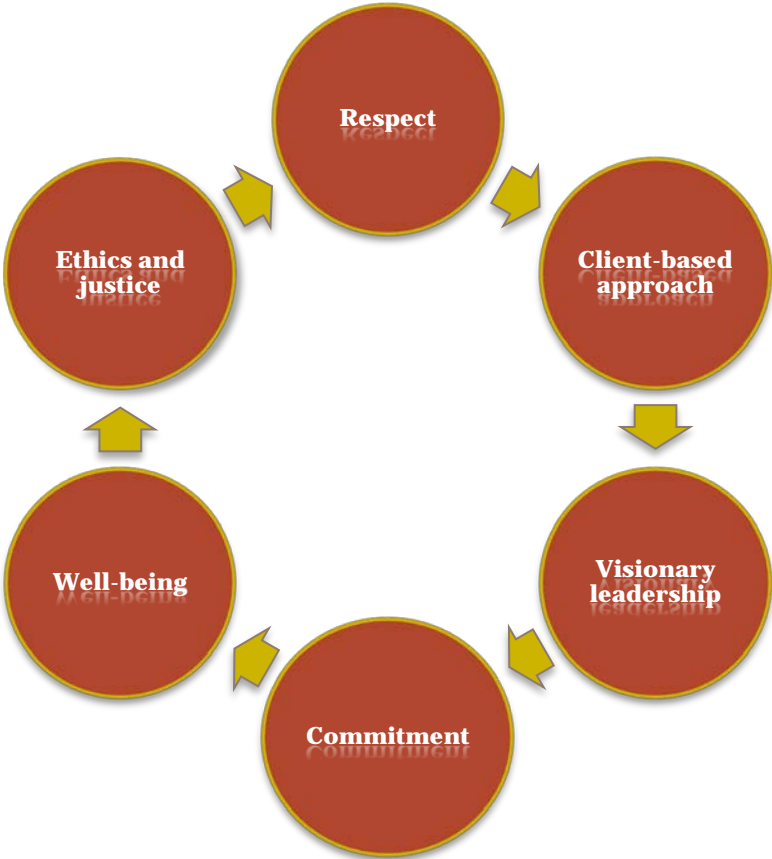




**2010 ANNUAL
REPORT**
Direction générale

The Administration's Mission

Guided by its organizational values and aware of its role as the Outaouais' main urban centre, Gatineau's primary mission is to keep improving the quality of life of its residents and of the community in the spirit of responsibly managing all of its resources and cultivating a viable community.



Vision

Gatineau, a source of pride and a model of a viable community!

True to its history and focused on its future, Gatineau thrives on its Francophone nature and its cultural, social and economic diversity, which is fully expressed in the Gatineau-Ottawa region. As the Outaouais' main urban centre, it serves as a keynote economic pole and assumes with determination its place as a major city in the province of Quebec.

Gatineau makes its mark based on its qualities as an international calibre city and an incomparable model of a viable community. It is a source of pride for its residents, an attractive destination for visitors, and one of the top choices among investors. Residents of all ages from different backgrounds do their part in creating the sound, safe and lively environment where it feels good to live. Gatineau offers everyone an impressive array of cultural, sports and recreational activities, and sees the changes in its population as opportunities for renewal.

Gatineau's governance model is founded on the principles of sustainable development. It promotes involvement on the part of residents, community life, and partnerships with institutions and businesses in the interest of developing its full economic, cultural, sport, social, community and environmental potential.

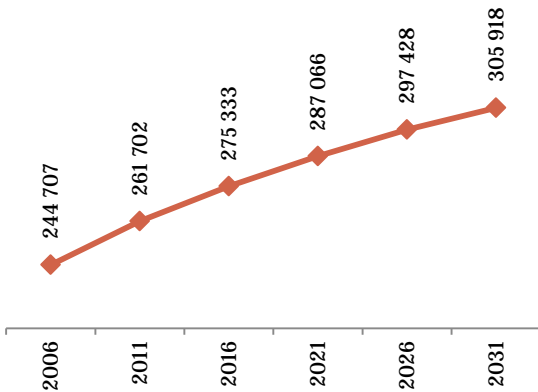
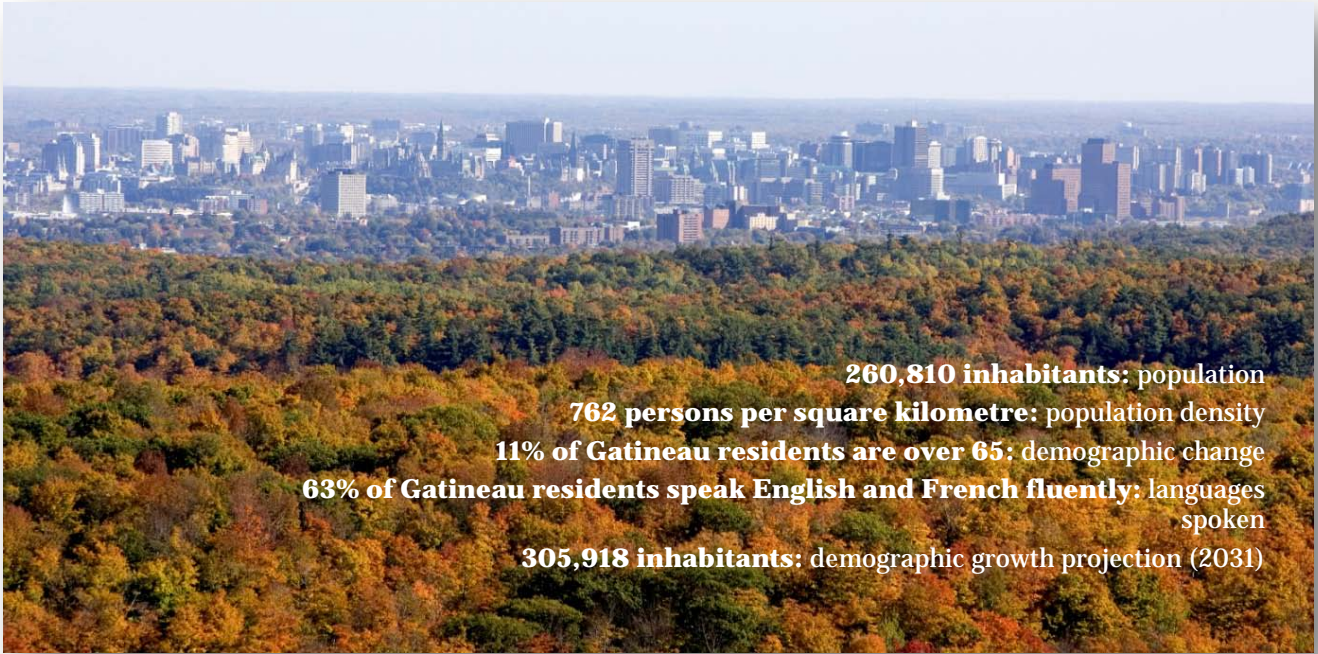
A green city through and through, Gatineau is nestled in a lush natural setting that is constantly regenerating, where the hills, waterways and varied landscapes blend harmoniously into its urban villages and country communities. It is a place where individuals, families and the community thrive.

Gatineau's Strategic Plan 2009-2014

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DEMOGRAPHIC OVERVIEW

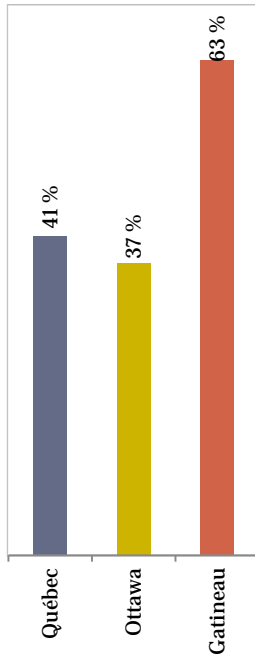


Demographic projection
Institut de la statistique du Québec, 2009 edition

Reference scenario

2006	244,707
2011	261,702
2016	275,333
2021	287,066
2026	297,428
2031	305,918

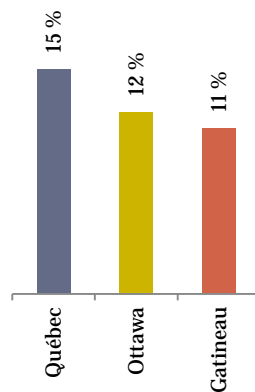
Change from 2011 to 2031 **16.9%**



Knowledge of Canada's official languages

Statistics Canada, 2006 Census

Language	Province of Quebec	%	Ottawa	%	Gatineau	%
English only	336,785	5%	479,740	60%	12,925	5%
French only	4,010,880	54%	12,985	2%	74,690	31%
English and French	3,017,860	41%	298,245	37%	151,160	63%
Neither English nor French	70,375	1%	10,300	1%	1,205	1%



Age group

Institut de la statistique du Québec (2010); City of Ottawa (2006)

Age groups	Province of Quebec	%	Ottawa	%	Gatineau	%
0-14 years	1,236,717	16%	142,750	18%	43,850	17%
15-54 years	4,408,066	56%	478,465	59%	155,932	60%
55-64 years	1,051,003	13%	90,050	11%	31,519	12%
65 years and over	1,211,589	15%	100,865	12%	29,508	11%



ROBERT F. WEEMAES



The year 2010 will be remembered as a difficult one in the municipal world. The crisis of confidence that rattled Quebec's public administration made ethics and codes of conduct unavoidable terms in our day-to-day management.

Gatineau steered through this storm with honour and pride. The rigorous policies and rules of conduct that it adopted from the very first days of its existence, along with the desire and determination of every one of its officials—both elected and employed—to run the city in compliance with the laws, regulations and principles of sound management, as well as with great transparency, resulted in Ville de Gatineau emerging as an example of probity and efficiency. Our management has always held

the interests of taxpayers and all residents first and foremost, and we are reaping the benefits of the positive impact of this collective determination.

Notwithstanding this storm, we have continued to work on improving how we do things, all in accordance with the objectives stated in our strategic plan.

The year 2010 provided the opportunity to accomplish an unprecedented number of infrastructure projects. In this regard, Gatineau is among the top achievers in terms of its investments under the different subsidy programs provided by the federal and provincial governments. More than \$180 million in municipal works were underway across our territory, in large part thanks to the subsidies we received through the programs under which we applied.

Our city's demographic, urban and economic growth is exceptionally high, and in this regard we are also among the most dynamic municipalities in Canada and Quebec.

Managing such phenomenal development while improving our delivery of services and controlling our rising costs to the fullest extent is quite a challenge. Gatineau residents legitimately want to benefit from every advantage and service that is normally available in an environment that is as alive and active as ours, without falling victim to the yoke of an unacceptable fiscal burden.

Gatineau is a model of a viable community with a healthy, safe and lively environment. We offer an impressive range of cultural, sports and recreational amenities and activities, all in an ideal family and professional lifestyle setting.

We are also recognized as a green city that is concerned about its impact on the environment, and whose interventions are planned with care to protect and preserve the nature that surrounds us.

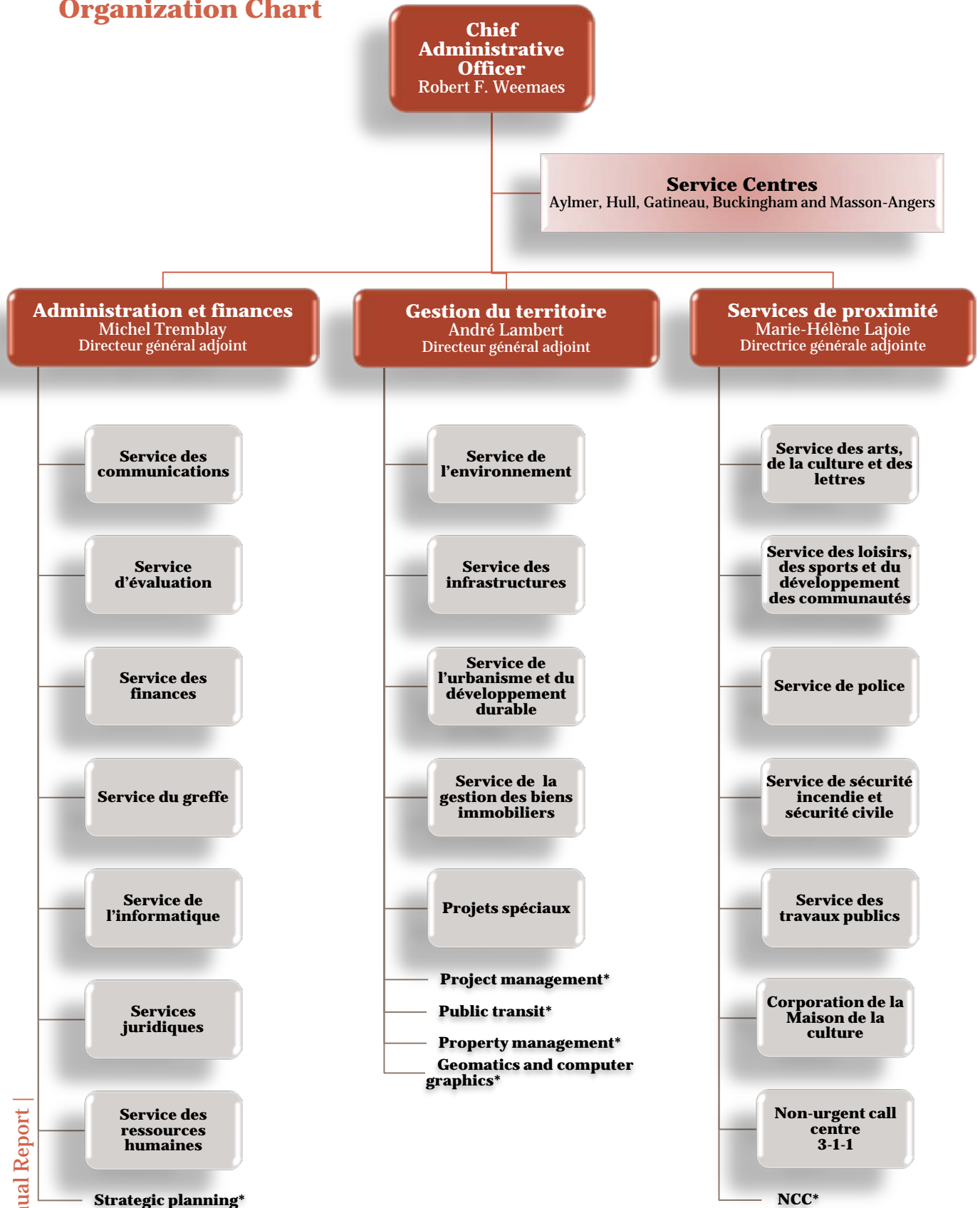
However, like every other municipality in Quebec and the rest of Canada, we also have to contend with ageing underground infrastructures and the impact of the increasing obsolescence of our public buildings and facilities. We currently estimate that we will need to find and spend more than \$100 million a year to renovate and maintain our public infrastructures.

The tabling in 2010 of a new global financial plan and our efforts to thoroughly review our budgeting, not to mention how we organize and run our services, are testaments to the commitment and determination of our management team and our employees to take on these challenges and successfully achieve our many objectives.

As you read this report, you will see that our accomplishments in 2010 are consistent with our commitments, and that our employees and our services outdid themselves in serving our residents. The priorities for our actions in 2011 are guided by our organizational values, and their objective is to keep improving our quality of life by responsibly managing all of our resources.

Robert F. Weemaes
Chief Administrative Officer

Organization Chart



* Special responsibilities

THE MANAGEMENT TEAM

Chief Administrative Officer

Robert F. Weemaes

Administration et finances

Directeur général adjoint

Michel Tremblay

Directrice, Service des communications

Nicole Dumoulin

Directeur, Service d'évaluation

Claude Laramée

Directeur, Service des finances

André Barbeau

Directrice, Service du greffe

Suzanne Ouellet

Directeur, Service de l'informatique

André Scantland

Directeur, Services juridiques

Claude A. Alain

Directeur, Service des ressources humaines

Marc Pageau

Gestion du territoire

Directeur général adjoint

André Lambert

Directrice, Service de l'environnement

Louise Lavoie

Directeur, Service des infrastructures

André Cadieux

Directrice, Service de l'urbanisme et du développement durable

Marie-Claude Martel

Directrice, Service de la gestion des biens immobiliers

Lucie Gagnon

Services de proximité

Directrice générale adjointe

Marie-Hélène Lajoie

Directeur, Service des arts, de la culture et des lettres

Louis Cabral

Directeur, Service des loisirs, des sports et du dév. des communautés

Simon Rousseau

Directeur, Service de police

Mario Harel

Directeur, Service de sécurité incendie et sécurité civile

André Bonneau

Directeur, Service des travaux publics

Marco Lalonde

Centres de services

Directeur, Aylmer service centre

Gilles Sabourin

Directeur, Gatineau service centre

Daniel G. Dompierre

Directrice, Hull service centre

Carole St-Arnaud-Gaboury

Directrice, Buckingham and Masson-Angers service centres

Lucie Poulin



DIRECTION GÉNÉRALE ADJOINTE – ADMINISTRATION ET FINANCES

MICHEL TREMBLAY



Major achievements

Long-term financial plan

The long-term financial plan was tabled before the Municipal Council on November 9, 2010.

This long-term financial planning exercise, which was supported by financial experts, produced a portrait of Gatineau's current and future financial situation. The plan provides analyses, issues and orientations aimed at diversifying Gatineau's revenue sources in order to enable responsible long-term management.

This plan reveals that like other cities in Quebec and the rest of Canada, Gatineau has a lot of catching up to do in terms of its ageing infrastructures, and that stiff measures will be needed to produce the annual \$104 million financial margin for manoeuvre needed to fulfil its responsibilities.

This report is a management tool for elected officials and the municipal administration. It will be able to guide us as we make decisions, not only based on the current needs of residents, but also those of future generations.

Human resource management

- ✓ Signed the collective agreement for Gatineau's blue-collar workers, firefighters and employees in the aquatics sector
- ✓ Implemented the master trust (pension plan) for the blue-collar worker and management groups
- ✓ Implemented the software for online recruitment
- ✓ Introduced the pay equity program for managers, and completed the initiative to maintain pay equity for blue-collar workers and school patrols
- ✓ Created the Service d'évaluation and established the new organizational structure

Other achievements

- ✓ Adopted the contract management policy
- ✓ Conducted the residents' satisfaction survey
- ✓ Launched the composting campaign
- ✓ Inaugurated the sports centre

Over the next few months, we will be following up on the report by the long-term financial planning panel. We will also continue the work begun in 2010 on workforce planning and the development of the new human resource / compensation management software.

SERVICE DES COMMUNICATIONS

The **Service des communications** looks after the integrated management of institutional communications, including information, promotional, publicity, tourism positioning, public consultation and media relations materials and activities. The Service des communications highlights Gatineau's actions by informing different internal and external audiences about its programs, activities and projects, and positioning it in a coherent fashion through different events, tactics, tools, strategies and communication plans.

MAJOR ACHIEVEMENTS

- ☑ Deployed a set of positioning tools for the summer 2010 Finale des Jeux du Québec (flags, information kits, visual identity, bicycles, etc.) and pulled together the teams for the different activities during the Jeux
- ☑ Inaugurated the sports centre
- ☑ Completed phase 1 of the social media integration
- ☑ Developed and implemented an inter-departmental procedure and set of information materials and tools for the different types of boil water advisories
- ☑ Researched and prepared a tourist guide map
- ☑ Developed and launched the *Count me in for the Bio-Bin!* composting campaign

OBJECTIVES AND ACTION PRIORITIES FOR 2010

- 📄 Properly position Gatineau
- 📄 Mobilize resources for the summer 2010 Finale des Jeux du Québec
- 📄 Implement communication plans to support the Service des ressources humaines
- 📄 Launch an awareness campaign for compost collection
- 📄 Develop the Web site, webcasting and other electronic tools
- 📄 Support and position participatory governance initiatives

Statistics

- 3.3 million visits to the Web site
- 64 external communication plans and nine internal ones prepared
- 1,320 media requests received, and 454 news releases published
- 1,328,046 words revised
- 208 public events organized, and 210 speeches drafted
- 91 sponsorship requests analyzed and 37 plans prepared

SERVICE D'ÉVALUATION

An Act respecting Municipal taxation provides that municipal organizations that are responsible for property assessments shall prepare the assessment roll for the territory under their responsibility and maintain it. The mission of the **Service d'évaluation** is to ensure that the revenues provided by Gatineau taxpayers are fair and equitable by preparing and maintaining a quality property assessment roll.

MAJOR ACHIEVEMENTS

- ☑ Improved the timeframe for processing new residential and commercial construction, as well as new subdivisions
- ☑ Completed the implementation of the PariTOP4 decision-making software
- ☑ Partially implemented the building design and photo editing software
- ☑ Tabled the analytical report for our work procedures, developed an action plan, and followed through on certain recommendations
- ☑ Implemented the new organizational structure

OBJECTIVES AND PRIORITIES FOR 2010

- ☑ Undertake the work required to prepare the new 2012 three-year roll
- ☑ Implement a building design and photo editing software
- ☑ Test the PariTOP4 decision-making software
- ☑ Mandate an external consultant to analyze our procedures in the preparation and updating of the assessment roll
- ☑ Reorganize the department by splitting the property assessment and transaction activities into two separate departments with their own respective managements

Statistics

- *The total value of the assessment roll now stands at \$24.4 B, amounting to 92,565 files - 1,546 more than in 2009*
- *Processing of 9,924 transfers and 5,049 building permits*
- *1,946 new residential constructions, and 2,447 dwellings and units added to the roll*
- *6,552 property visits for inventory maintenance*



SERVICE DES FINANCES

The **Service des finances** is in charge of ensuring the sound management of Gatineau's financial resources: advising municipal officials and the different departments about applicable financial and fiscal policies. It is also responsible for preparing Gatineau's annual budget, the three-year financial plan, and the three-year capital plan, and it prepares the financial statements. It ensures the availability or access to goods, materials, equipment, work, and the specialized and professional services needed to deliver services to residents. It invoices and collects most of the municipal revenues, and sets up suitable internal controls. It is responsible for paying municipal employees and the different suppliers.

MAJOR ACHIEVEMENTS

- Developed and adopted the contract management policy pursuant to Bill 76 on the allocation of contracts by municipal organizations
- Served as treasurer for the 2009 municipal election
- Closely monitored subsidy programs in order to ensure maximum return on our investments
- Conducted financial analyses and prepared recommendations on specific issues (police workforce plan, multi-purpose centre)
- Prepared a long-term financial plan

OBJECTIVES AND PRIORITIES FOR 2010

- The priority of the Service des finances in 2010 was the preparation of the long-term financial plan. It was tabled by the panel of experts mandated by Gatineau at the Municipal Council meeting of November 9, 2010 (CM-2010-1098).

Statistics

- 89,947 invoices issued
- Number of tax payments received:
 - 23,664 at the counter
 - 50,938 by mail
 - 50,037 from mortgagees
 - 13,149 through automatic deductions
 - 83,907 through electronic payments
- 34,188 cheques issued to suppliers
- 1,906 resolutions checked
- 290 calls for tenders published
- 9,924 transfer taxes collected

2010 annual budget
\$443,133,000

2010 three-year capital
plan

\$115,577,000

SERVICE DU GREFFE

The **Service du greffe** is divided into three sections: Soutien au conseil municipal, Administration et accès à l'information, and Gestion des documents et archives. It performs the secretarial functions for the Municipal Council, the Executive Committee and the Plenary Committee, and oversees the Bureau des conseillers. It manages the processes for approving by-laws and resolutions. It manages access to information requests, and ensures the conservation and handling of municipal documents and the dissemination of archives. It provides printing and mail services to the Administration.

MAJOR ACHIEVEMENTS

- ☑ Swore in the new officials elected to the Municipal Council
- ☑ Continued the digitization program (\$200,000)
- ☑ Established a new secretariat for the members of the Municipal Council
- ☑ Introduced Internet access to the historical archives database

MAJOR ACHIEVEMENTS

- ☑ Established the back-up centre at the police station
- ☑ Deployed the multi-purpose copier and the centralized fax system
- ☑ Installed ticketing in police vehicles
- ☑ Introduced online recruitment

SERVICE DE L'INFORMATIQUE

The **Service de l'informatique** facilitates the use of workplace technologies, and oversees the security, integrity and availability of technological infrastructures and digital data used by the Administration. It assists the municipal departments in these areas. It promotes the exchange of knowledge and skills in the municipal administration.

Statistics

- 1,792 computers and laptops, 162 terminals
- 734 printers
- 735 cell phones, 661 pagers
- 2,794 telephones
- 145 servers
- 77 computer system projects, 46 infrastructure projects, 23 administrative projects
- 2,346,563 e-mails and 2,984,696 spam messages

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Human resource / compensation project
- 📄 Multi-purpose copier and centralized fax
- 📄 Police ticketing
- 📄 Municipal portal
- 📄 Back-up centre

SERVICES JURIDIQUES

The **Services juridiques** includes the service des Affaires juridiques and the municipal court. The municipal court receives, processes and hears all enforcement actions under municipal by-laws and the *Highway Safety Code*.

The Affaires juridiques section manages claims while its team of legal counsels work on criminal, penal, municipal and civil law issues, providing full legal services to the administration's different departments in the form of opinions and advice, based on a preventive approach, representing Ville de Gatineau before the courts, and providing input to its decisions.

MAJOR ACHIEVEMENTS

- ☑ Updated the software for civil files and claims (changes have been made to improve the software's efficiency)
- ☑ Internally processed more than 94% of the civil files opened in 2010
- ☑ Introduced computer interfaces at the municipal court following the introduction of computerized ticketing by Division de la circulation, Service de police
- ☑ Processed 101,401 tickets, a record number that for the first time surpassed the 100,000 mark for tickets issued

OBJECTIVES AND PRIORITIES FOR 2010

- 📁 Electronic management of civil records
- 📁 Improved assessment of outside contracts
- 📁 Training for the other municipal departments
- 📁 Internal management of most civil files

Statistics

Municipal court

- Processing of 101,401 tickets issued (up 7.2% compared to 2009)
- 28,729 files opened
- 22,376 judgments rendered
- 6,339 not guilty pleas received

Statistics

Affaires juridiques

- 652 claims received
- 375 civil files opened (up 11% compared to 2009)
- More than 400 active civil files (comparable to 2009)
- Close to 14% increase in outside legal fees (compared to 2009). It should be noted that there was an almost 40% decrease in external legal fees in 2009 (compared to 2008).

SERVICE DES RESSOURCES HUMAINES

The **Service des ressources humaines** provides the organization with the tools it needs to harness the effectiveness, efficiency and creativity of its staff. It promotes a climate and working conditions that facilitate the professional development of every employee.

3,565 permanent, contract, term and casual employees

 **1,359**

 **2,206**

Statistics

- 481 competitions organized and 12,524 applications processed
- 75 employees retired
- 519 employees underwent workplace first-aid training
- 160 accidents recognized by the CSST with and without lost time
- Individual CSST rate of \$1.72, compared to \$2,24 in other cities

MAJOR ACHIEVEMENTS

- ☑ Signed the collective agreement with blue-collar workers (2008-2012)
- ☑ Signed the collective agreement with Gatineau firefighters (2008-2013)
- ☑ Signed the collective agreement with employees in the aquatics sector (2010-2013)
- ☑ Implemented the trust (pension plan) for blue-collar workers and managers
- ☑ Implemented the online recruitment software
- ☑ Completed the pay equity program for managerial staff
- ☑ Completed the pay equity maintenance exercise for blue-collar workers and school patrols
- ☑ Developed a communication plan to position Gatineau as a preferred employer

SECTION DE LA PLANIFICATION STRATÉGIQUE

Working in partnership with all interested stakeholders, the **Section de la planification stratégique** looks after developing, updating and periodically revising the municipal strategic plan. It coordinates the public consultation activities, and provides professional support to the different municipal departments in this regard. Its mandate also involves managing various projects, including coordinating the annual planning of municipal activities, developing urban villages, and leaders' meetings.



MAJOR ACHIEVEMENTS

- ☑ Reorganized and prepared reports related to the municipal action priorities
- ☑ Coordinated public participation activities and professional support
- ☑ Introduced and implemented the 2010 resident satisfaction survey
- ☑ Added input to that of the City of Ottawa and the National Capital Commission for the organization of an international conference (*Sustainable Cities PLUS Network Biennial Conference*)
- ☑ Coordinated the leaders' meetings in 2010, and the new 2011-2012 action plan
- ☑ Participated in the preparation of the theme-specific report on quality of life in Canadian municipalities

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Contribute to partnership initiatives with the City of Ottawa, the National Capital Commission and other partners
- 📄 Support projects aimed at creating urban villages and country living environments
- 📄 Implement participatory governance in Gatineau
- 📄 Implement the initiatives under the 2009-2014 Strategic Plan
- 📄 Contribute to organizational development

Approximately **1,500** people took part in public participation activities

86% of respondents indicated that they were very satisfied with the public participation activities

DIRECTION GÉNÉRALE ADJOINTE – GESTION DU TERRITOIRE

ANDRÉ LAMBERT



Major achievements

Downtown Gatineau

The downtown revitalization effort has begun, a joint effort by several departments based on the orientations and principles of the special planning program for the downtown. Thanks to the construction of new federal buildings and efforts by private- and public-sector stakeholders, the reconstruction of road arteries like rue Montcalm, the construction of the Rapibus and the integration of the principles of active transportation, Gatineau is engaged in a process of productive change.

Rapibus

Gatineau is continuing to contribute to the development of the plans and specifications for the Rapibus corridor. The corridor's construction is turning out to be far more complex than expected. This project remains closely tied to the urban road networks and its interfaces with several municipal utilities. Gatineau will continue to make its presence felt throughout the construction of the Rapibus corridor.



Multi-function complex

A detailed analysis of the multi-function complex was tabled in the spring of 2010, covering not only the design options (renovation, expansion or construction of a new amphitheatre) and funding scenarios but also the promotion of the current site, particularly in terms of the downtown's revitalization and densification. This project involved numerous presentations and discussions throughout 2010, and will be presented once again in the spring of 2011 to clearly define its key features.

Subsidy programs

Thanks to its efforts to prioritize the condition of the municipal infrastructures and develop master plans for the municipal assets, Gatineau managed to secure significant subsidies with which to keep its existing infrastructures and facilities in good condition. Given the very tight timeframes, the Service des infrastructures innovated by integrating a design-construction approach that proved to be particularly effective.

Composting program

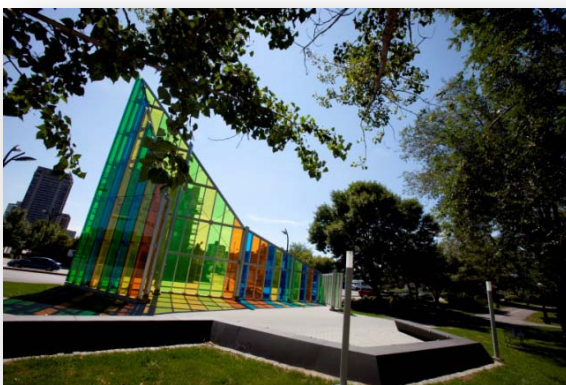
Gatineau has committed itself to a composting program that will considerably reduce the volume of waste going to the landfill site, and will go a long way towards reducing greenhouse gases (GHG). This program was implemented for more than 80,000 homes. Not only did it unfold very efficiently, but within just a few months it had already surpassed projected volumes.

Upgrades to water and wastewater treatment plants

Gatineau took on a very ambitious program of upgrading and increasing the treatment capacity of its facilities. The water treatment plant project in the Aylmer sector presented a number of technical challenges, and is one of the most complex projects ever managed by the Service des infrastructures. Start-up is planned for the spring of 2011.

Reorganization

Organizational design was on everyone's mind in 2010, the focus being on improving service efficiency, particularly in the Service de l'urbanisme and the Service de la gestion des biens immobiliers. For the former, the idea was to carefully define the mandate and objectives, and clarify the roles and responsibilities of the different stakeholders, and to clearly delineate the lines of authority in order to more efficiently carry out its mission. The results of this analysis will be tabled before the Municipal Council in the spring of 2011. In addition, some significant opportunities for improvement were raised by the analysis of the delivery of real property management services. The department's reorganization will also be tabled in the spring of 2011 to optimize the use of resources and practices, and to implement much more efficient monitoring tools.



SERVICE DE L'ENVIRONNEMENT

Ever attentive to quality and efficiency, the **Service de l'environnement** cost-effectively manages and operates the municipal infrastructures required to make drinking water, to treat wastewater and to manage residual materials. It implements programs and projects stemming from the environmental policy, and protects the environment through sustained regulatory controls and awareness-raising programs.

MAJOR ACHIEVEMENTS

- ☑ Developed new tools to monitor and analyze spills and improve the preventive maintenance of pumping stations
- ☑ Implemented a new approach to planning the maintenance of the equipment in our facilities
- ☑ Reviewed the nuisance by-law
- ☑ Implemented a subsidy program for rain barrels
- ☑ Prepared a list of GHGs for all municipal activities
- ☑ Installed a microstrainer on three pumps for untreated water to reduce the use of drinking water
- ☑ Reviewed the residual materials management by-laws

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Develop at least three management indicators and monitoring tools for them by activity sector
- 📄 Implement phases 1 and 2 of the composting program (street collection)
- 📄 Spill control: improved overflow monitoring
- 📄 Review the nuisance by-law to eliminate gray areas and reduce response times
- 📄 Participate in and monitor several projects to maintain operations and coordinate the work

Statistics

- 77,500 brown bins distributed to single family homes and dwellings with front street collection
- 26,000 trees planted
- 375 notices of violation issued by the watering control squad
- 200 double compartment bins installed in municipal parks



SERVICE DES INFRASTRUCTURES

The mission of the **Service des infrastructures** is to ensure that municipal infrastructures remain in working order and expand based on the community's needs, with an eye to sustainable development and responsible management of human, financial and physical resources. As well, the department provides engineering, transportation and road safety consulting services, along with drafting, geomatics, surveying and organizational security services.

The municipal infrastructures cover water production, distribution, collection and treatment, residual materials management facilities, the municipal housing stock, roads and urban structures, parks and green spaces

Statistics

- 393 projects completed, valued at \$180 M
- 3,639 requests from residents processed

MAJOR ACHIEVEMENTS

- ☑ Completed numerous sewer and water supply repair projects under the PRECO program (\$52 M)
- ☑ Opened the Gatineau sports complex (\$50 M)
- ☑ Started up the modernization work on the water treatment plant in the Aylmer sector (\$22 M)
- ☑ Started up the work on the des Grives-des Allumettières intersection (\$8 M)
- ☑ Constructed a drinking water reservoir in the east end (\$7 M)
- ☑ Started up work on fire hall no. 8, a LEED building, to serve the Buckingham and Masson-Angers sectors (\$7 M)
- ☑ Replaced the centrifuges and added a fifth lift pump at the Gatineau wastewater treatment plant (\$4 M)
- ☑ Developed master plans for the production and transportation of drinking water and for the collection and treatment of wastewater



SERVICE DE L'URBANISME ET DU DÉVELOPPEMENT DURABLE

The mandate of the **Service de l'urbanisme et du développement durable** is to provide land use planning and development services and expertise.

These services are provided to ensure that the city grows in a harmonious and innovative manner that helps improve quality of life in accordance with residents' expectations and ability to pay.

MAJOR ACHIEVEMENTS

- ☑ Began the revitalization work on the downtown core
- ☑ Began work on the review of the land use and development plan
- ☑ Increased the number of cooperative and affordable social housing units
- ☑ Promoted the Domaine Scott-Fairview (100 rue Gamelin)
- ☑ Helped foster urban renovation and improvements to the built environment

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Manage the subsidy programs aimed at improving the built environment (examples: Rénovation Québec program, built environment program). This measure stems from the action plan on the housing policy.
- 📄 As a partner in the Société d'habitation du Québec, Gatineau will oversee the social housing fund allocated under the AccèsLogis Québec program. This measure stems from the housing policy action plan.
- 📄 Review of the land use and development plan aimed at developing a vision of the future.
- 📄 Complete the promotion of the Domaine Scott-Fairview, where the maison Scott-Fairview is located, one of the few heritage residences in the Outaouais that has preserved its wooded surroundings. This stone house, built in 1899, is also classified as an historical monument, which is the highest heritage designation awarded by the Government of Quebec.
- 📄 Adopt the urban planning by-law to translate the new development vision defined for the downtown.
- 📄 Pursue the work related to the establishment of the new commercial structure, which is aimed at ensuring harmonious development in accordance with the needs of residents while fostering the city's commercial development.

Statistics

- **Programme Rénovation Québec**
 - ✦ 140 cases submitted and 304 units renovated
- **Programme AccèsLogis Québec**
 - ✦ 124 units completed or being completed

SERVICE DE LA GESTION DES BIENS IMMOBILIERS

The mandate of the **Service de la gestion des biens immobiliers** is to optimize the use, quality and value of Gatineau's housing stock, disposing of any surplus municipal stock and acquire any additional required to meet the city's current and future needs.



MAJOR ACHIEVEMENTS

- ✓ Hired a consultant to determine the department's strengths and weaknesses in the interest of continuous improvement
- ✓ Consolidated relations with the different departments
- ✓ Began the review of standard contracts, resolutions and other documents related to property transactions
- ✓ Started to reorganize the work and prioritize the files
- ✓ Standardized the platform for recording video-surveillance systems
- ✓ Implemented the global plan on building security
- ✓ Implemented a contract and a quality insurance policy for private security services
- ✓ Implemented a management tool for keys and locks

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Complete property transactions to carry out the city's municipal projects and development
- 📄 Efficient security for municipal facilities
- 📄 Reorganize the department

Statistics

- 23 disposal agreements signed for a total value of \$2,365,000
- 55 acquisition agreements signed for a total value of \$2,648,000
- 10 rental agreements signed for an annual amount of \$109,000
- 30% reduction in false alarms
- 10 security profiles for buildings, five security studies and three threat and risk assessments (TRAs) completed

DIRECTION GÉNÉRALE ADJOINTE – SERVICES DE PROXIMITÉ

MARIE-HÉLÈNE LAJOIE



Overview of achievements in 2010

In 2009, the Services de proximité management team adopted a vision under which residents' concerns and needs were the focus of its decisions and orientations. The team also wanted to encourage all of the crews to reassess their approaches in order to promote and validate the culture of effective services.

This exercise begun in 2009 was but the announcement of a change that the Services de proximité wanted to make. In 2010, management was faced with the challenge of getting all of its units to adopt this vision, and having it take shape through tangible actions.

As the team's deputy chief administrative officer, I could not be more proud of all that has been achieved throughout the year.

Through the day-to-day activities and countless files, the Services de proximité has taken the time to meet with the managers in the different departments to identify the code of conduct and values that guide the management team's decisions. Throughout the year, on numerous occasions, we witnessed improvements in the cohesion of the operating teams, which generated even more administrative solidarity.

Naturally, we cannot talk about a culture of effectiveness without thinking about evaluating our work! In 2010, the Services de proximité team set in place, in addition to the analysis of the weekly CANU report at every meeting, a dashboard displaying performance indicators for every department. The introduction of performance indicators is representative of a shift towards a culture of effective services.

This kind of shift is not always easy to make in a complex environment like that of the municipal world. But we are convinced that it is well under way, and that we will be able to further develop this most informative management tool.

The year 2010 had more than the usual number of challenges and achievements for our departments. These included coordinating and participating in the summer 2010 Finale des Jeux du Québec, opening the sports complex and adopting a police organization plan. However, I think it is important to highlight the tremendous collaboration among the different municipal departments. It was their individual contributions that led to our success!

With 2011 we are well into the challenges of remaining on track and consolidating our approach, and of moving towards a culture of effective services.

Continuous improvements in 2010

- ✓ Planning of asphalt repairs
- ✓ Compensation and performance
- ✓ Processing of medical expenses

Major achievements

- ✓ Provided assistance to Haiti
- ✓ Received the Prix *Brio!* (recognition for the installation of computer terminals in police cars) and for the wireless initiative (a saving of \$200,000)
- ✓ Received the Prix Initiative SM2010 : Bourse RIDEAU for the *Une sortie culturelle pour tous* project
- ✓ In June published the first issue of the internal newsletter of the Service des travaux publics, *Le Colporteur*
- ✓ Conducted a mobilization campaign for municipal employees to volunteer for the summer 2010 Finale des Jeux du Québec (campagne 2 x 4!)
- ✓ Introduced the *Code rouge* contest by staff in the Section de la prévention directed at close to 600 high school students in secondary 3, 4 and 5, providing the opportunity to talk about prevention in relation to everyday fire safety
- ✓ Management and labour participated in Noël lumineux, with more than 1,200 gifts handed out to underprivileged youth throughout Gatineau
- ✓ Used the barrel simulator with different partners (inaugurated at the Gatineau Hot Air Balloon Festival)
- ✓ Received the *Brio 2010* (recognition for the non-urgent call centre's quality client service program)



SERVICE DES ARTS, DE LA CULTURE ET DES LETTRES

The **Service des arts, de la culture et des lettres** is instrumental in the development of a distinctive identity by consolidating the social fabric and sense of belonging. It contributes to the municipal distinction by strengthening links between artists and residents. It initiates and supports creation, dissemination, facilitation and access to knowledge and reading, and cultivates cultural diversity and Gatineau's heritage. The department is attentive to the needs and aspirations of organizations, artists and the public. It is a tool for consultation, dialogue, development and expertise for all stakeholders and residents. Its role is to monitor progress against the cultural policy action plan.

MAJOR ACHIEVEMENTS

- ☑ Promoted public exposure to history, heritage and museology
- ☑ Organized activities and projects related to the orientations in the policy on cultural diversity
- ☑ Keep developing the virtual library
- ☑ Organized and expanded participation in the celebration of diversity
- ☑ Produced the Place de la Cité program for « *Fêtes des aînés* »
- ☑ Launched the CD of local artists entitled « *Notre ville en chanson et en musique* »
- ☑ Managed museum network
- ☑ Produced a general cultural and events program for the Jeux du Québec

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Develop a heritage policy and an action plan
- 📄 Develop public art throughout Gatineau
- 📄 Implement projects aimed at attracting new clients—young people and tourists—to exhibits
- 📄 Implement the library development plan
- 📄 Cultivate the appreciation of heritage
- 📄 Implement a strategy for residual materials valorization at celebrations, festivals and events
- 📄 Implement a program that encourages participation by all residents in cultural activities
- 📄 Follow up on the museum study
- 📄 Follow up on the policy on cultural diversity
- 📄 Support the display of work by professional artists in exhibits
- 📄 Finish updating the policy on services provided at celebrations, festivals and special events
- 📄 Cultivate art and culture in urban villages
- 📄 Foster dialogue among departments, and maximize effective interventions at celebrations, festivals and special events

Statistics

- 83,135 *Accès Gatineau* cards issued
- 60,449 registrations processed for cultural and recreational activities
- Over 80% attendance at performance venues
- Residents' satisfaction with the library rated at 8.1 out of 10 (*Léger Marketing survey*)

SERVICE DES LOISIRS, DES SPORTS ET DU DÉVELOPPEMENT DES COMMUNAUTÉS

The mission of the **Service des loisirs, des sports et du développement des communautés** is to improve the quality of life of people and communities through its broad range of accessible and safe services by focusing on partnership and civic participation!

The department wishes to establish Gatineau's reputation as a national model for recreation, sports and community development through the promotion, innovation and quality of its services and municipal infrastructures.

MAJOR ACHIEVEMENTS

- ☑ Opened the sports complex
- ☑ Successfully completed the summer 2010 45^e Finale des Jeux du Québec
- ☑ Obtained the privilege of hosting the 2014 Jeux de la francophonie canadienne
- ☑ Opened the Mont-Bleu and Université du Québec en Outaouais synthetic soccer and football surfaces
- ☑ Opened the Centre de développement du sport de Gatineau
- ☑ Established two new community gardens
- ☑ Introduced a by-law on the control of tags and graffiti
- ☑ Implemented the C-Vert project in Gatineau
- ☑ Adopted the policy on social development

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Develop a policy on heritage and an action plan
- 📄 Develop the 2011-2014 four-year plan for parks and green spaces, and implement the master plan for community, recreational and sports equipment
- 📄 Organize and present the summer 2010 45^e Finale des Jeux du Québec
- 📄 Open the Gatineau sports complex
- 📄 Develop an action plan for outdoor activities
- 📄 Adopt the policy on social development
- 📄 Continue the work on the overview of communities
- 📄 Analyze the Robert-Guertin centre issue
- 📄 Develop a strategy for Gatineau's sports activities
- 📄 Carry out a plan to promote civic participation and combat discrimination from 2009 to 2012: Gatineau, a Friend to Seniors
- 📄 Review of school protocols
- 📄 Develop a strategic intervention plan for the department

Statistics

- Completion of 37 recreational and sports infrastructure development projects
- 60% decrease in illegal graffiti
- 49 projects financed under the special projects support program
- 15,632 participants in public skating
- 4,393 participants in public hockey
- 74,441 participants across 92 outdoor ice rinks
- 65,272 participants in public swimming at the sports complex
- 7,203 residents attending public gym periods
- 615 memberships processed for the physical fitness centre
- 48,700 spectators recorded at the six major events held at the sports complex
- 49,091 visits to parks (parks monitoring program)

SERVICE DE POLICE

The mission of the **Service de police** is to maintain peace, order and public safety, and to protect life and property, while ensuring compliance with laws and by-laws and upholding basic human rights.

With the help of residents and its partners, the Service de police helps maintain the quality of life, namely by promoting the sense of safety, while preventing crime and keeping roads safe.

MAJOR ACHIEVEMENTS

- ☑ Adopted the police organization plan
- ☑ Established the Unité de recherche terrestre
- ☑ Inaugurated a prevention and promotion tool for road safety, the *barrel simulator*
- ☑ Installed an electronic ticketing system
- ☑ Introduced a police reference with CAVAC
- ☑ Organized training for staff in the application of provisions for impaired driving while under the influence of drugs
- ☑ Introduced a vehicle identification program – special events

OBJECTIVES AND PRIORITIES FOR 2010

- ☑ Adopt and introduce an organizational plan for 2010-2013
- ☑ Intensify police activities in residential areas according to emerging issues
- ☑ Pursue measures to combat the street gang phenomenon
- ☑ Intensify efforts to reduce specific illegal activities
- ☑ Maintain a strategic approach to improving the quality of services at the emergency call centre
- ☑ Improve the level of police visibility and intervention in road safety
- ☑ Proceed with the implementation of the human resources development plan

Tickets issued

Speeding: 16,000
 Driving in a reserved lane: 1,100
 Safety belt: 765
 Defective muffler: 365
 Traffic light, stop sign: 700
 Cell phone: 715
 Back to school: 203

- 2,463 prevention notices distributed to fight theft from vehicles
- 16 information sessions organized for 300 newcomers on Canada's laws and regulations
- 324 businesses made aware of prevention in regard to the use of INTERAC point of sale terminals
- Information sessions on security, fraud and identity theft organized for 200 seniors
- 103 arrests made, 463 charges laid for a total of \$4,617,004 in narcotics, cash and offence-related property, and 84 weapons seized, including 25 firearms
- 44 crack downs conducted against street gangs leading to 86 arrests, 119 charges laid and the seizure of 31 weapons, including 9 firearms, \$120,000, 11 vehicles and 13,581 grams of narcotics

SERVICE DE SÉCURITÉ INCENDIE

The mission of the **Service de sécurité incendie** is to protect residents and their property during a fire by applying the best known preventive and operational practices. It intervenes in every kind of situation to help the public in emergencies. It also offers a broad range of non-emergency services in the form of prevention and training demonstrations, and during neighbourhood parties. As well, it focuses on occupational health and safety to ensure a good work environment. It also collaborates with different internal and external departments and organizations in the pursuit of its mandate.

MAJOR ACHIEVEMENTS

- ☑ Renewed the collective agreement for eight years
- ☑ Coordinated and applied the obligations under the fire safety cover plan
- ☑ Added three new fire engines
- ☑ Introduced a new emergency air supply vehicle
- ☑ Introduced the *Code rouge* contest to reach close to 600 secondary 3, 4 and 5 students
- ☑ Participated in Noël lumineux to hand out more than 1,200 gifts to disadvantaged youth

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Complete the introduction of obligations under the fire safety cover plan
- 📄 Consolidate rescue operations by specialized teams (vertical and confined space rescues)
- 📄 Establish a diagnostic and introduce ways to meet the department's needs for new resources
- 📄 Introduce a call dispatch and management system that meets operational and administrative requirements

Statistics

- 6,874 calls for intervention handled
- 16,936 preventive or awareness-raising visits made to residences
- 410 visits and evacuation exercises conducted in child care and early childhood centres and schools
- 86 preventive interventions conducted in commercial, industrial and institutional buildings
- 16,500 hours of training offered to staff

SERVICE DES TRAVAUX PUBLICS

The mission of the **Service des travaux publics** is to improve the quality of life of residents by actively helping to maintain a healthy and safe environment through the delivery of effective and efficient basic maintenance and repairs to municipal infrastructures.

Our work involves:

- the maintenance and repair of roads and sidewalks, the housing stock, water supply, sewer and surface drainage systems, parks, green spaces and urban forests;
- the maintenance, repair and management of the municipal fleet; and
- the provision of technical and professional support to our partners.



MAJOR ACHIEVEMENTS

- ☑ Signed the collective agreement
- ☑ Published the public works newsletter, *Le Colporteur*
- ☑ Implemented the leak detection plan
- ☑ Upgraded traffic light operations
- ☑ Implemented, harmonized and optimized snow clearing routes
- ☑ Introduced tighter controls on snow dumps from the environmental point of view
- ☑ Negotiated agreements with neighbouring municipalities on bordering roads
- ☑ Started up the project for the installation of idling controls in new vehicles
- ☑ Developed a procedure for the use of defibrillators in arenas
- ☑ Introduced improvements in services and preventive maintenance in sports fields
- ☑ Introduced information and disseminated tools for pothole operations
- ☑ Introduced an inter-sector emergency communication frequency
- ☑ Started up the pilot project for identifying snow clearing routes by neighbourhood

OBJECTIVES AND PRIORITIES FOR 2010

- ☑ Pursue phase II of the department's strategic realignment project
- ☑ Proceed with a study into rationalizing the municipal fleet

Statistics

- 10% increase in preventive inspections on the fleet
- Achieved the threshold of 20 watermain breaks per 100 km
- Achieved 100% of the target for snow clearing from streets and sidewalk

CENTRE D'APPELS NON URGENTS (CANU)

- Establish a client-based service culture
- Keep residents as the focus of our efforts
- Improve the quality of contact with residents
- Increase the speed and efficiency with which quality information is provided
- Perfect the processing of requests and complaints
- Let residents choose how they wish to communicate with the municipal administration: telephone, Internet, e-mail or service centre

MAJOR ACHIEVEMENTS

- ✓ Consolidated communications with the different municipal departments
- ✓ Implemented a quality assurance program
- ✓ Improved the quality of information for call agents and residents
- ✓ Achieved a 10% reduction in call referrals to the departments
- ✓ Validated the information in the knowledge bases



OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Pursue the implementation of the employee training program
- 📄 Improve the quality of information in the Pivotal system

Statistics

- 281,883 calls received
- Average time to process a call: one minute and 17 seconds
- 73,326 requests recorded for all departments
- 1,643 complaints recorded for all departments, including 235 for inappropriate conduct by employees?
- 238 entries in the knowledge base
- 28 liaison agents available

SERVICE CENTRES

SERVICE CENTRES

The service centres provide residents with accessible services that meet their expectations. They provide links with the different municipal departments, residents and elected officials to identify needs and issues, and propose adapted solutions.



MAJOR ACHIEVEMENTS

- ☑ Moved along critical projects and difficult issues that have a significant impact on residents
- ☑ Assisted elected officials with their files and with solving the issues faced by their constituents
- ☑ Guided new elected officials through the municipal organization
- ☑ Updated the policy on consultations for financing infrastructures in established sectors
- ☑ Updated the urban planning knowledge base
- ☑ Actively participated in consultations on the community overviews
- ☑ Volunteered evenings in different sectors

OBJECTIVES AND PRIORITIES FOR 2010

- 📄 Monitor civic participation files and projects
- 📄 Assist departments with major projects in the different sectors

Statistics

- 66,296 deposits made
- 13,363 permits and certificates issued by the urban planning divisions
- 309 reports submitted to the Comité consultatif d'urbanisme
- 3,193 requests and complaints recorded by the urban planning divisions
- 284 sport and recreation organizations interacted with the service centres
- 216 events supported by the service centres
- 59,753 registrations processed for day camps and other activities
- 171 requests analyzed for grants from organizations in connection with the support framework

2010 Financial Statements

REVENUES

Taxes	\$336,582,038	
Payments in lieu of taxes	\$48,353,444	
Government grants	\$19,983,402	
Services provided	\$15,998,002	
Fee assessments	\$23,800,710	
Fines and penalties	\$11,926,160	
Interest	\$4,492,347	
Other revenue	\$4,832,994	
Total revenues		\$465,969,097

OPERATING EXPENSES

Headquarters	\$49,862,453	
Public safety	\$86,069,765	
Transportation	\$72,648,797	
Environmental services	\$56,722,324	
Health services	\$1,676,303	
Planning and development	\$23,912,151	
Recreation and culture	\$62,009,219	
Debt servicing	\$30,316,066	
Fixed assets depreciation	\$61,281,803	
Total expenses		\$444,498,881

Reserves and account reconciliation

Projects under way and deferred expenses	\$16,996,000	
Programs and commitments	\$12,391,000	
Account reconciliation for tax purposes and allocations	\$(21,602,784)	
Total reserves and account reconciliation		\$7,784,216
Total expenses and reserves		\$452,283,097

Net surplus for the 2010 fiscal year \$13,686,000

SUMMARY FINANCIAL STATEMENTS

Highlights of the 2010 financial report

Net surplus attributed mainly to the strong real estate market (transfer taxes and property taxes). The use of the net surplus will be discussed to ensure that it is allocated to the different municipal priorities. The following items account for the surplus generated for the 2009 fiscal year:

Transfer taxes	\$6,300,000
Electricity, gas and telephone	\$800,000
Property taxes	\$600,000
Other	\$886,000
<u>Nonrecurring events</u>	
Snow clearing	\$2,500,000
Provision for assessment appeals	\$1,500,000
Unforeseen expenses	\$1,100,000
Government plans	\$1,000,000
Pension plans	\$(1,000,000)
Net surplus from 2010	\$13,686,000

Three-Year Capital Plan (PTI) for 2010

During this fiscal year, Gatineau approved capital projects valued at more than \$115 million in order to improve municipal infrastructures and maintain the quality of the assets used in its activities. The main projects are as follows:

Road works	\$24.6 M
Work on the water supply and sewer systems	\$8,6 M
PRECO program	\$32 M
Production and distribution of drinking water, collection and treatment of wastewater	\$14.8 M
Major building maintenance	\$6.3 M
Development of parks and green spaces	\$3.1 M
Social housing program	\$3.2 M
Fire safety cover plan	\$9.1 M

List of funds and reserves at December 31, 2010

Since its creation, Ville de Gatineau has been intent on ensuring sound financial management and long-term planning, and to this end has established reserves for the following activities:

Contingency reserves

Hot Air Balloon Festival	\$300,000
Gatineau airport	\$100,000
Self-insurance fund	\$5,088,000
PTI cost surplus	\$158,000
Available surplus	\$22,906,000

Deferred expenses

Developers' parks fund (\$2/m²)	\$5,959,000
Park development costs	\$766,000
Pension plan	\$12,719,000
2013 elections	\$1,141,000
Funds (quarries and sandpits)	\$1,379,000
Life cycle	\$1,500,000
Deposit account (group insurance)	1,356,000

Municipal priorities

Property acquisition	\$3,504,000
Green funds	\$803,000
Robert-Guertin centre	\$13,518,000
Repairs to the Robert-Guertin centre	\$1,000,000
Major projects "B"	\$3,366,000
Downtown development and other priorities	\$2,024,000
Total funds and reserves	\$77,587,000

Indicators proposed by the ministère des Affaires municipales, des Régions et de l'Occupation du territoire du Québec

	Results	
	2008	2009
MUNICIPAL ROADS		
Cost per kilometre without amortization	\$4,245	\$5,522
Cost per kilometre with amortization	\$10,387	\$12,038
SNOW CLEARING		
Cost per kilometre without amortization	\$8,567	\$6,907
Cost per kilometre with amortization	\$8,743	\$7,088
WATER SUPPLY, TREATMENT AND DISTRIBUTION SYSTEM		
Breaks per 100 kilometres of pipes	18.8	19.9
Cost of distribution per kilometre of pipe (without amortization)	\$7,082	\$6,242
Cost of distribution per kilometre of pipe (with amortization)	\$11 122	\$10,491
Cost of treatment and supply per cubic metre (without amortization)	\$0.10	\$0.12
Cost of treatment and supply per cubic metre (with amortization)	\$0.13	\$0.15
Cost of distribution per cubic metre (without amortization)	\$0.15	\$0.15
Cost of distribution per cubic metre (with amortization)	\$0.23	\$0.24
WASTEWATER TREATMENT AND SEWER SYSTEMS		
Cost of treatment per cubic metre (without amortization)	\$0.14	\$0.17
Cost of treatment per cubic metre (with amortization)	\$0.19	\$0.22
Cost of the network per kilometre of pipe (without amortization)	\$3,055	\$3,455
Cost of the network per kilometre of pipe (with amortization)	\$9,202	\$9,630

OVERALL FINANCIAL SOUNDNESS

Cost of debt servicing/total expenses	17%	17.34%
Total debt / standardized real estate wealth	2.05%	2.10%
Debt per person	\$1,655	\$1,884

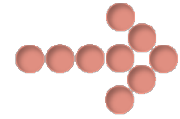
HUMAN RESOURCES

Cost of training as a proportion of total compensation	1.01%	1.11%
Training effort per employee	7.64h	12.08h
Average length of occupational injuries	311.37h	253.75h
Expected retirement rate	19.23%	18.62%

Ville de Gatineau indicators

	Results	
	2009	2010
SERVICE DES ARTS, DE LA CULTURE ET DES LETTRES		
Number of registrations for cultural activity programs	7,312	7,279
a) by sector		
east	5,401	5,243
west	1,911	2,036
b) by season		
winter	2,414	2,494
spring	2,066	1,996
fall	2,832	2,789
Data on performance halls		
Total number of performances	1,146	1,030
a) Average attendance	78.39%	80.95%
b) Number of spectators	52,331	62,662
Data on libraries		
a) Total number of loans	1,624,003	1,655,277
Data on the Accès Gatineau card		
a) Total number of memberships	72,366	83,135*
b) Total number of cards (public activities only)	44,171	53,963
* The increase in the number of memberships may be due to the opening of the Gatineau sports complex, which requires the regular Accès Gatineau card.		
SERVICE DE POLICE		
Number of accidents with injuries	821	794
Average response time under five minutes		
a) Total number of calls	493	454
b) Average response time	4 min 6 s	4 min 3 s
Average response time under nine minutes		
a) Total number of calls	4,812	4,733
b) Average response time	9 min	8 min
Overall percentage of solved crimes	49.5%	46.4%
a) Personal crimes	75.3%	72.3%
b) Property crimes	23.9%	20.8%
Number of road accidents	4,507	4,101
a) Fatal accidents	5	8
b) Accidents with injuries	821	794
c) Accidents with property damage (more than \$2,000)	2,695	2,218
d) Accidents with property damage (less than \$2,000)	986	1,081

	Results	
	2009	2010
SERVICE DE SÉCURITÉ INCENDIE		
Number of prevention visits to homes by operations staff	n/a	16,936
Number of preventive interventions in commercial, industrial and institutional buildings by staff in the Section de la prévention	n/a	862
Property losses in Gatineau	\$10,682,417	\$9,612,710
Evacuation exercises in schools, early childhood and child care centres in Gatineau	n/a	410
a) Early childhood and child care centres	n/a	243
b) Elementary schools	n/a	167
Continuing education and specialized training for staff (hours)	n/a	16,500



PRIORITY MEASURES FOR 2011

The following is the list of priorities identified by Gatineau for 2011. They involve improvements in how we do things, and help increase residents' satisfaction. A number of players are involved in bringing them to fruition. They use the orientations identified by the Municipal Council in the budget for the year. These measures advance the four directions in the 2009-2014 Strategic Plan.

PRIORITY MEASURES

Direction générale adjointe – Administration et finances

Service des communications

- Increase and consolidate recycling and composting by residents
- Develop a communications policy
- Implement a plan for positioning and intervention in Web 2.0

Service d'évaluation

- Table the 2012-2013-2014 three-year roll
- Modernize the municipal assessment system in accordance with the requirements of the ministère des Affaires municipales, des Régions et de l'Occupation du territoire du Québec
- Use new electronic tools, such as tablet PCs, for new residential construction inspections

Service des finances

- Implement the environmentally responsible procurement policy
- Implement the Supplier Portal

Service du greffe

- Continue improvements in archiving procedures and systems
- Finalize property transfers for Place-du-Portage phases 3 and 4

Affaires juridiques

- Conduct a study on rental requirements for the Service du greffe and hearing rooms

PRIORITY MEASURES

- Continue and improve the integration of electronic ticketing by the Service de police with court operations
- Improve the process of evaluating outside contracts

Service de l'informatique

- Continue redesigning the application for day-to-day human resource management and compensation
- Harmonize the application of business permits
- Train a radiocommunications review committee

Service des ressources humaines

- Continue the development and implementation of a municipal human resource plan
- Increase awareness among employees about the consequences of psychological harassment in the workplace
- Negotiate and conclude the collective agreement for casual employees
- Submit for adjudication any grievances under the collective agreement for police officers
- Negotiate and conclude the collective agreement for white collar workers
- Complete the classification plan for white collar workers

Section de la planification stratégique

- Carry out public participation activities related to the review of the land use and development plan
- Prepare the mid-term report on the 2009-2014 Strategic Plan

Direction générale adjointe – Gestion du territoire

Projets spéciaux

- Implement the improvements to the rue Jacques-Cartier shoreline sector
- Coordinate the implementation of the Rapibus
- Develop an action plan for greenhouse gas (GHG) reductions
- Develop a management plan for trees and woodlots
- Plan and arrange for the construction of a permanent ecocentre

PRIORITY MEASURES

- Introduce the collection of organic materials in municipal buildings
- Review the residual materials management plan (RMMP)
- Develop a regional solution for the treatment of ultimate waste

Service de gestion des biens immobiliers

- Implement the new Service de la gestion des biens immobiliers
- Review and update administrative documents related to real property transactions
- Conduct a study to develop strategies for storage spaces

Service de l'urbanisme et du développement durable

- Review the land use and development plan
- Prepare an action plan for the downtown's development and start its implementation
- Develop and deploy a new system for issuing business permits
- Draft and get approval for the regulatory tools related to the development of the Le Plateau urban village core

Direction générale adjointe – Services de proximité

Service des arts, de la culture et des lettres

- Implement the library development plan
- Prepare development plans for the Service des arts, de la culture et des lettres
- Complete the preparation of the heritage policy
- Complete the update of the policy on support for celebrations, festivals and events
- Develop cultural exchanges

Service des loisirs, des sports et du développement des communautés

- Implement the policy on social development
- Implement the strategic intervention plan for the Service
- Renew four memorandums of understanding with school boards
- Update the master plan on recreational, sports and community infrastructures, and develop the 2012-2014 four-year plan for parks

PRIORITY MEASURES

Service de police

- Improve the report on roads throughout Gatineau
- Improve interventions for uncivil conduct
- Implement the 2011 phase of the 2010-2013 police organization plan
- Implement a system for recording complaints over the Internet

Service de sécurité incendie et sécurité civile

- Finish implementing the obligations under the fire safety cover plan
- Install computers in all first-response vehicles

Service des travaux publics

- Prepare the human resource plan for the Service
- Implement the new time clock system for workshops and arenas under the new pay system
- Introduce measures to improve roads in the Gatineau sector
- Carry out the Viabilité hivernale project
- Continue the program for the detection and repair of watermain leaks

Service Centres

- Analyze the feasibility and opportunity for online access to every kind of permit
- Review the support services provided to elected officials

Contact us

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Please address any comments or suggestions on the 2010 Annual Report to the Direction générale at 819-243-2345, extension 7135, or by e-mail to dirgen@gatineau.ca.

