBJECTIVE 7.1.1.2

Promote the City's brand image.

TARGET 7.1.1.2:

2017: Collect and analyze data.

2018: Develop a communication plan.

2019: Implement a communication plan.



GUIDELINE 7.2

Ensure the constant, consistent deployment of the brand image.

AXIS OF INTERVENTION 7.2.1

Adopt innovative means of communication.

OBJECTIVE 7.2.1.1

Develop a structured, flexible image platform.

TARGET 7.2.1.1:

2017: Survey the population's needs and expressed wishes.

2018: Identify the best opportunities.

2019: Implement innovative means.

AXIS OF INTERVENTION 7.2.2

Standardize communication tools.

OBJECTIVE 7.2.2.1

Harmonize the messages for different clientele.

TARGET 7.2.2.1:

2017: Catalogue visual identities used.

2018: Redesign graphic standards.

2019: Deploy.



REAL-TIME SATISFACTION

The City welcomes visitors to City Hall and other municipal buildings such as the library and sports facility with screens that display the results of a unique initiative where the City surveys its citizens year round regarding their satisfaction with services offered.

Survey results and the method used to compile and analyze the data are updated on a daily basis. This information is available on the City website. Moreover, survey reports are published on the website as they are produced. To view them, go the City website, click on "The City" and click on "Citizen Participation".

The reports also contain sheets presenting improvements to be made and deadlines to meet in order that the means used guarantee improved services. Where such is not the case, based on the City's financial capacity and its clientele, corrective action will again be taken to ensure that services are optimized.

FOLLOWING IS AN EXAMPLE OF THE TABLE OF RESULTS DISPLAYED AT CITY HALL ON MAY 15, 2017





MEMBER CITY OF THE WORLD COUNCIL ON CITY DATA (WCCD)

THE WCCD HOSTS AN INTERNATIONAL NETWORK OF INNOVATIVE CITIES COMMITTED TO IMPROVING SERVICES AND QUALITY OF LIFE WITH OPEN CITY DATA. SAINT-AUGUSTIN-DE-DESMAURES RANKS AMONG THESE PRESTIGIOUS CITIES. TO ACCESS THE OPEN DATA, GO THE CITY WEBSITE, CLICK ON "THE CITY" AND CLICK ON "CITIZEN PARTICIPATION".

ACKNOWLEDGEMENTS

The City wishes to express its gratitude to all the people who contributed to the preparation of this very important document for the future of Saint-Augustin-de-Desmaures. Many meetings took place and there were focus groups made up of citizens, elected officials and partners. More than 500 individuals also took the time to answer an online survey on the City's website. City employees further contributed to the preparation of the document. Many thanks to all! Rest assured that the comments and ideas received were taken into consideration. Thanks to your input, the City can look to the future with confidence!

FOCUS GROUPS

May 2016 – Senior management, professionals, trade unions (SCFP and FISA) and several municipal employees

December 2, 2016 – Representatives of Saint-Augustin-de-Desmaures' founding families

January 24, 2017 – Business people and partners

January 31, 2017 – Elected members of the Municipal Council

February 9, 2017 – Parents of young families

ONLINE CONSULTATION

From February 14 to March 2, 2017 on the City's website

Thank you!





SAINT-AUGUSTIN
DE-DESMAURES

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