



Future Ready

Executive summary

Ville de Percé **2020-2024**
Strategic and territorial
development plan

Message from the mayor



Percé is at one and the same time the story of a village, a major town and a tourism capital. She has come a long way, and thus far has always held her own. Amid dreams, hopes and disappointments, she has never given up on her ambitions of greatness. Beyond the magnificent Percé Rock, the emblem of this destination, can be found a community of citizens whose distinct identities depend on the area they inhabit in the greater Percé. Our environment, so rich in its diversity and its history, is what brings me, with a sense of honor and tremendous pride, to present to you today the first chapter in our long-term strategic vision.

Future Ready took on its full meaning at our last strategic planning meeting with the municipal council. It is a distillation of innovative and ambitious yet achievable ideas that I truly believe will make Percé, in addition to the tourism jewel that so many admire, an icon of influence in terms of economics, of diversification and of area galvanization.

Percé is the heart of great stories. It has attracted great men, been home to geniuses, and even been visited by certain eccentrics (thinkers) who in their hearts longed to change the face of the world. The inspiration that dwells in us was not something we stole; it is the spirit of Percé, our little corner of paradise where everything becomes possible when we work together. Percé means courage and perseverance, and it is that heritage that we are concerned about and that we wish to pass on to future generations. A prosperous, dynamic place; a place where it feels good to live.

And which leads us to quote these famous words: **“It is not because things are difficult that we do not dare, it is because we do not dare that they are difficult.” – Seneca**

The plan before you outlines important projects calling for major investments in the Municipality, and rest assured that we will continue to work hard to bring them to life, for the well-being and pride of our fellow citizens, for the affirmation of Percé’s identity.

Enjoy your reading.

CATHY POIRIER
Mayor

Message from the city manager



“To contribute as much as what can be found in one’s heart” – those are the words that resound in mine, every time I walk through the door of my office at the Percé city hall.

The orientations of the plan presented to you today are primarily intended to take our municipality to the center of economic discussions and to improve citizens’ quality of life.

With this plan, Percé is also seeking to assert her status and her identity as an influential voice in dialogues relating to tourism and regional development in Québec and Canada.

We intend to achieve that by focusing our vision around three fronts:

- The affirmation of municipal leadership;
- By raising awareness on the subject of climate change and its direct consequences for local quality of life;
- Through the development of municipal autonomy.

We are convinced that by in following this path, we will be able to accomplish the ideal balance between efficient development of our area, its openness to the world, and the strengthening of our municipal infrastructures to make them more beneficial for our citizens.

We live in a world where very often yesterday’s progress tend to become tomorrow’s paradoxes, and where global trends have the most direct impact on our living environments, our industries and our

local economies. As a result, rightly or wrongly, we can choose to ignore those events, or we can arm ourselves to face those challenges in order to turn them into advantages.

Percé believes in her voice and is proud of her heritage. Percé believes in the strength of her people. Percé believes in her potential and in her ability to position herself as an important player in terms of municipal economic development and optimizing quality of life.

I wish you a good read.

JEAN-FRANÇOIS KACOU
City Manager

Context

Ville de Percé is a true territorial jewel, with an area of 550 km², including 431.74 km² of land. With roughly 500,000 visitors per year in the summertime, our municipality is a solid and credible asset in Québec's tourism industry.

In addition to being listed in the UNESCO Global Geoparks, she enjoys heritage and environmental protection status twice over: part of its territory, containing the Percé village center, is listed in the Répertoire du patrimoine culturel du Québec (the official heritage register of the province), and it is home to the Île-Bonaventure-et-du-Rocher-Percé National Park. Moreover, it should be noted that over the last four years, the provincial and federal governments have invested more than \$40 million in major infrastructures at the heart of Percé, adding increasingly to the celebrity of our destination.

In drafting this plan, Percé considered all these advantages and decided to take an informed look at the future of our society. In consequence, Percé is of the opinion that the world, in the years ahead, will undergo widespread transformation, namely: climate change and extreme weather, the aging of the population, labor shortages and the multiple revolutions that the work world will undergo.

The broad scope of these disturbances will be undeniably structural for our economies and our economic culture, but will first have local consequences.

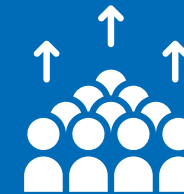
The organizations on the front lines of the effects of these changes will be the municipalities. It is therefore vital to take the lead and to position ourselves openly with regard to the issues of tomorrow, knowing that these will come to act directly on people's lives and on municipal infrastructures.

To guide her actions, Percé is shaping her plan exclusively around three fronts: **leadership, environmental sensitivity and autonomy**. She wishes to take advantage of the possibilities offered to her with regard to economic development, the impact of globalization and problems connected to climate change. Based on these focuses, Percé plans to meet eight major strategic goals over the next eight years. The idea of this plan is to prepare us to do so.

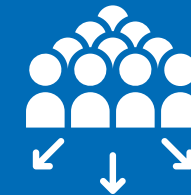


Strategic objectives

Percé intends preparing to achieve these major objectives in the course of the next eight years.



Increase the population by 20%
OVER THE NEXT EIGHT YEARS.



Share migration equally
AROUND THE AREA.



Bring to 40%
THE SHARE OF DIVERSIFIED REVENUE STREAMS, INCLUDING LICENSE FEES, IN THE OVERALL BASE.



Stimulate private investments by up to 20%
OVER THOSE OF 2019.

→ **Reduce by eight percent the Municipality's operating costs.**

This is not a matter of cutting services but of refining work techniques through continuously improving management.

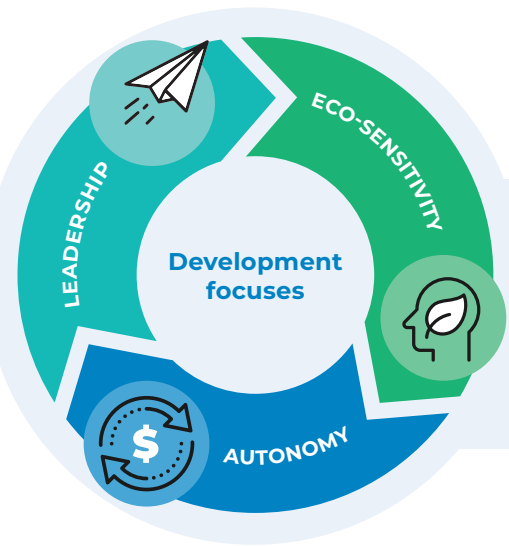
→ Consolidate the protection status of Percé as a **"UNESCO Global Geopark territory"** at the heritage and environmental level.



Position Percé as a municipal partner of choice,
A VOICE, AN ASSET IN THE ECONOMIC CREDIBILITY OF QUÉBEC.



Bolster the international prominence
OF PERCÉ BY CREATING NEW STRATEGIC AND PARADIPLOMATIC ALLIANCES.



Summary table

The four phases of this first strategic plan will be implemented in accordance with the synoptic table below:



**Phase 1:
Stabilization**



**Phase 2:
Revitalization**



**Phase 3:
Dynamization**



**Phase 4:
Propulsion**

**Strengthening the
administration
COMPONENT**

Digitization of administrative procedures
Consolidation of the area management service
Creation of the Ville de Percé legal department
Implementation of the municipal-asset management and development plan

Development of municipal spaces, upgrading and modernization of infrastructures
Dissemination of the organizational culture with a view to improving talent attractiveness
Optimization of area surveillance and management

Completion of the implementation of integrated document management and optimization of citizen communication

**Economic development
and demographic
revitalization
COMPONENT**

Optimization of planning tools, phase 1 in the creation of Percé's industrial areas
Strengthening principal municipal infrastructures thanks to the use of environmentally friendly technologies
Bolstering the economy in all seasons
Diversification of the Municipality's revenue sources
Begin analysis of specialized-training projects and of the diversification of the economic offer; establishment of the Municipality's support options
Dynamization of downtown Percé
Implementation of Percé's MADA policy

Phase 2 of the enlargement of Percé's industrial area
Support for specialized-training projects
Strengthening of economic-promotion programs
Start of residential revitalization work, and call for projects regarding the construction of housing for young families, workers and retirees
Phase 2 of the strengthening of municipal infrastructures thanks to environmentally friendly technologies in the philosophy of circular economy
Creation of a fund with the specific goal of promoting the autonomy and efficiency of the Municipality in terms of economic and territorial development

Establishment of phase 3 of the industrial area in the eastern Percé territory, search for initiatives and call for projects in new technologies: data storage, cloud-based computing and blockchains
Start of feasibility analysis for the Anse-du-Nord protection and rehabilitation work on the Percé village coastline
Pilot project: investment in interregional transportation with electric shuttles
Prioritizing investment in renewable-energy industries

Continuation of feasibility studies and definition of the vision of Anse-du-Nord protection and rehabilitation work
Development of an industrial park dedicated to new technologies

**Culture and event
COMPONENT**

Reinforcement of the policy of support for community and event organizations
Revitalization and redevelopment of heritage buildings

Introduction of events celebrating Percé's heritage
Bolstering of communities' cultural vitality

Creation of Percé's heritage department

**National and
international town status
exposure COMPONENT**

Support for the development of Percé's UNESCO Global Geopark
Support for the Fort-Prével stimulus
Creation of the municipal park on the Rivière-aux-Émeraudes site
Implementation of a responsible transportation strategy

Support for the development of Percé's UNESCO Global Geopark
Support for the Fort-Prével stimulus
Creation of the conference space in Percé
Development of the Rivière-aux-Émeraudes municipal park (phase 2): start of the site beautification phase and optimization of leisure activities
Development of an additional park in the Ville de Percé territory
Strengthening of initiatives devoted to brewery tourism promotion
Support for Percé's winter tourism development

Support for initiatives aimed at top-level sports industries and international niche competitions
Development of the Rivière-aux-Émeraudes municipal park (phase 3): continuation of the site improvement phase, optimization of leisure activities and wintering of the park
Development of a new municipal park

**Strengthening the
administration
COMPONENT**

Creation of a new brand image for the town
Creation of a Percé heritage promotion committee
Bolstering of Percé's unique status in terms of heritage and territorial preservation, respect for the environment and promotion of sustainable lifestyles

Start of twinning processes with Canadian and European towns
Development of actions reinforcing cultural identity and identification with Percé

Finalization of memorandums of understanding with towns chosen for twinning



Thoughts of openness

Change is inevitable, but not progress. If we fail to take control of our future, circumstances will do it for us. We are choosing excellence for Percé.

The true question to ask ourselves as citizens is not, Are we capable of doing it? What we have to say to ourselves is, Do we want to do it? No matter what our thinking consists of, let us remember that tomorrow will not look like today and even less like yesterday.

Our choice needs to be simple in the face of complex issues: arm ourselves with courage and goodwill, and dream in order to leave our heritage to our children, to improve our living conditions, to be an example of leadership and determination.

Percé is the love of the Gaspé Peninsula, a jewel of Québec. Whatever the future may hold for us, today Percé intends being the heart of great stories.