

2015-2019 Strategic Plan

City of Pointe-Claire



Pointe-Claire history

With a rich history going back over a hundred years, the City of Pointe-Claire has evolved in tandem with the major changes that have been experienced by contemporary societies. While agriculture was the central activity when it was founded, the city underwent a transformation with the massive arrival of English-speaking summer vacationers irresistibly attracted by the beauty of the surroundings and access to Lake Saint-Louis.

This new social setting and the exclusive activities it entailed marked Pointe-Claire's landscape and influenced its development up to the time of the Second World War. Development was then accelerated by the completion of highway 20 and highway 40.



Pointe-Claire, September 1966
Source: Lockwood Survey Corporation Limited

While the key elements of Pointe-Claire's architectural and landscape heritage are located in the southern part of its territory, its economic vitality has gradually developed in the north. Today the head offices of a number of companies can be found along highway 40 along with several shopping centres, including the Fairview Commercial Centre, which is one of the largest in eastern Canada.

Pointe-Claire's population is now multicultural, with an English-speaking majority, and the City has preserved its status as a bilingual municipality.



A word from the Mayor

Pointe-Claire, an exceptional city

Pointe-Claire has always been a well organized society that is supportive and inclusive – a society made up of people who are generous, tolerant, understanding, determined and proud.

The exercise in which we participated to develop the 2015-2019 Strategic Plan reflects our municipal identity, adheres to the basic premises on which our culture is founded and expresses our values and vision for the future. The Plan also provides an organizational framework for Pointe-Claire, one that remains close to our population, takes our dynamic business community into account and respects the environment – all with a view to guaranteeing sustainable development for today and generations to come.

The Strategic Plan is the basic structure that defines the parameters of our society – of our city – for the next four years in terms of the actions we will carry out in the medium term. At the same time, it is the societal framework in which we will continue to define what we are, our values, our actions and our choices.

The Plan is an essential tool for ensuring that our territory is managed in an effective way and that our society – a blend of modern and traditional elements – keeps its human dimension and remains environmentally responsible, prosperous, and focused on quality of life.

This document is the fruit of an in-depth analysis that defines the actions we will take to ensure that Pointe-Claire remains an exceptional city for its citizens.



Morris Trudeau
Mayor

A word from the City Manager

One city for all

A plan provides guidelines that are intended to ensure growth and organizational development while also establishing the means to achieve these ends. It helps identify strengths and assets as well as any aspects that need to be fleshed out in order to guarantee the plan's sustainability.

Such a plan becomes strategic when it provides us with a vision for management and enables us to reach the outcomes we had defined on the basis of our objectives and the legitimate expectations of our citizens.

All too often, strategic planning exercises take place in a utopian vacuum, disconnected from everyday reality and the actual needs of the people concerned. No matter how glitzy and superficially impressive such plans may be, no one can really identify with them – and they are soon filed away and forgotten.

The strategic plan created by the City of Pointe-Claire is realistic and pragmatic, resulting from the combined collective thinking and efforts of the Mayor, City Council and all City employees. Indeed, more than 92% of our employees contributed directly to the process. Our greatest success is unquestionably the fact that all staff identify with and support the plan, and are committed to making it a reality.

Quality of life, economic prosperity, functional and financial effectiveness and efficiency, sustainable and environmentally responsible development: these are the priorities for 2015-2019 that we have set for our municipal organization as a whole.

Our citizens receive quality services and quite legitimately expect the best from our organization and employees. We like that. We have a great plan and a great team – which makes the challenge even more interesting and enjoyable.



Robert-F. Weemaes
City Manager

You can count on us.

Strengths and opportunities



Strengths and opportunities

Pointe-Claire: an inclusive and cohesive community

Since its foundation, the City of Pointe-Claire has been enriched by cultural diversity. In its first years, French- and English-speaking populations lived together in harmony; today, it is a multicultural environment still characterized by harmony and a sense of community.

Pointe-Claire has a particularly lively community life. A wide range of associations and organizations provide activities that are a tangible expression of Pointe-Claire's social cohesiveness and quality of life.

Quality and variety of activities

Pointe-Claire provides its citizens with a range of activities, programs and facilities surpassing that of most cities its size. Notable examples are its Aquatic Centre, which is known throughout Canada, and the regional centre consisting of the Stewart Hall Cultural Centre, the Art Gallery, and the Canoe Club on the shores of Lake Saint-Louis.

Pointe-Claire also has several outdoor pools, a multi-rink arena, an outdoor multigenerational training site, many outdoor skating rinks, various sports fields, and numerous parks including Terra-Cotta Park, a natural park in the heart of the city. Activities are extremely varied and designed to answer the needs of all age groups.

With changing demographics and an aging population, new challenges arise. There is need to stimulate the use of some facilities, the Aquatic Centre in particular.

Priority to quality of life

Quality of life is Pointe-Claire's most distinctive feature. The city's identity encompasses its municipal, institutional and commercial services, the expanse of its urban forest, Lake Saint-Louis, its network of parks, its residential neighbourhoods, the vitality of its community life, and its strategic location on the island of Montreal.



Strengths and opportunities

Two distinctive villages

A modern city in a rural setting thanks to its urban forest and Lake Saint-Louis, Pointe-Claire also has two distinctive villages within its territory: Valois Village and Pointe-Claire Village.

The villages help anchor the community in its rich and varied history and foster a sense of belonging. They are also natural places to walk, do errands, stop and appreciate life for a few gentle moments.

Facing the challenges of modern life and the convenience of today's shopping centres, the two villages are the object of a major process of urban, commercial and residential revitalization designed to ensure their long-term vitality and viability.

A new identity for the industrial park

The City of Pointe-Claire's industrial park is a major economic centre. However, population growth, the development of new industrial sectors, and changes in tax rules have caused a realignment of industrial locations throughout the metropolitan area.

The industrial park's current situation, with some sectors of activity providing low added value, is an exceptional opportunity to redefine its strengths, advantages and business potential and make it known to high-level industrial concerns in the context of today's globalized markets.

Strategically located near highway 20 and highway 40, the industrial park offers quick and efficient freight transportation thanks to the proximity of Pierre-Elliott-Trudeau International Airport, the Port of Montreal, and the CN and CP railway lines. Logistic strengths are complemented by Pointe-Claire's quality of life, with its exceptional residential, commercial, institutional, and environmental characteristics. These are assets that employers prize and seek out.



Major challenges



Major challenges

Maintaining quality of life

Quality of life, one of Pointe-Claire's greatest strengths, is ensured by the combined efforts of the City and the many community organizations that support citizens' health and welfare. The range of available services is greatly enriched by the commitment of volunteers.

Maintaining this high level of services requires ongoing monitoring of people's changing needs and expectations. The aging of the population and growing multiculturalism are two factors to which services must continuously adapt.

Changes in lifestyle also have an impact on citizens' participation, and are taken into consideration as part of the challenges to be met in order to guarantee that community organizations and associations continue to provide a diversified, high-quality range of services.

Maintaining economic prosperity

To maintain Pointe-Claire's economic prosperity, it makes sense to review and refine our strategic position in order to give a new impetus to the city's industrial park.

Over the past decades, population growth, the industrial and business development of the metropolitan area and the emergence of new economic hubs have led to strategic repositioning on the part of businesses, and this in turn has affected existing industrial parks.

The West Island CLD provides support to industrial development at the level of regional and supraregional structures. Pointe-Claire is working to develop a new strategic positioning, a new business philosophy and a proactive approach in order to reestablish its industrial park on the basis of today's competitive realities at the metropolitan, national and international level. The goal is to maintain the importance and support the economic prosperity of the service sector on the basis of a long-term vision. This policy is intended to maintain a strong tax base in the industrial sector.



Major challenges

Financial efficiency of Pointe-Claire's municipal organization

In order to maintain the highest possible level of financial performance, the service offer associated with certain programs will be adjusted to improve their self-financing capacity.

A family-oriented city

The City of Pointe-Claire intends to maintain its family orientation. It will continue to seek to attract families thanks to the exceptional lifestyle it provides, incentives related to community, sports and social activities designed for both children and adults, and the quality of services available to families.

The City's awareness of family issues is particularly important given the demographic context: Pointe-Claire has one of the most rapidly aging populations on the island of Montreal. In 2011, 30% of Pointe-Claire residents were 55 years old or older.

Pointe-Claire is a highly sought after place to live. The cost of buying a home is one of the highest in the region and this has become a factor that young families are forced to take into account. Another element of the challenge involved in attracting families is the fact that Pointe-Claire's mature urban forest environment surrounds an established housing stock which, in some cases, may require investments to bring it up to today's new real estate standards.



City Council's intentions

City Manager's directions



These objectives will shape our thinking, our vision for the future and our priorities for action

Stabilizing the tax burden

Maintaining the high quality of municipal services is directly linked to the City's solid and diversified tax base. This historical reality is associated with vigorous residential growth and the existence of a prosperous industrial park that has provided constantly increasing tax revenues.

Today, the urban fabric has reached its full potential. The industrial park is at a turning point and is undergoing a strategic redefinition that will enable it to meet future challenges. We must make it increasingly attractive in order to regain a high occupancy level with upscale, leading-edge businesses.

City Council intends to maintain reasonable tax rates for citizens while guaranteeing service quality. To reach this goal, two strategies have been identified:

- Increase tax revenues by strategically redeploying the industrial park and optimising commercial and residential zones;
- Continue to exercise tight control over municipal expenditures while maintaining a very high quality of services.



City Council's intentions

Maintaining quality and diversity of services

The City of Pointe-Claire is recognized for the quality and diversity of its facilities, its sports, leisure and cultural activities, and the services it provides for citizens.

Council remains committed to the high quality standards for which Pointe-Claire is known. It intends to ensure that these standards are maintained by continuing, as it has always done, to adapt services, facilities and activity offerings to fit changing needs, while staying within the financial means of the City's population.

Family life

Pointe-Claire has always been centred on the family; this is true today and will be so tomorrow. This focus is the distinctive characteristic of a community whose daily life is based on values of sharing and mutual help.

To attract young families (a key element of a community's vitality), Council will work to maintain high-quality services, suited to their needs, at competitive costs. Sound management of public funds guarantees low costs for public services and makes it easier for young families to live here at a time when property prices at the real estate entry level are especially high.

Environmental responsibility

Council intends to maintain and emphasize the environmentally responsible status of the City's administration in all circumstances. Parks, green spaces, trees and shoreline are considered essential elements of Pointe-Claire's quality of life. Council also expects to develop a residual materials management model that will meet the highest standards in terms of respect for the environment.



City Manager's directions

These objectives will strengthen the organization's commitment to environmental responsibility

An environmentally responsible City

The administration will continue to encourage internal practices that support and contribute to environmental protection:

- All projects, construction work and actions will be carried out in a sustainable and environmentally responsible manner.
- Our actions will be planned with full awareness of issues regarding land use and resource and energy consumption.
- Our choices will be made on the basis of current needs, without compromising development and the quality of life of future generations.

Effective and efficient management

We will provide citizens with high-quality services while complying with functional and financial criteria that are realistic and reasonable.



Strategic framework



Strategic framework

Mission

The mayor of Pointe-Claire, members of City of Council, and all Pointe-Claire employees are dedicated to providing citizens with a high-quality environment, within realistic and reasonable functional and financial parameters, to ensure that their quality of life remains exceptional.

Values

- Leadership: being forward-thinking, having an inspiring vision, being a positive model
- Innovation: ensuring continuous improvement in the way things are done

Strategic directions

- Carry out the strategic plan
- Make the best possible use of resources and assets
- Improve quality of life
- Attract more families
- Promote Pointe-Claire

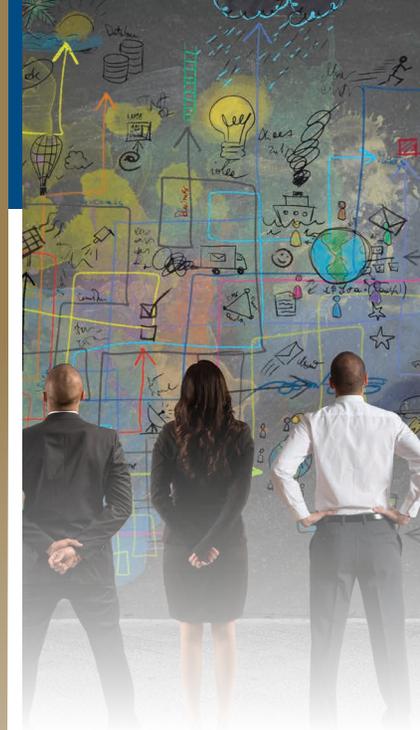


2015-2019 Action Plan



Carry out the strategic plan

Priority issues	Goals	Objectives	Strategies
Ensure communication between departments and City Council	Organization's objectives and capacities are aligned	City Council and employees are moving in the same direction	Identify the person responsible for each strategy within the administration and ensure regular communication between departments and City Council
Inform citizens about the goals of the strategic plan and results achieved	Strategic plan is aligned with community values and citizens' needs	Informed and satisfied citizens	Develop a communications strategy specifically for the strategic plan
Mobilize employees to carry out the strategic plan	Vision is understood and supported by employees	Employees actively participate in carrying out the strategic plan	<p>Develop an internal communications strategy</p> <p>Have employees participate in developing and implementing specific action plans</p> <p>Hold an annual forum to discuss results and ways to increase performance</p>
Become an innovative organization	Continuous improvement is established as a core value	Innovative practices increase within the organization	<p>Analyze work methods to identify possible improvements</p> <p>Document best practices in other municipalities</p> <p>Develop an internal partnership strategy to take full advantage of expertise and skills</p>



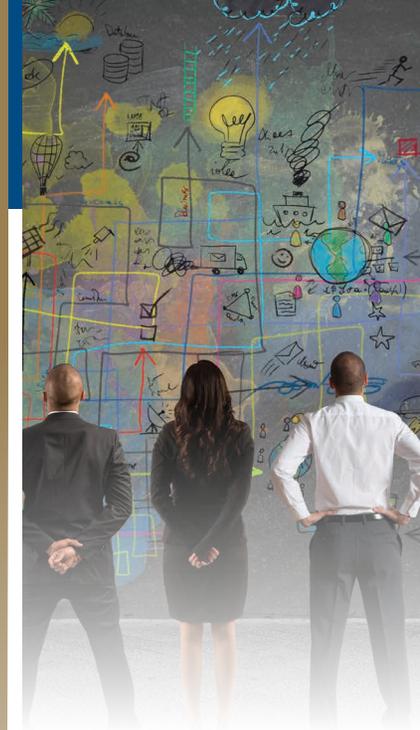
Make the best possible use of resources and assets

Priority issues	Goals	Objectives	Strategies
Maintain financial sustainability	Costs are controlled	Operational costs are reduced	<p>Carry out a cost-benefit analysis of services, equipment and facilities</p> <hr/> <p>Review internal processes that have an impact on cost-effectiveness</p>
	Revenues are more diverse	Non-tax revenues increase	<p>Sponsorship program</p> <hr/> <p>Monitor grant programs available to municipalities</p>
	Organization is cost-effective	Increased citizen satisfaction	<p>Create a service centre for citizens</p> <hr/> <p>Clarify City's role in terms of social and community development</p>
	Services are aligned with citizens' needs	Increased citizen satisfaction	<p>Create an access card to better follow and control use of services and facilities</p> <hr/> <p>Review City's approach to support for senior citizens</p>



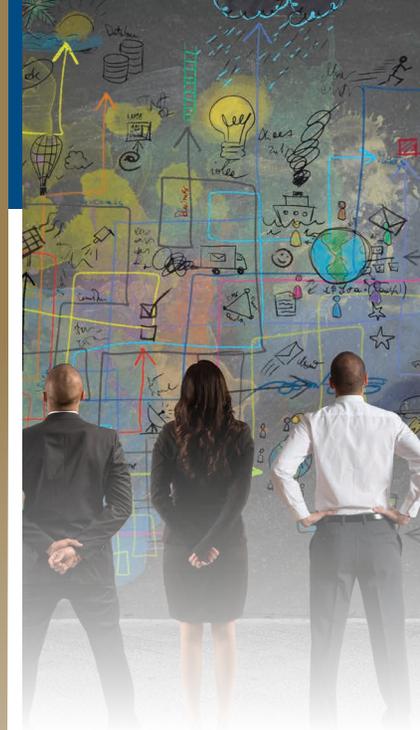
Make the best possible use of resources and assets

Priority issues	Goals	Objectives	Strategies
Maximize the value generated by economic activities	Industrial and commercial development potentials are fully realized	Commercial and industrial values go up Increased satisfaction of business owners	Establish internal economic development expertise Carry out industrial positioning study Adopt a Special Planning Program (SPP) for Valois Village and Pointe-Claire Village
Optimize the Aquatic Centre	Centre is repositioned	Centre is cost-effective	Carry out market study and business plan
Make better use of resources	Resources are managed in an environmentally responsible way	Operational costs are reduced	Develop an internal policy of environmental responsibility



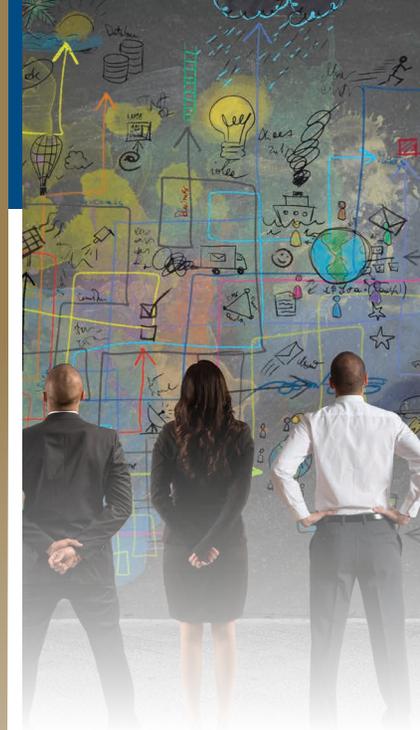
Improve quality of life

Priority issues	Goals	Objectives	Strategies
Support community organizations	Strong community volunteer base is preserved	Increase in number of volunteers	Volunteer work is promoted as a community value
			An internal policy encourages employees to volunteer
			Community organizations' volunteer needs are identified and communicated
			Young people and seniors are encouraged to volunteer
Support citizens' health	The environment is protected	To be determined according to environmental policy	An environmental policy is developed
	Citizens are physically more active	Citizens make more use of facilities	Bicycle paths are interconnected
			Park equipment is upgraded and adapted to the demographic evolution of neighbourhoods
	Environmentally-borne diseases are reduced	Air quality is improved	Concrete actions are taken against ragweed
		Healthy eating habits are supported	A healthy eating policy is implemented in municipal facilities



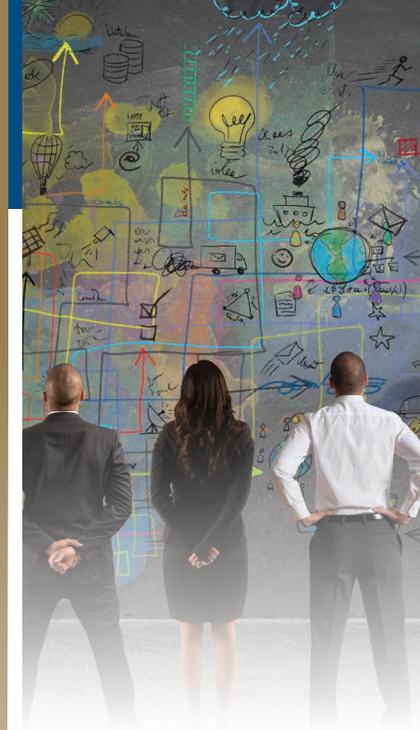
Attract more families

Priority issues	Goals	Objectives	Strategies
Differentiate our service offer from other cities'	Increased attractiveness for families	Increased number of families use services or participate in activities	<p>Assess the feasibility of providing more affordable sports and leisure activities for 0- to 18-year-olds</p> <hr/> <p>Identify barriers and implement strategies that make it easier for families to participate</p> <hr/> <p>Develop a strategy to promote programs and activities for families</p>
Facilitate access to housing for families	City policies are aligned with the housing market	Increase in the number of families	Carry out market study of residential potential and identify possible strategies



Promote Pointe-Claire

Priority issues	Goals	Objectives	Strategies
Promote Pointe-Claire's strengths and assets	Pointe-Claire's visibility is increased	Citizens and non-residents participate in activities	Develop a signature activity based on the City's strengths
	Communications with citizens have improved	Means of communication are aligned with needs and expectations	Develop a strategy for communicating with citizens



2015-2019 Strategic Plan

City of Pointe-Claire

