



Observatoire  
du développement  
de l'Outaouais




Virtual unveiling

# **STRENGTHENING THE COMPETITIVE POSITION OF OUTAOUAIS AND EASTERN ONTARIO AS A CROSS- BORDER REGION**

September 30, 2021





# **Strengthening the competitive position of Outaouais and Eastern Ontario as a cross-border region**

September 30, 2021

9:15 am to 11:30am

Several sections of the report are already available on the [ODO website](#) for consultation.

This event will be recorded and simultaneous interpretation in English will be provided.

Thanks to the [members](#) of the steering and monitoring committee.

Avec la participation financière de :

Québec 

# TABLE OF CONTENTS

4	<u>PROGRAM</u>
5	<u>ZOOM</u>
6	<u>SETTING THE CONTEXT</u>
7	<u>DELIMITATION OF THE CROSS-BORDER TERRITORY</u>
8	<u>RESULTS PRESENTATION</u>
10	<u>PANEL DISCUSSION</u>
11	<u>PANEL MEMBERS</u>
14	<u>CONCLUDING REMARKS BY THE GREAT WITNESS</u>





# PROGRAM

THE UNVEILING WILL BEGIN AT 9:15 A.M

**Véronique Leblanc, Master of Ceremonies**  
Communications and Recruitment  
Department (UQO)



## OPENING REMARKS

**Dave Blackburn**  
Dean of Continuing Education, Partnerships and  
Internationalization (UQO)

**Caryl Green**  
Warden of the MRC des Collines-de-l'Outaouais  
and Mayor of Chelsea

## RESULTS PRESENTATION

**Chantale Doucet**  
ODO Coordinator

## PANEL DISCUSSION

**Alain Miguelez**  
Manager of Policy Planning, Planning, Infrastructure &  
Economic Development Department, City of Ottawa

**Catherine Marchand**  
Director, Land Use Planning and Economic Development  
Department, City of Gatineau

**Cyndy Phillips**  
Director of Economic Development, MRC Pontiac

Moderator **Mario Gauthier**,  
Scientific Director of ODO

## CONCLUDING REMARKS BY THE GREAT WITNESS

**Michel Merleau**  
Expert in Outaouais' development





## **This event will be held in webinar format.**

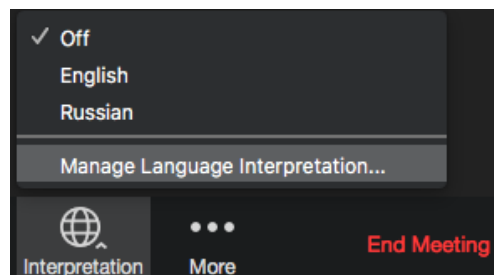
In webinar format, only the speakers are displayed on the screen. Participants are invited to interact using the chat function

## **Log in**

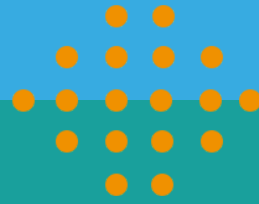
To join the webinar, click on the link you received when you registered. A reminder with the registration link will be sent to you one hour prior to the event.

## **Simultaneous Interpretation**

Those who wish to attend the event in English may do so by selecting English as the language of interpretation in the zoom menu.



**IN CASE OF TECHNICAL PROBLEMS, YOU CAN CONTACT US AT  
ODOOUTAOUAIS@UQO.CA**



## SETTING THE CONTEXT

The objective of this project was to document the issues and opportunities created by the region's unique geographic position, with the goal of "**Strengthening the Outaouais' competitive position with respect to its border situation**". To carry out this project, we chose to take into consideration the entire cross-border territory – including Eastern Ontario as well as the territories on the outskirts of Ottawa-Gatineau (MRCs and counties) – and to see the border situation as a distinctive advantage on which the Outaouais and Eastern Ontario should build for their economic development.

The use of the term *cross-border* in this study is not a trivial choice. This word refers to a territory that extends on both sides of the border and is characterized by the development of close ties based on openness and accessibility between the two adjacent regions, despite their differences. "The shift from border to cross-border refers to the idea that connection outweighs separation and that structured, organized, and sustainable exchanges take place over short distances on both sides of the border" (Reitel and Zander, 2004, p.2).

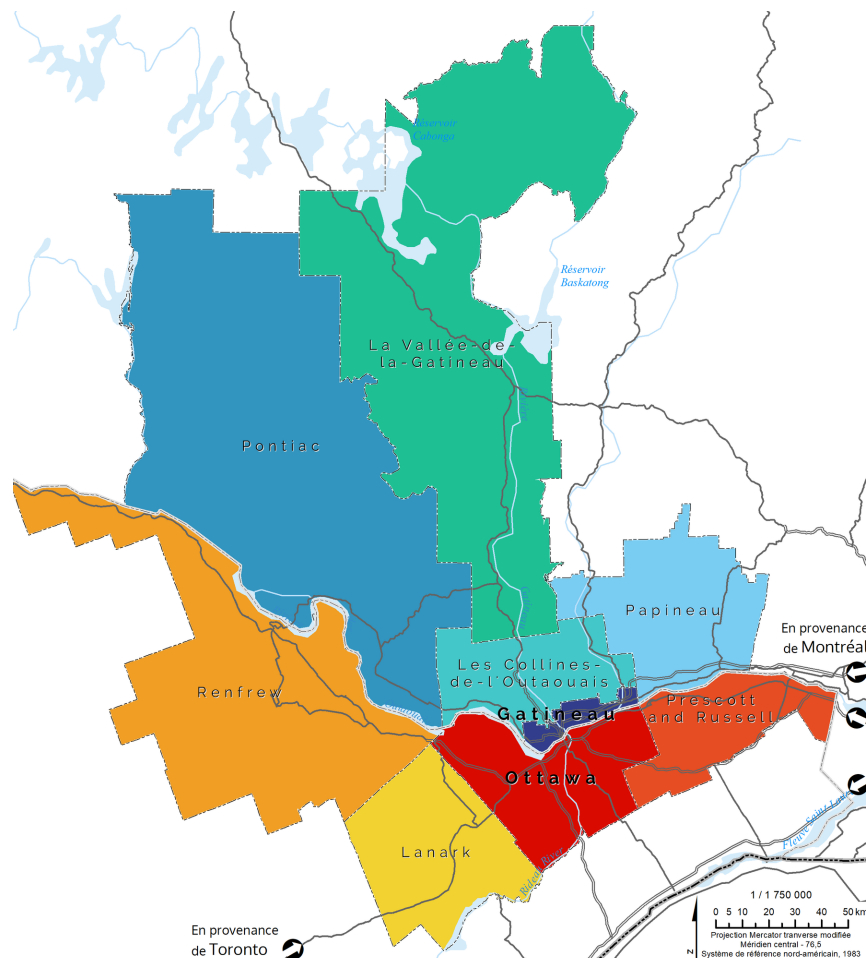


# DELIMITATION OF THE CROSS-BORDER TERRITORY

The study area encompasses the Outaouais administrative region (the 4 MRCs – Collines-de-l'Outaouais, Papineau, Pontiac, Vallée-de-la-Gatineau – and the City of Gatineau) and Eastern Ontario (the 3 counties of Renfrew, Lanark, Prescott-Russell and the City of Ottawa). This territory was defined on the basis of two criteria: proximity and cross-border labour mobility.

Map 1 shows the cross-border territory. In 2016, there were 1,577,272 people in this territory: 76% (1,194,668) in Eastern Ontario and 24% (382,604) in the Outaouais.

Map 1 : Cross-border territory



# RESULTS PRESENTATION

## CHANTALE DOUCET

**Coordinator of the Observatoire du développement de l'Outaouais (ODO)**

Chantale Doucet is a researcher specializing in territorial development with more than 20 years of experience in research and teaching. Her research on the multidimensional nature of the region's development (economic and social aspects, demographics, entrepreneurship, governance, agriculture, immigration, cross-border realities, education, innovation, etc.), including urban, peri-urban and rural realities, has enabled her to develop a fine knowledge of the Outaouais.



## STRENGTHENING THE COMPETITIVE POSITION OF OUTAOUAIS AND EASTERN ONTARIO

Gathering and analyzing the available data and knowledge on the issues and opportunities created by the unique border situation of the Outaouais and Eastern Ontario in various domains, mainly economic, was a major task. After all, for more than 50 years, speeches and studies on the development of the Outaouais in all its facets have always taken this regional characteristic into account. As a result, information is abundant, but scattered. This snapshot of the state of knowledge on the impacts and opportunities associated with the border context is therefore voluminous, as evidenced by the [24 sections of the report](#) that will be available on the ODO website prior to launch.





Our presentation will take the form of a cross-sectional analysis of these results based on the following:

- The strengths and similarities that advantageously distinguish the Outaouais and Eastern Ontario from Quebec and Ontario. They are numerous, as are our complementary strengths.
- How far we have come in the last 50 years, particularly in the last few decades, with the establishment of links between several actors on both sides of the border. We will provide an overview of the main reasons that motivated these linkages in the Outaouais, but also in Eastern Ontario. This section will also set the stage for the panel of experts that will follow and provide concrete examples of cross-border collaborations and initiatives.
- The barriers and challenges that remain, many of which stem from differences in provincial legislation and regulations.
- The follow-up and next steps, as this project shows that the work to strengthen our competitive border position has already begun. We must continue this work.



This presentation is based on the cross-cutting conclusion of our report, which will be published on our website before the launch. This conclusion, which is still in draft form, will be enriched afterwards from the reflections we will gather during the launch and from the steering and monitoring committee that has accompanied us throughout this project. People who wish to do so may also send me their comments by the end of October at the following address: [chantale.doucet@uqo.ca](mailto:chantale.doucet@uqo.ca)

# PANEL DISCUSSION

Panelists will discuss some specific cross-border initiatives.

Tell us about a successful experience in building relationships with organizations across the river.

What benefits did you gain from this experience, what challenges did you face in implementing it, and how could we maximize the impacts of this initiative?

## MARIO GAUTHIER, PANEL MODERATOR

**Scientific Director of the Observatoire du développement de l'Outaouais (ODO)**



Mario Gauthier is Full Professor in the Department of Social Sciences at the Université du Québec en Outaouais and he also acts as the Scientific Director of the Observatoire. His research and publications focus on urban and metropolitan planning, land use planning and urban development, environmental assessment and sustainable development of territories. He is currently leading a Social Sciences and Humanities Research Council (SSHRC) funded research project entitled *Gouvernance métropolitaine et planification spatiale collaborative dans la région de la capitale nationale du Canada*, which focuses on interprovincial linkages for sustainable mobility and major metropolitan urban revitalization projects (2018-2023).



# PANEL MEMBERS



## ALAIN MIGUELEZ

**Manager  
Planning, Infrastructure and Economic  
Development Department  
City of Ottawa**

Alain Miguelez is the Manager of Policy Planning at the City of Ottawa. He oversees the City's Official Plan, Community and Neighbourhood plans, Research and Forecasting, and Energy Evolution. With over 19 years of experience with the City of Ottawa, he is well versed in the impacts and opportunities created by the cross-border situation.

# PANEL MEMBERS



## CATHERINE MARCHAND

**Director  
Land Use Planning and Economic  
Development Department  
Senior Management of the City of Gatineau**

Ms. Catherine Marchand is Director of the Land Use Planning and Economic Development Department at the City of Gatineau and a member of the ODO's Executive Committee. Over the past 43 years, she has developed extensive expertise on the Outaouais border issue as well as in urban and regional planning and economic analysis. Ms. Marchand also acted as a consultant during the 1990 reflection exercise conducted with the 2050 Committee to develop a vision for the development of the Outaouais within the National Capital Region. She is known for her analytical rigor, her exceptional ability to synthesize complex issues and her communication skills.





## PANEL MEMBERS



### CYNDY PHILLIPS

**Director of Economic  
Development  
MRC Pontiac**



Ms. Cyndy Phillips is Director of Economic Development at the MRC Pontiac. She has extensive experience in business development, investment attraction, tourism development, marketing and strategic planning. Ms. Phillips has been actively involved in the development and promotion not only of the Pontiac and the Ottawa Valley, but of Eastern Ontario as a whole. Until recently, she served on the Board of Directors of the Eastern Ontario Economic Development Commission. She has also served as Vice President of the Ottawa Valley Tourist Association and the Upper Ottawa Valley Chamber of Commerce. Passionate about growth, development and exploring new opportunities, she has extensive expertise in rural Quebec and Ontario.



## CONCLUDING REMARKS BY THE GREAT WITNESS

The role of the Great Witness is to observe, listen, feel, reflect, link and synthesize the exchanges, and then report back as a conclusion to the event.

### MICHEL MERLEAU

#### EXPERT IN OUTAOUAIS' DEVELOPMENT



Mr. Merleau was the warden of the MRC de la Vallée-de-la-Gatineau for several years before retiring to devote himself to his farming business, Verger Merleau. Nevertheless, he is still very much involved in the community and has significant expertise on the development of the Outaouais and on the border issue. He participated in the 1990 reflection exercise with the 2050 Committee to develop an innovative vision for the development of the Outaouais within the National Capital Region.



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du développement  
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**283, boul. Alexandre-Taché  
P.O. Box 1250, succ. Hull, suite C-0330  
Gatineau QC J8X 3X7**



**819-595-3900, poste 2304**



**odooutaouais@uqo.ca**



**www.odooutaouais.ca**



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