

Strategic
Plan

for Témiscamingue

2024-2030

index

What is strategic planning?	04
A shared vision	05
Principles and values	06
Members of the strategic planning committee	07
Message from the committee	08
Main objective of the strategic plan	09
Pillars	10
SUSTAINABLE AND ECO-RESPONSIBLE ECONOMIC DEVELOPMENT	11
SUSTAINABLE DEVELOPMENT IN TÉMISCAMINGUE (attraction - settlement - integration)	18
A FULFILLING LIVING ENVIRONMENT (retention)	22

What is strategic planning?

Strategic planning involves developing a long-term plan focused on the values, priorities, and fundamental objectives of the territory to promote its development. This dynamic process requires diligent monitoring, ongoing evaluation of results, and regular updates to enable collective and strategic management of socio-economic development.

Driven by local initiative, the groundwork for the first strategic plan was laid in 2002. Since then, three five-year plans, each including specific goals and actions, have guided the priorities of the Témiscamingue strategic planning committee. In all cases, the vast majority of the defined actions have been successfully implemented.

This strategic plan is built around actions identified as priorities for the development of Témiscamingue, requiring a cross-sectoral approach. This cross-sectoral approach is evident when the implementation of an action requires the involvement of multiple organizations from various sectors.

The plan's true strategic dimension will only materialize if development stakeholders have the latitude to adapt and adjust it continuously.

A common vision

Témiscamingue's strategic planning is the result of a collaborative effort that brings together all stakeholders in the region—spanning the economic, employment, social, community, public service, and municipal sectors—around a shared vision.

Témiscamingue is a rural region, rich in resources and open to the world, where communities enjoy a healthy, natural, and abundant living environment.

Principles and values

Témiscamingue's strategic planning is based on
3 MAJOR PRINCIPLES

- + Respect for decision-making skills and expertise
- + Stakeholder recognition
- + Transparency and access to information

Témiscamingue's strategic planning is driven by
4 MAJOR VALUES

- + Innovation
- + Respect
- + Inclusion
- + Uniqueness

Members of the strategic planning committee

Jacynthe Barrette

MINISTÈRE DE L'IMMIGRATION, DE LA
FRANCISATION ET DE L'INTÉGRATION

Vincent Béland

CENTRE INTÉGRÉ DE SANTÉ ET DE
SERVICES SOCIAUX DE L'ABITIBI-
TÉMISCAMINGUE

Nadia Bellehumeur

SOCIÉTÉ DE DÉVELOPPEMENT DU
TÉMISCAMINGUE

Marisol Boucher-Lupien

SERVICES QUÉBEC

Julie Germain

CENTRE INTÉGRÉ DE SANTÉ ET DE
SERVICES SOCIAUX DE L'ABITIBI-
TÉMISCAMINGUE

Lyne Gironne

TÉMISCAMINGUE RCM

Stéphanie Hein

CORPORATION DE DÉVELOPPEMENT
COMMUNAUTAIRE DU TÉMISCAMINGUE

Stéphanie Lalonde

CENTRE INTÉGRÉ DE SANTÉ ET DE
SERVICES SOCIAUX DE L'ABITIBI-
TÉMISCAMINGUE
- PUBLIC HEALTH COMPONENT

Félix Lemens

TÉMISCAMINGUE RCM

Éric Lepage

TÉMISCAMINGUE RCM

Hélène Nickner

CARREFOUR JEUNESSE-EMPLOI
DU TÉMISCAMINGUE

Isabelle Ouellet

UNIVERSITÉ DU QUÉBEC EN ABITIBI-
TÉMISCAMINGUE

Mélanie Perron

CENTRE DE SERVICES SCOLAIRE
DU LAC-TÉMISCAMINGUE

François Prévost

CAISSE DESJARDINS
DU TÉMISCAMINGUE

Caroline Renaud

TÉMISKO

Message from the committee

Since 2002, Témiscamingue has maintained a sustained and structured focus on strategic planning for its territory. This initiative is built on a strong partnership established over time, marked by ongoing trust and collaboration among local stakeholders. The Témiscamingue strategic planning committee, composed of representatives from the municipal, health, education, youth, community, and economic sectors, remains the cornerstone of regional collaboration.

Over the years, these efforts have led to the successful implementation of 90% of the planned actions, strengthening cohesion among various sectors and fostering collaborative practices as well as the capacity to mobilize quickly in response to projects and challenges.

The Témiscamingue strategic planning committee continues to demonstrate a high level of commitment. In the fall of 2022, it initiated a reflection process to renew the strategic plan for the 2024-2030 period. Meetings, workshops, and in-depth discussions were organized to identify priority actions.

While the new plan builds on its predecessor, particularly in aiming to increase the population, committee members place significant emphasis on quality of life and the sustainable settlement of residents in the region. Each strategic orientation is designed to ensure actions with a meaningful positive impact on the local population.

With 20 years of experience behind them, the members of Témiscamingue's strategic planning committee are proud to present the **4th plan, a bold, realistic, unifying and inclusive project.**

Main objective

of Témiscamingue's 2024-2030
strategic plan



Maintain a
positive
migratory
balance

Main issues and challenges

	Decrease in population aged 15-24
	Population aging
	Attracting, integrating and sustainably settling residents
	Maintaining public (health, education, government departments, etc.) and local services in a vast, sparsely populated region
	Matching training to the workforce needs of companies
	Mobility throughout the region
	Promotions and communications
	Workforce renewal and business expansion in a context of scarcity
	Emerging entrepreneurs
	Closing of businesses

Pillars

SUSTAINABLE AND ECO-RESPONSIBLE
ECONOMIC DEVELOPMENT

SUSTAINABLE DEVELOPMENT IN
TÉMISCAMINGUE
(ATTRACTION - SETTLEMENT - INTEGRATION)

A FULFILLING LIVING ENVIRONMENT
(RETENTION)



Nordville, St-Bruno-de-Guingues
photo taken from Facebook

Important note

The Témiscamingue strategic plan embodies a comprehensive and collaborative vision, emphasizing the importance of intersectoral synergies for its success. Recognizing major challenges such as transportation and childcare, which are already addressed by sector-specific action plans that we actively support, our approach prioritizes integration over duplication.

SUSTAINABLE AND ECO-RESPONSIBLE ECONOMIC DEVELOPMENT

ADVENTURE-NATURE SECTOR

The adventure-nature sector has been thriving in recent years. Projects such as the creation of Parc national d'Opémican, the establishment of the Coop de l'Arrière-Pays, and the Raid Témiscamingue highlight the effervescence of this field. As a result, it is essential to begin professionalizing this sector to ensure its development remains coherent, structured, and aligned with the needs of both the local community and tourists.

PROFESSIONALIZING THE ADVENTURE- NATURE SECTOR IN TÉMISCAMINGUE

ACTION	PROPODENT	PARTNERS
Offer short training courses for outdoor enthusiasts and professionals in Témiscamingue	> Services aux entreprises du Témiscamingue	> Parc national d'Opémican > Loisir et sport Abitibi-Témiscamingue > Coop de l'Arrière-Pays
INDICATOR		> One or two short training courses per year for the next five years

ACTION	PROPODENTS	PARTNERS
Document and organize a worker- and equipment-sharing service among organizations in the adventure-nature sector in Témiscamingue.	> Société de développement du Témiscamingue > SADC du Témiscamingue	> Coop de l'Arrière-Pays > Parc national d'Opémican > Corporation de développement Gaboury > Services Québec
INDICATORS		> Portrait of the situation > Development of tools > Database of workers and equipment

DEVELOP UNIQUE AND UNCONVENTIONAL FOUR-SEASON ACCOMMODATIONS IN TÉMISCAMINGUE

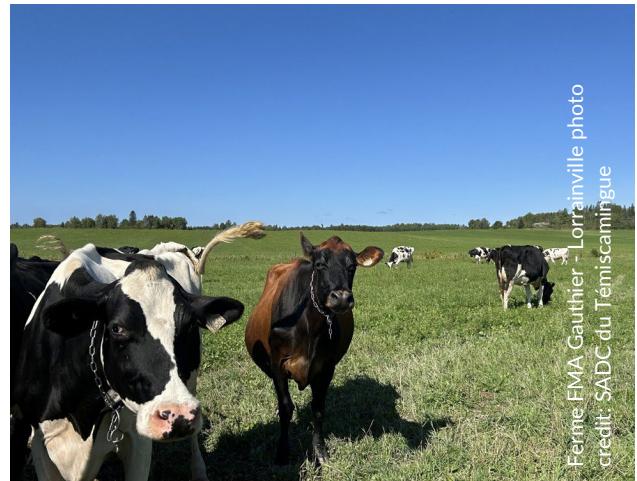
ACTION	PROPONENTS	PARTNERS
Assess the possibility of setting up a specific fund to develop unique accommodations (yurts, tree houses, glass bubbles, etc.)	> Témiscamingue RCM > Société de développement du Témiscamingue	> SADC du Témiscamingue > Desjardins
INDICATOR		> Addition of \$60,000 to the Fonds séduction tourisme, including a component for unique and unconventional accommodations.



Camping P'tit Paradis - St-Eugène-de-Guigues
photo taken from Facebook

ORGANIC AND INNOVATIVE AGRICULTURE SECTOR

The region already has an action plan in place through the Plan de développement de la zone agricole (PDZA), which addresses several challenges in the agricultural sector. Therefore, it is important to refer to this plan for issues related to mobilization, branding, attractiveness, succession planning, market development, and more. However, to address climate change and support the growth of innovative businesses, cooperation between the academic and business sectors is essential.



Ferme FMA Gauthier photo
credit: SADC du Témiscamingue

FOCUS ON SUSTAINABLE AGRICULTURE TO ADAPT TO CLIMATE CHANGE

ACTION	PROPOSER	PARTNERS	
Implement the eco-responsible beef project	> Université du Québec en Abitibi-Témiscamingue	> Témiscamingue RCM > Local producers > SADC du Témiscamingue	
INDICATORS		<ul style="list-style-type: none">> Implementation of a network of farms (support, networking, training)> Reduction of the environmental footprint of beef production> Various studies and research projects	

ACTION	PROPOSER	PARTNERS	
Ensure the sustainability of the organic field crops project	> Université du Québec en Abitibi-Témiscamingue	> Témiscamingue RCM > Local producers > Ministère de l'Agriculture, des Pêcheries et de l'Alimentation > La Milanaise > Desjardins Entreprises	
INDICATORS		<ul style="list-style-type: none">> Between 10 and 15 farms in the network> Research plots> Field day> Mentoring unit	

IMPROVE THE REGION'S SUSTAINABLE FOOD AUTONOMY

ACTION	PROPOSER	PARTNERS
Set up a consultation and action committee on food security in Témiscamingue	<p>> Corporation de développement communautaire du Témiscamingue</p> <p>INDICATORS</p> <ul style="list-style-type: none">> 7-8 partners> Portrait of existing initiatives> Action plan	<p>> Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue – public health component</p> <p>> Université du Québec en Abitibi-Témiscamingue</p> <p>> Ministère de l'Agriculture, des Pêcheries et de l'Alimentation</p> <p>> Service aux entreprises du Témiscamingue</p>

RENEWABLE ENERGY SECTOR

The development and use of renewable energy are essential to ensuring a sustainable future environmentally, economically, and socially. The partners' aim is to create a meaningful and impactful project that will benefit First Nations as well as all residents of the Témiscamingue RCM.

IMPLEMENT FOUNDATIONAL RENEWABLE ENERGY PROJECTS

ACTION	PROPOSER	PARTNERS
Support the development of the Onimiki project in accordance with the results of impact studies, decisions by relevant authorities, and in consultation with the RCM and Indigenous communities to respect their wishes and interests	<p>> Onimiki Renewable Energy Limited Partnership</p> <p>INDICATORS</p> <ul style="list-style-type: none">> Environmental impact study as part of the BAPE assessment process> Obtain water rights> Project construction and operationalization	<p>> Témiscamingue RCM</p> <p>> Wolf Lake First Nation</p> <p>> Kebaowek First Nation</p> <p>> Pekuakamiulnuatsh First Nation</p> <p>> Société de développement du Témiscamingue</p> <p>> SADC du Témiscamingue</p>

PROMOTE THE ECONOMIC DIVERSIFICATION OF TÉMISCAMINGUE BY SUPPORTING THE DEVELOPMENT OF INNOVATIVE, SUSTAINABLE BUSINESSES THAT MEET LOCAL NEEDS

ACTION	PROPONENTS	PARTNER
Create conditions that support economic diversification	<ul style="list-style-type: none"> > Société de développement du Témiscamingue > SADC du Témiscamingue 	<ul style="list-style-type: none"> > Témiscamingue RCM
	INDICATORS	
	<ul style="list-style-type: none"> > Creation of 2-3 new funds > Adaptation of funds to better support businesses > Promotion of business opportunities > Completion of one or two studies related to diversification > Strategic monitoring and dissemination of relevant information 	
ACTION	PROPONENT	PARTNERS
Develop strategic partnerships to attract new businesses to the region	<ul style="list-style-type: none"> > Témiscamingue RCM 	<ul style="list-style-type: none"> > Société de développement du Témiscamingue > SADC du Témiscamingue
	INDICATORS	
	<ul style="list-style-type: none"> > Number of strategic partnerships concluded with investors or research institutions > Relationships developed that support economic attractiveness 	
ACTION	PROPONENTS	PARTNERS
Offer increased entrepreneurship support through training and coaching	<ul style="list-style-type: none"> > Société de développement du Témiscamingue > SADC du Témiscamingue 	<ul style="list-style-type: none"> > Témiscamingue RCM > Services Québec
	INDICATORS	
	<ul style="list-style-type: none"> > 3-5 activities per year (training, HR lunch, conference, webinar) for businesses > Promote external training courses that are beneficial to entrepreneurs 	

PROMOTE THE SUSTAINABLE DEVELOPMENT AND CONSOLIDATION OF THE FORESTRY SECTOR

ACTION	PROPOSER	PARTNERS
<p>Support the revival of wood processing plants in Témiscamingue through a long-term vision</p>	<p>PROPOSER</p> <ul style="list-style-type: none"> > Témiscamingue RCM <p>INDICATORS</p> <ul style="list-style-type: none"> > Concrete support on the issues (procurement, measures, etc.) for the plants concerned > One follow-up meeting per year with each plant 	<p>PARTNERS</p> <ul style="list-style-type: none"> > Société de développement du Témiscamingue > SADC du Témiscamingue > Ministère des Ressources naturelles et des Forêts > Ministère de l'Économie, de l'Innovation et de l'Énergie > Investissement Québec > Forestry sector committees > Syndicat des producteurs de bois de l'Abitibi-Témiscamingue (SPBAT) > Wood processing plants
<p>Develop a service point dedicated to sustainable forestry that would serve as a training, research and development centre for local forestry businesses.</p>	<p>PROPOSER</p> <ul style="list-style-type: none"> > Témiscamingue RCM <p>INDICATORS</p> <ul style="list-style-type: none"> > Creation of a vocational training program for forestry workers, focused on sustainable forest management practices and new logging technologies > Completion of a research project on forest management best practices to improve resilience to climate change, promote biodiversity and optimize yields > Consulting services for local forestry businesses to help them align their practices with sustainable development standards 	<p>PARTNERS</p> <ul style="list-style-type: none"> > Société de développement du Témiscamingue > SADC du Témiscamingue > UQAT > Wood processing plants > Centre de services scolaire du Lac-Témiscamingue > SPBAT

ACTION	PROPONENT	PARTNERS
Encourage the development of secondary and tertiary wood processing projects	> Témiscamingue RCM	> Société de développement du Témiscamingue > Wood processing plants
	INDICATORS	
	> Support for 2-3 wood processing projects > Promotion of products made from Témiscamingue wood > Product marketing	
ACTION	PROPONENT	PARTNERS
Conduct an economic diversification study on the forestry sector, focused on neglected and underutilized species to identify economic alternatives	> Société de développement du Témiscamingue	> SADC du Témiscamingue > Témiscamingue RCM > Wood processing plants > Canada Economic Development > SPBAT
	INDICATORS	
	> Completion of a study for local entrepreneurs > Identification of 1-2 projects to be implemented	
ACTION	PROPONENT	PARTNERS
Partner with companies that specialize in eco-friendly wood constructions to develop innovative and sustainable building projects and attract new investments to the region	> Témiscamingue RCM	> Société de développement du Témiscamingue > SADC du Témiscamingue > Ministère de l'Économie, de l'Innovation et de l'Énergie > Investissement Québec
	INDICATORS	
	> Identification and contact with three reputable eco-friendly construction companies, and development of strategic partnerships to encourage them to invest in the region > Creation of an incentive program to welcome these new companies > Collaboration with a company to develop a model passive/low-carbon wood construction project; the project would demonstrate local capabilities and attract the attention of potential investors and customers	

RAISE AWARENESS AMONG THE PUBLIC AND BUSINESSES ABOUT SETTLING AND INTEGRATING IMMIGRANTS AND NEW POPULATIONS

Several settlement and integration actions are already underway through various local organizations. However, broader actions requiring the mobilization of partners and the community are needed to bring in new skills, cultural diversity, and energy to stimulate the local economy, address labour shortages, and enrich the social fabric.

ACTION	PROPOSER	PARTNERS
Create an awareness campaign to promote cultural differences	<p>> Témiscamingue RCM</p> <p>INDICATORS</p> <p>> An intercultural event > Media tools for raising awareness</p>	<p>> Carrefour Jeunesse-Emploi du Témiscamingue > Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue > Municipalités > Ministère de l'Immigration, de la Francisation et de l'Intégration > Centre de services scolaire du Lac-Témiscamingue > Corporation de développement communautaire du Témiscamingue</p>

ACTION	PROPOSER	PARTNERS
Draw up a portrait of the situation of temporary and seasonal workers and their needs	<p>> Témiscamingue RCM</p> <p>INDICATORS</p> <p>> Meeting with businesses that hire temporary workers > Inventories of the number/locations of temporary workers > Portrait of the situation</p>	<p>> Carrefour Jeunesse-Emploi du Témiscamingue > Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue > Ministère de l'Agriculture, des Pêcheries et de l'Alimentation > Union des producteurs agricoles > Groupe conseil agricole > Ministère de l'Immigration, de la Francisation et de l'Intégration > Suicide prevention centre</p>

ACTION	PROPODENT	PARTNERS
Increase the number of businesses that take intercultural communication and diversity management training	> Carrefour Jeunesse-Emploi du Témiscamingue	> Services Québec

CONTINUE POSITIONING AND ENHANCING THE VISIBILITY OF TÉMISCAMINGUE

It is essential to strengthen Témiscamingue's positioning and visibility. This helps develop a sense of belonging and regional pride, which supports the attraction and retention of residents. A promising future is built by bolstering local identity and energizing the community.



ACTION	PROPODENT	PARTNERS
Continue efforts to promote the region's attractiveness and tourism potential	> Témiscamingue RCM	> Carrefour Jeunesse-Emploi du Témiscamingue > Société de développement du Témiscamingue > SADC du Témiscamingue

ACTION	PROPOSER	PARTNERS
<p>Raise awareness among parents about encouraging young people to return to the region</p>	<p>> Carrefour Jeunesse-Emploi du Témiscamingue</p> <p>INDICATORS</p> <ul style="list-style-type: none"> > 2-3 awareness-raising activities > Communication plan to reach parents > Emphasis on regional incentives 	<ul style="list-style-type: none"> > Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue > Centre de services scolaire du Lac-Témiscamingue > Regional entrepreneurs

ACTION	PROPOSER	PARTNERS
<p>Draw up a portrait of internship opportunities and conditions in Témiscamingue</p>	<p>> Carrefour Jeunesse-Emploi du Témiscamingue</p> <p>INDICATORS</p> <ul style="list-style-type: none"> > Status report > Identification of drivers > Action plan with the Corporation de développement de l'enseignement supérieur > Showcasing of internship opportunities 	<ul style="list-style-type: none"> > Corporation de développement de l'enseignement supérieur et de la formation professionnelle du Témiscamingue



Top chrono
Carrefour Jeunesse-Emploi du Témiscamingue

DEVELOP DIGITAL CULTURE IN TÉMISCAMINGUE

A digitally dynamic region demonstrates vitality because it signifies being at the forefront of innovation and technological adaptation, which often attracts businesses, investments, and talent. This digital momentum also facilitates access to modern and efficient services for residents and businesses, thereby enhancing the territory's attractiveness and competitiveness.

ACTION	PROPOSER	PARTNERS
Set up digital creation groups	> Témiscamingue RCM INDICATORS > Set up 3-4 sector-based digital creation groups > Implement 2-3 promising initiatives > Promote the initiatives	Based on the groups identified > Services Québec > Société de développement du Témiscamingue > SADC du Témiscamingue > Carrefour Jeunesse-Emploi du Témiscamingue > Espace d'accélération et de croissance de l'Abitibi-Témiscamingue

ACTION	PROPOSER	PARTNERS
Create mobile digital workshops and hands-on events	> Témiscamingue RCM INDICATORS > 1 mobile site with different equipment > 2 events > 5 workshops	> Le Rift > Société de développement du Témiscamingue > SADC du Témiscamingue > Espace d'accélération et de croissance de l'Abitibi-Témiscamingue > Carrefour Jeunesse-Emploi du Témiscamingue

A FULFILLING LIVING ENVIRONMENT (RETENTION)

STIMULATE A PROCESS FOCUSED ON THE WELL-BEING OF OUR POPULATION

By taking care of the people who live in our community, we foster better social cohesion and a stronger sense of belonging, both of which are essential for community prosperity.

ACTION	PROPOSER	PARTNER
Implement the social development committee's action plan	> Comité en développement social du Témiscamingue	
INDICATORS	> Number of projects implemented by the committee > The social impact of the committee's projects	

ACTION	PROPOSER	PARTNERS
Organize a public "well-being" theme day to break isolation, promote the various "well-being" services, and build connections with the community/social services stakeholders in our region	> Corporation de développement communautaire du Témiscamingue	
INDICATORS	> A theme day every 2 years > 200 participants	> Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue - public health component > Suicide prevention centre > Centre de femmes du Témiscamingue > Association "Le Portail" > Témiscamingue RCM - cultural component > Société de développement du Témiscamingue > SADC du Témiscamingue > Services Québec

ACTION	PROPOSER	PARTNERS
Implement actions to promote compassion	<p>> Mouvement Rebondir</p> <p style="background-color: #e0e0e0; padding: 5px; text-align: center;">INDICATORS</p> <p>> Number of activities carried out > Number of people reached > Participants' satisfaction with the activities</p>	<p>> Corporation de développement communautaire du Témiscamingue > Services Québec - employer section > Carrefour Jeunesse-Emploi du Témiscamingue > Société de développement du Témiscamingue > SADC du Témiscamingue > Témiscamingue RCM > Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue - public health component > Suicide prevention centre</p>

MAINTAIN AND DEVELOP LOCAL SERVICES IN THE REGION

Local services are essential to creating a vibrant and thriving region, as they provide foundational support and ensure access to healthcare, education, businesses, and recreational activities, all of which enhance quality of life and help retain the local population.

ACTION	PROPOSER	PARTNERS
Organize an annual gala to celebrate volunteers and citizen involvement in all sectors	<p>> Centre de bénévolat Lac-Témiscamingue</p> <p style="background-color: #e0e0e0; padding: 5px; text-align: center;">INDICATORS</p> <p>> Participation of 200 volunteers annually > Creation of an organizing committee</p>	<p>> Corporation de développement communautaire du Témiscamingue > Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue > Centre de services scolaire du Lac-Témiscamingue > Société de développement du Témiscamingue > SADC du Témiscamingue > Carrefour Jeunesse-Emploi du Témiscamingue > Caisse Desjardins du Témiscamingue > Commission culturelle > Témiscamingue RCM</p>

ACTION	PROPOSER	PARTNERS
Define the concept of proximity, document various models and establish tools and conditions to facilitate service continuity	> Société de développement du Témiscamingue	> Témiscamingue RCM > SADC du Témiscamingue > Private companies > Corporation de développement communautaire du Témiscamingue > Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue
INDICATORS		
	> Update of the definition of local services > Identification of at-risk local and regional services > Inventory of innovative models > Promotion of these models	

ACTION	PROPOSER	PARTNERS
Begin a regional reflection on the complementarity of local service offerings (land use planning).	> Témiscamingue RCM	> Local municipalities > Société de développement du Témiscamingue > SADC du Témiscamingue > Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue
INDICATOR		
	> 1-2 meetings with various stakeholders	



Antonia's - Témiscamingue
photo credit: SADC du Témiscamingue

INCREASE THE NUMBER OF AVAILABLE HOUSING UNITS IN THE TÉMISCAMINGUE RCM

It is necessary to increase the number of housing units in the region to make the real estate market more accessible and to improve the community's living conditions, while allowing us to continue our efforts to attract residents without the risk of losing resources due to a lack of housing.

ACTION	PROPONENTS	PARTNERS
Set up funding to support housing in Témiscamingue	<ul style="list-style-type: none">> Témiscamingue RCM> Société de développement du Témiscamingue	<ul style="list-style-type: none">> Caisse Desjardins du Témiscamingue> Comité en développement social

ACTION	PROPONENTS	PARTNERS
Set up one or more housing projects in Témiscamingue	<ul style="list-style-type: none">> Témiscamingue RCM> Comité en développement social	<ul style="list-style-type: none">> Office municipal d'habitation du Témiscamingue> Centre intégré de santé et de services sociaux de l'Abitibi-Témiscamingue> Carrefour Jeunesse-Emploi du Témiscamingue> Société de développement du Témiscamingue> SADC du Témiscamingue> Université du Québec en Abitibi-Témiscamingue (UQAT)> Espace entrepreneuriat collectif de l'Abitibi-Témiscamingue> Municipalities in Témiscamingue> Logement social abordable Témiscamingue

DEVELOP AND DIVERSIFY TRAINING: OFFER AND FORM

The diversification and availability of training are crucial for Témiscamingue, as they allow for the development of local skills tailored to the specific needs of our region, thereby promoting employment and retaining young talent who would otherwise migrate to urban areas. Furthermore, this fosters innovation and competitiveness, which are essential for the territory's attractiveness and economic development.

ACTION	PROPOSER	PARTNERS
Establish an action plan for higher education and vocational training in Témiscamingue	<p>> Corporation de développement de l'enseignement supérieur et de la formation professionnelle du Témiscamingue</p> <p>INDICATOR</p> <p>> Action plan</p>	<p>> Carrefour Jeunesse-Emploi du Témiscamingue</p> <p>> Centre de services scolaire du Lac-Témiscamingue</p> <p>> Corporation de développement communautaire du Témiscamingue</p> <p>> Services Québec</p> <p>> Témiscamingue RCM</p> <p>> Université du Québec en Abitibi-Témiscamingue</p> <p>> Cégep de l'Abitibi-Témiscamingue</p>

ACTION	PROPOSER	PARTNERS
Work to establishing a multidisciplinary vocational training centre	<p>> Centre de service scolaire du Lac-Témiscamingue</p> <p>INDICATORS</p> <p>> Development of the project</p> <p>> Submission</p> <p>> Approval</p>	<p>> Témiscamingue RCM</p> <p>> Corporation de développement de l'enseignement supérieur et de la formation professionnelle du Témiscamingue</p>

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2024-2030