

PLAN D'INTERVENTION ET D'AFFECTATION DES RESSOURCES



MRC du
Golfe-du-Saint-Laurent



**Accès
entreprise**
Québec

COURTESY TRANSLATION

Adopted on February 16th 2022

1. Context

In November 2020, the Quebec government announced the creation of Accès entreprise Québec to strengthen the support and investment services offered to entrepreneurs and businesses in all regions of Quebec and thus accelerate regional economic development.

The MRC du Golfe-du-Saint-Laurent is located in the Côte-Nord region (09). Located at the eastern end of the province of Quebec, the territory of the MRC extends between the Gulf of St. Lawrence and the border with Labrador. The MRC du Golfe-du-Saint-Laurent was formed in 2010 and has a population of 5,126 in 2011.

With a total area of 81,028 square kilometers (land area 40,819 square kilometers), it extends over nearly 375 kilometers along the Gulf of St. Lawrence and is composed of five municipalities and one unorganized territory (TNO): Blanc-Sablon, Bonne-Esperance, North Shore of the Gulf of St. Lawrence, Gros-Mécatina, Saint-Augustin and the unorganized territory of Petit-Mécatina

2. Objectives and areas of intervention - Accès entreprise Québec

| Objectives AEQ | Areas of intervention AEQ |
|--|--|
| 1. Improve services to businesses. | 1. Support companies and entrepreneurs in their business projects. |
| 2. Develop a service offer that meets the priorities and needs of businesses throughout the MRC territory. | 2. Refer to existing resources, programs and services in order to optimally assist all types of businesses (self-employed workers, cooperatives, manufacturing companies, services, etc.). |
| 3. Provide access to comparable services across the territory. | 3. Intervene on the scale of the MRC to allow a proximity accessibility to services to the greatest number of businesses and entrepreneurs. |
| 4. Ensuring that businesses can develop and reach their full potential. | 4. Collaborate with different resources and expertise on the territory of the MRC to maximize the service offer to entrepreneurs. |
| | 5. Work closely with Investissement Québec in each region to allow the greatest number of companies to optimize their processes and growth. |

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| | <p>6. Contribute to facilitating the financing of various business projects, notably through the FLI, the FLS and other dedicated regional funds.</p> |
| | <p>7. Boost the local economy of the MRCs by increasing resources to support businesses.</p> |

3. Diagnostic

REFLECTION TOOL TO IDENTIFY STRATEGIC INTERVENTIONS

- MRC or delegated organizations* can use this template as a diagnostic tool to conduct their initial assessment in a participatory manner. The tool provides a better understanding of the needs of the community in order to prioritize interventions and is based on the principles of good practice.
- This assessment tool is provided as a guide. The MRC or delegated organization may use other methods to diagnose its initial situation. If an MRC or delegated organization has conducted a strategic reflection in the last two years, the data from this reflection could be used as a basis for the development of the intervention and resource allocation plan (PIAR).
- The diagnostic tool provides a portrait of the economic development services offered by the MRC or the delegated organization. It aims to identify the measures to implement in the MRC or the delegated organization in order to improve direct support for the development of businesses in its territory.
- Since the advisory committee will have to be involved in the development of the intervention and resource allocation plan (PIAR), the results of the reflection will provide it with a relevant working tool. It is therefore necessary that the advisory committee, made up of stakeholders representing the business community and its entire territory, be involved or consulted in the reflection, or at the very least, that it be informed of the results of the reflection.
- The strategic interventions resulting from the reflection will lead to the issues to be worked on in the PIAR.
- There is no need to drop off the tool at MEI.

NOTE: The term MRC in the text represents the economic development department of the regional township municipality, as well as the delegated economic development organizations. A delegate organization is an organization mandated by an MRC and responsible for the economic development of a prescribed territory.



| Economic Development Statements | The statement corresponds to... | | | Comments / explanations | Practice to be referenced in the Intervention and resource allocation plan (PIAR) |
|--|---|--|---|--|---|
| | A practice or situation absent in the MRC | A practice being considered or implemented or a current situation in the MRC | A practice being considered or implemented or a current situation in the MRC | | |
| The mission, vision and values of the MRC were developed less than 2 years ago. | | | The Mission, vision and values remain the same since the creation of the MRC in 2010. | The intervention priorities are reviewed and adopted annually. | |
| The MRC Board of Directors is composed of several members from the business community. | | | The council of the MRC is composed of elected officials from various backgrounds. | | |
| The skills of the people responsible for supporting businesses in the MRC are adequate. | | | Yes, but a training plan to better support promoters is in the works. | | |
| The MRC's human resources dedicated to economic development understand their roles and responsibilities, which are clearly identified. | | | X | | |
| The MRC has a training plan and budget for its economic development resources. | X | | | A training plan is in the works. | |

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| The MRC's service offer to businesses was developed in collaboration with the various players who provide support or financing to businesses on the territory and in the region. | X | | | | |
| The decision-making of the MRC is based on a good assessment of the needs of the business community and is representative of the different realities. | | | X | | |
| The MRC monitors the economic development needs on its territory. | | X | | | |
| The service offer to businesses in the MRC is well defined. | | | X | | |
| The MRC offers services related to the issues and needs of the territory. | | | X | | |
| The MRC's service offer is complementary to the services offered on the territory. | | X | | It could be complementary | |
| The MRC has a plan for knowing which organization to refer a business for certain needs and when to do so. | | X | | | |
| The MRC could offer services that no partner on the territory offers in terms of business support. (Segment not covered by any of the partners). | | | X | Yes, with grants | |
| Businesses in the territory receive the same level of service from the MRC, regardless of their geographic location. | | | X | | |
| The MRC has strategic information that allows it to better identify the investments to prioritize in order to boost the region's economy. | | X | | | |

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| The MRC evaluates the satisfaction of businesses on its territory with its economic development decisions (and/or activities). | | X | | | |
| The MRC's service offer is adequately promoted throughout the territory in order to reach all businesses and entrepreneurs/developers. | | | X | | |
| The MRC is publicly accountable for the performance of its economic development department. | | X | | | |
| The MRC offers support services that compete with organizations on the territory. | | X | | | |
| The MRC annually evaluates the impact of its economic development actions on the territory. | | X | | | |
| The MRC establishes partnerships and works in collaboration with the economic development organizations on its territory. | | X | | | |



4. Action Plan

Issues identified by the MRC and the Advisory Committee

Issue 1: Supporting businesses in the digital shift

Total: 35% of time allowed

| Supporting businesses in the digital shift | | | | | | | |
|--|----------------|------------------------|---|---|---|---------------------------------|---|
| Objectives related to the issue | AEQ Objectives | Intervention areas AEQ | Actions | Performance indicators | Comments | Deadline | Time Allowed |
| Assisting organizations in the implementation of a digital strategy that will allow their business to progress by taking advantage of the technological tools. | 1,2,3 | 2,4 | Organisations needs assessment | 100% of regional businesses contacted and assessed | Specific elements related to the digital transition will be evaluated through the overall business needs assessment process | Annually | (Part of business needs assessment process) |
| | 1,2,4 | 1,3 | Personalized and individual accompaniment of organizations | Personalized for each business | / | Annually | 25% |
| | 1,3,4 | 1,2,3 | Production of educational content on the digital shift for business owners. | Six times a year | / | Annually (starting in May 2022) | 5% |
| | 2,4 | 3,4 | Develop a digital approach adapted to each economic sector. | Creation and publication of a periodically updated information document | Identify effective digital approaches (market development, IT security, etc.) for businesses across the territory. | Bi-annually | 5% |

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| | | | | | These approaches will be identified as part of the individual support offered to businesses. | | |
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Issue 2: Implementation of Appropriate Human Resources practices

Total: 5%

| Implementation of appropriate human resources practices | | | | | | | |
|---|----------------|------------------------|--|--|----------|----------|---|
| Objectives related to the issue | AEQ Objectives | Intervention areas AEQ | Actions | Performance indicators | Comments | Deadline | Time Allowed |
| Accompany organizations in the implementation of good human resources management practices. | 1,2 | 3 | Evaluation of the human resources management needs of the businesses of the MRC territory. | 100% of regional businesses contacted and assessed | / | Annually | (Part of business needs assessment process) |
| | 1,4 | 1,4 | Support companies according to the needs expressed in the assessment of business needs (training, information on the laws in effect, etc.) | Personalized for each business | / | Annually | 5% |

Issue 3: Simplify Access to the Various Services Available to Entrepreneurs

Total: 25%

| Simplify access to the various services available to entrepreneurs | | | | | | | |
|--|----------------|------------------------|--|---|--|----------------|--------------|
| Objectives related to the issue | AEQ Objectives | Intervention areas AEQ | Actions | Performance indicators | Comments | Deadline | Time Allowed |
| Simplify access and publicize the various economic development support services offered by the MRC as well as by external partners offering services adapted to the Lower North Shore organizations. | 3 | 2,3,6 | Create documentation on the services offered to businesses by the MRC du Golfe-du-Saint-Laurent. | The document is available on the MRC website | First version of the document will be published in May. This document will be regularly updated, thereafter. | May / Annually | 5% |
| | 3 | 2,3,4,5 | Map the various services offered to businesses by the MRC's external partners (SADC, IQ, etc.). | The document is available on the MRC website | Idem | May | 10% |
| | 2 | 2,3 | Prepare documentation on the different legal structures adapted to the fishing industry | Creation of a document presenting all possible legal structures with recommendations from specialists | To work with the Lower North Shore Fishermen's Association, BAPAP, MAPAQ and DFO | November 2022 | 5% |
| | 2 | 2,3 | Communicate the AEQ services to all the entrepreneurs of the MRC territory | One post per month on the MRC Facebook page regarding AEQ services | Preparation and implementation of a communications plan including a regional tour (virtual or physical) | Annually | 5% |

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| | | | | | depending on the pandemic situation) + The communication plan will be adapted according to the entrepreneurs recommendations | | |
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Issue 4 : Business Needs Assessment

Total : 25%

| Business needs assessment | | | | | | | |
|--|----------------|------------------------|--|---|---|------------|--------------|
| Objectives related to the issue | AEQ Objectives | Intervention areas AEQ | Actions | Performance indicators | Comments | Deadline | Time Allowed |
| Obtain a clear and detailed portrait of the territory's businesses | 1,2,3 | 3 | Prepare an assessment document to identify business needs and situation | Creation of an assessment document to identify business needs, gaps and future plans. | In collaboration with external partners. The percentage of time allocated to the preparation of the evaluation document will be used for meetings with organizations when the document is finalized. | April 2022 | 20% |
| | 1,2,3 | 1,3 | Individual meetings with organizational managers to complete the needs assessment. | 100% of regional businesses contacted and assessed | | Annually | |
| | 2 | 2,3 | Regional tour to meet with entrepreneurs | All municipalities are visited | Face-to-face tour if health regulations permit. | March 2023 | 5% |

Associated activities

In addition to the planned actions related to the issues mentioned, the AEQ resource of the MRC du Golfe-du-Saint-Laurent will dedicate part of its time to certain associated activities such as:

- Training offered under the Accès Entreprise Québec program
- Coordination of the Advisory Committee
- Preparation and filing of accountability reports
- Etc.

These related activities will account for **10%** of the AEQ resource's time.



5. Budget

| BUDGET PIAR | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | TOTAL | Notes |
|--|--------------|----------------|----------------|----------------|---------------------|---|
| | May to March | April to March | April to March | April to March | | |
| Direct charges | | | | | | |
| Salaries | 45000 | 90000 | 95000 | 100000 | 330000 | 2022-2023 adding an additional resource |
| Social benefits | 9000 | 18000 | 19000 | 20000 | 66000 | 20% (incl. Collec, As. RRS) |
| Training | 1080 | 2160 | 2280 | 2400 | 7920 | 2% of the wage bill |
| Subtotal - direct charges | 55080 | 110160 | 116280 | 122400 | 403920 | |
| Related expenses | | | | | | |
| Accommodation (office) | 4200 | 8400 | 8400 | 8400 | 29400 | Including phone, internet, etc |
| Office supplies | 3000 | 3000 | 0 | 0 | 6000 | 2022-2023 adding an additional resource |
| Computer equipment | 6500 | 6500 | 0 | 0 | 13000 | 2022-2023 adding an additional resource |
| Travelling expenses | 15000 | 18000 | 18000 | 18000 | 69000 | |
| Professional fees | 10000 | 12000 | 12000 | 12000 | 46000 | |
| Distribution and promotion | 10000 | 12000 | 12000 | 12000 | 46000 | |
| Other related costs | 5000 | 6000 | 6000 | 6000 | 23000 | |
| Subtotal - related expenses | 53700 | 65900 | 56400 | 56400 | 232400 | |
| % of related expenses | 97,49% | 51,19% | 48,50% | 46,08% | 57,54% | Expected related expenses |
| Eligible related costs (5%) | 2754 | 5508 | 5814 | 6120 | 20196 | Related expenses according to the agreement |
| Total – with related expenses | 108780 | 176060 | 172680 | 178800 | 636320 | TOTAL EXPECTED |
| TOTAL – with eligible related costs | 57834 | 115668 | 122094 | 128520 | 424116 | TOTAL ACCORDING TO THE AGREEMENT |
| Payments PIAR | 200 000,00 | 200 000,00 | 200 000 | 200 000,00 | \$800 000,00 | |