

STRATEGIC PLAN

2023-2030



MESSAGE FROM THE MAYOR

Our new Strategic Plan is an expression of the many commitments we are making and the actions we will take to contribute to the development of our community in a responsible manner, while preserving the unique nature of Pointe-Claire, and especially its quality of life.

It highlights the collective efforts of citizens, elected officials, administrators, and employees. The council members and I are committed to creating new opportunities to work with our citizens. Together, we will continue to promote our beautiful municipality and draw on our community spirit to create the city of tomorrow.



A handwritten signature in black ink, appearing to read 'Tim Thomas'.

Tim Thomas
Mayor



MESSAGE FROM THE CITY MANAGER

The 2023-2030 Strategic Plan is an essential tool for the proper management of our city. It defines priorities, establishes objectives, and guides our actions. It is a management tool that unites our community and our employees. Its preparation was a constructive and enriching exercise that will culminate in the production of an action plan.

A greener, more resilient, and sustainable city that's more in touch with all its citizens — these are the essential elements that define our plan, and keep our teams engaged in the process.



A handwritten signature in black ink, which appears to read 'Karina Verdon'.

Karina Verdon
City Manager



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A NEW PLAN AND NEW CHALLENGES

After an initial strategic planning exercise in 2015, the City of Pointe-Claire felt it was important to undertake a new reflection based on a more collective, inclusive approach. The hope is to better respond to the community's expectations and the many socioeconomic and ecological challenges present on its territory. Launched in April 2022, the process to create the 2023-2030 Strategic Plan has infused this essential tool — so crucial to the well-being of our community and the sound management of our city — with renewed energy, optimism, and realism. During the process, more than 700 citizens, 250 members of administration, and all elected officials shared their vision of Pointe-Claire.

The 2023-2030 Strategic Plan is comprised of four strategic areas, 11 objectives, and 37 actions. It will provide a framework for our future achievements, plans, projects, and policies, and will incorporate indicators to ensure that it's adequately implemented and that we follow through on our commitments.



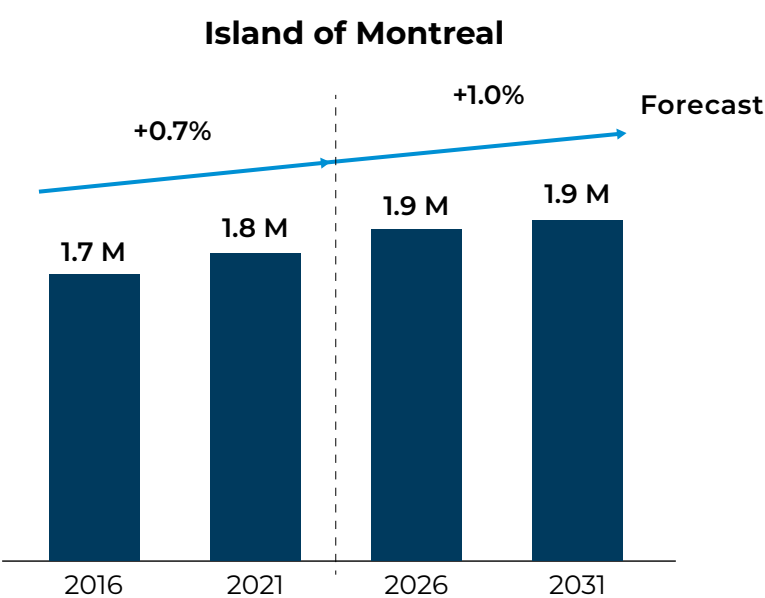
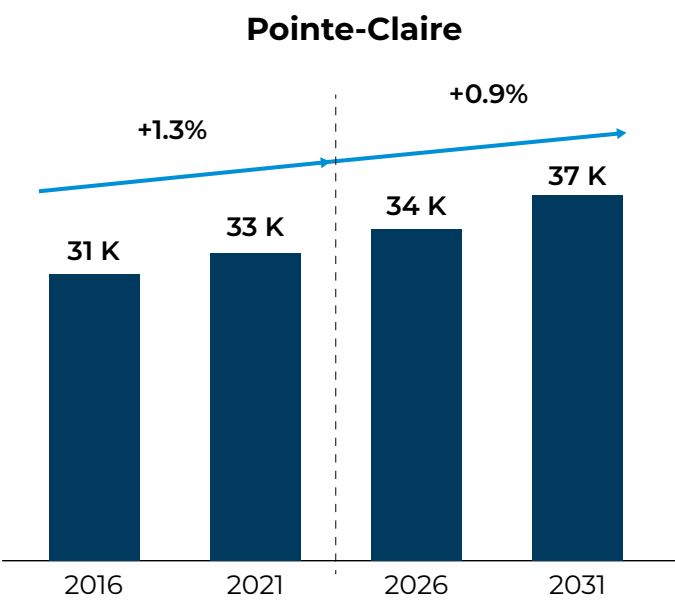


POINTE-CLAIRE IN NUMBERS

POPULATION GROWTH

Between 2016 and 2021

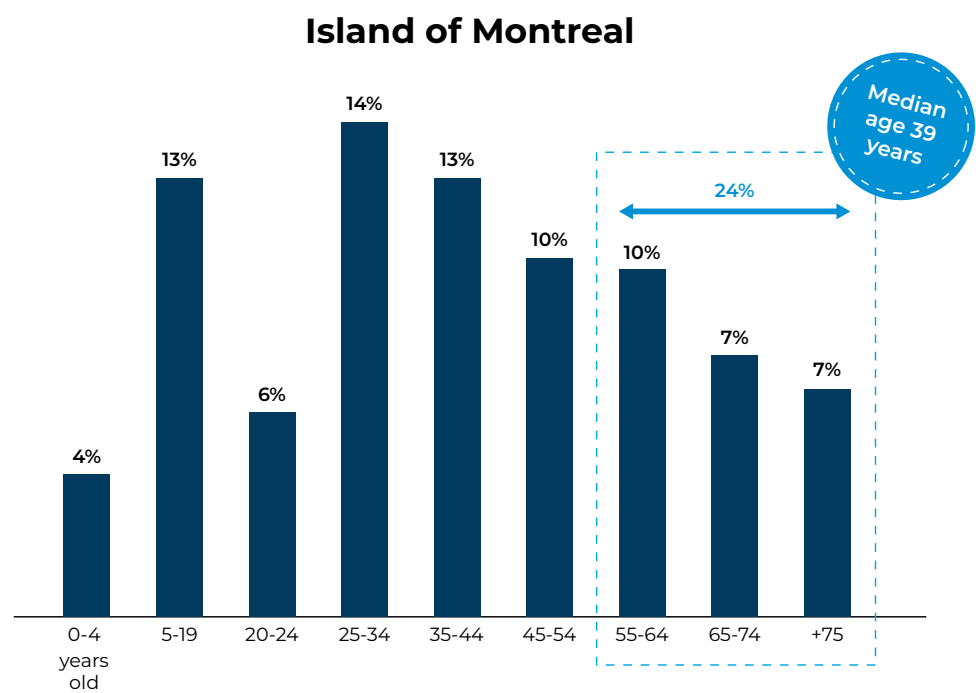
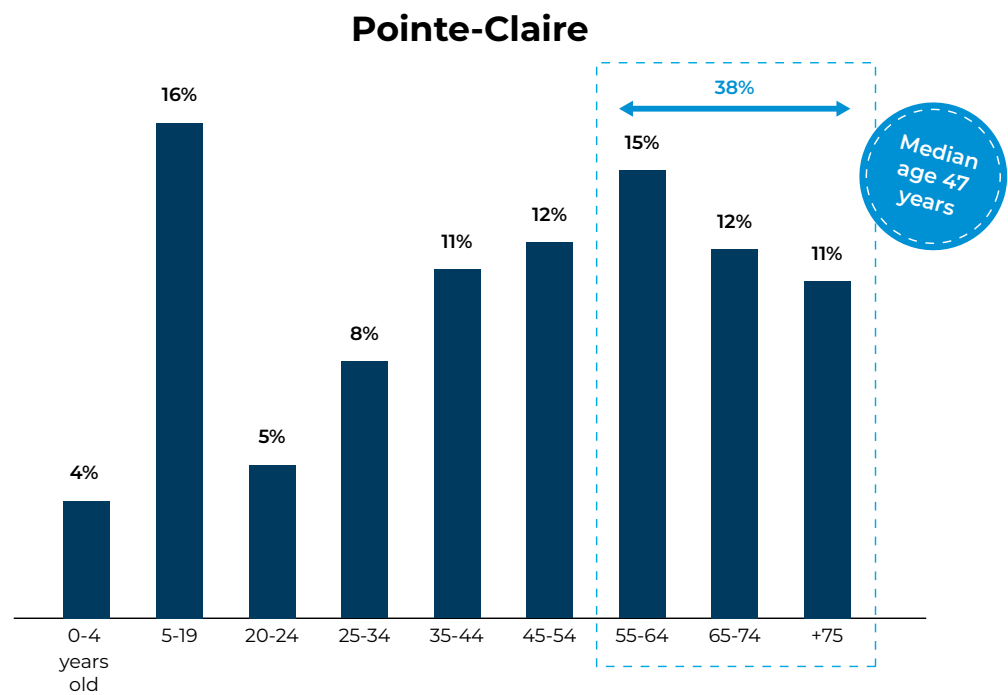
The population of the City of Pointe-Claire is growing at a higher rate than that of the Island of Montreal as a whole.



Source: Analyse RCGT, 2022

DEMOGRAPHICS

The residents are...

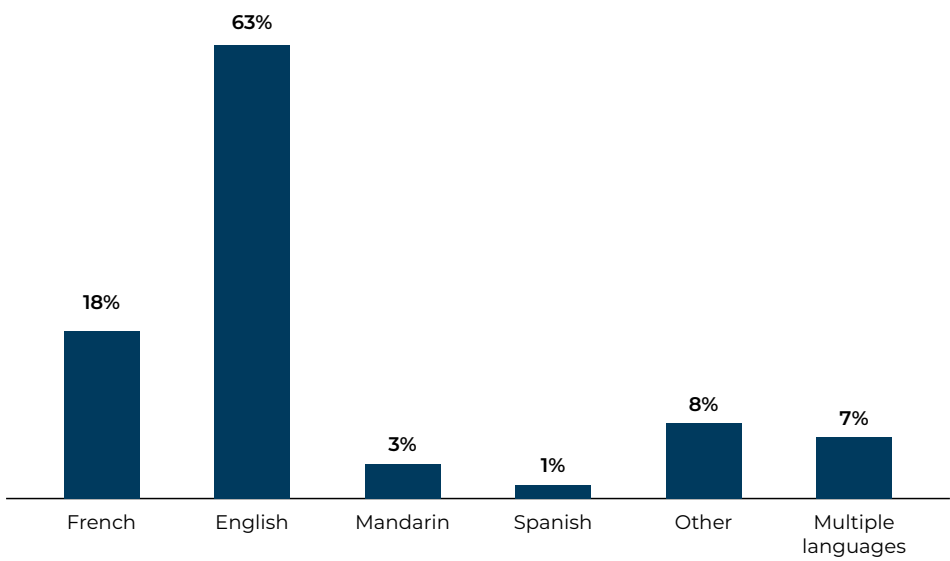


Source: Analyse RCGT, 2022

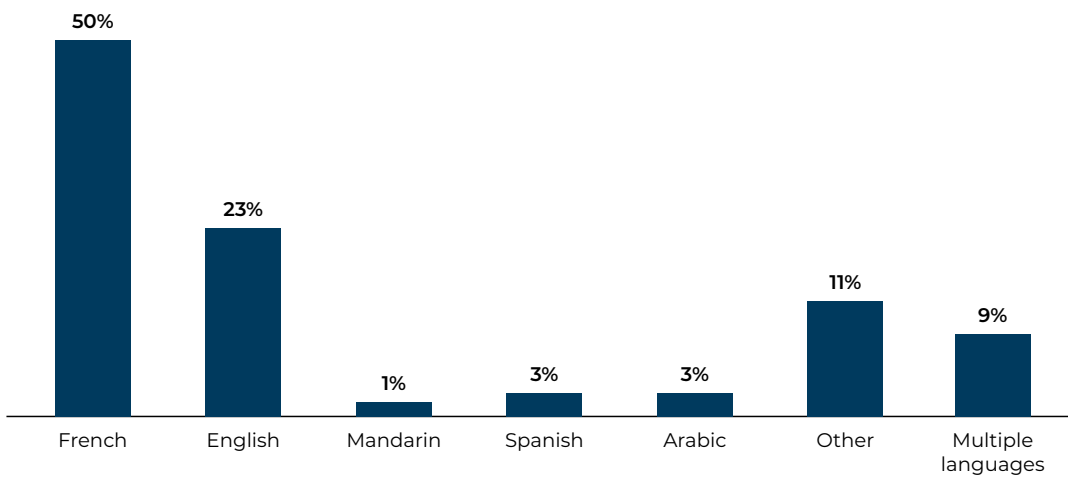
DIVERSITY OF LANGUAGES SPOKEN

Households speak...

Pointe-Claire



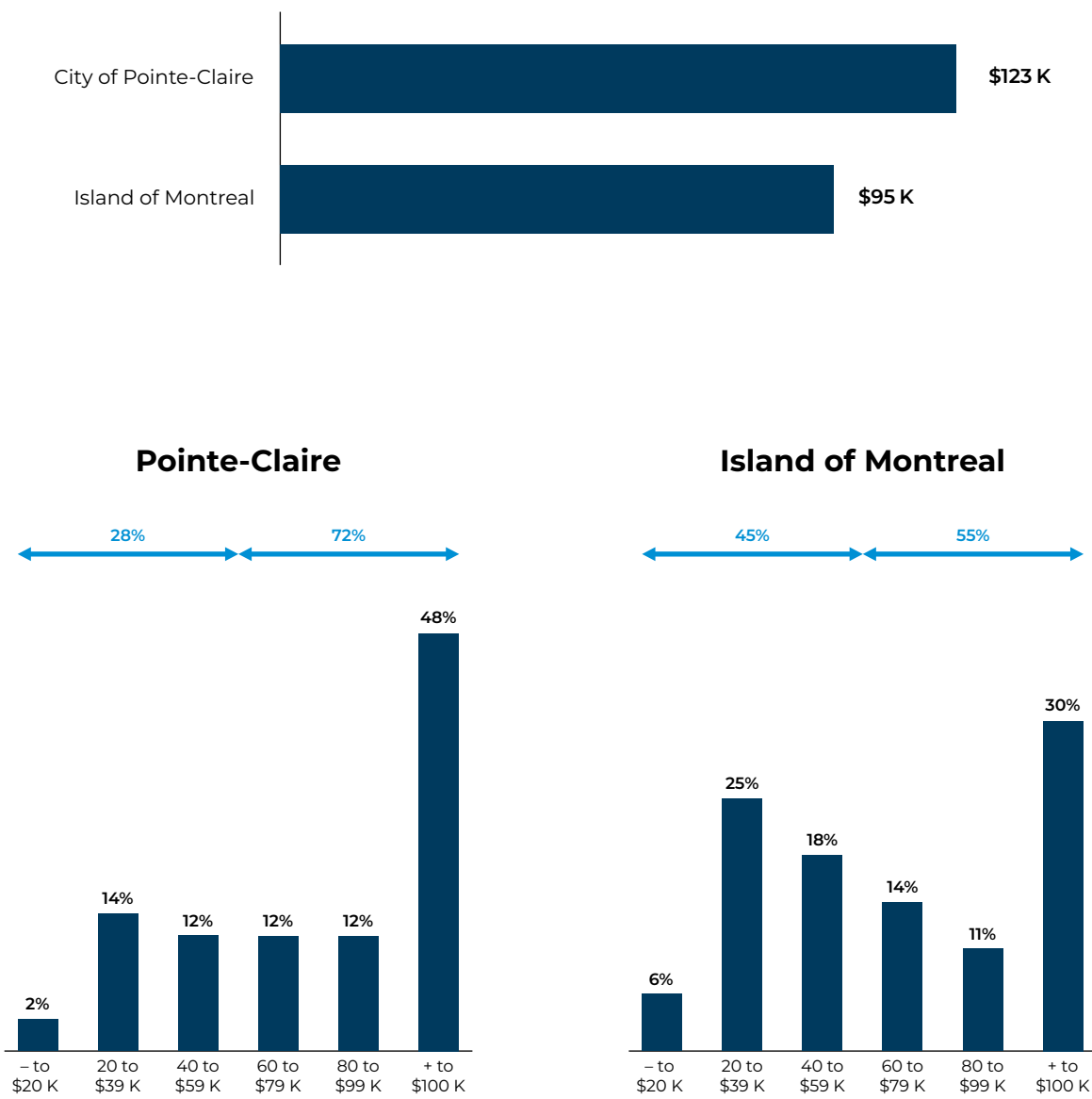
Island of Montreal



Source: Analyse RCGT, 2022

HOUSEHOLD INCOME

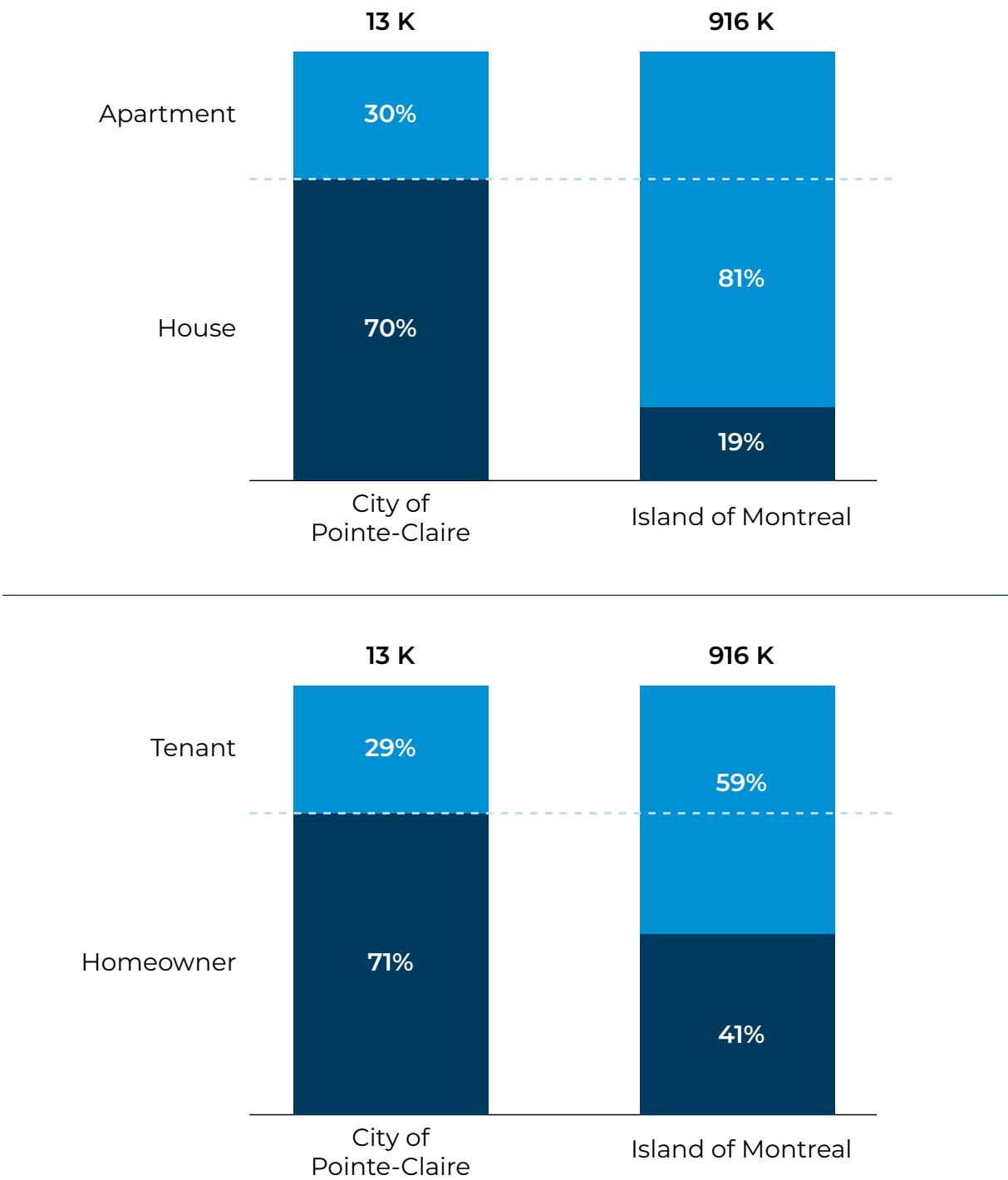
Households earn on average per year...



Source: Analyse RCGT, 2022

HOUSING

The residents live mainly in...

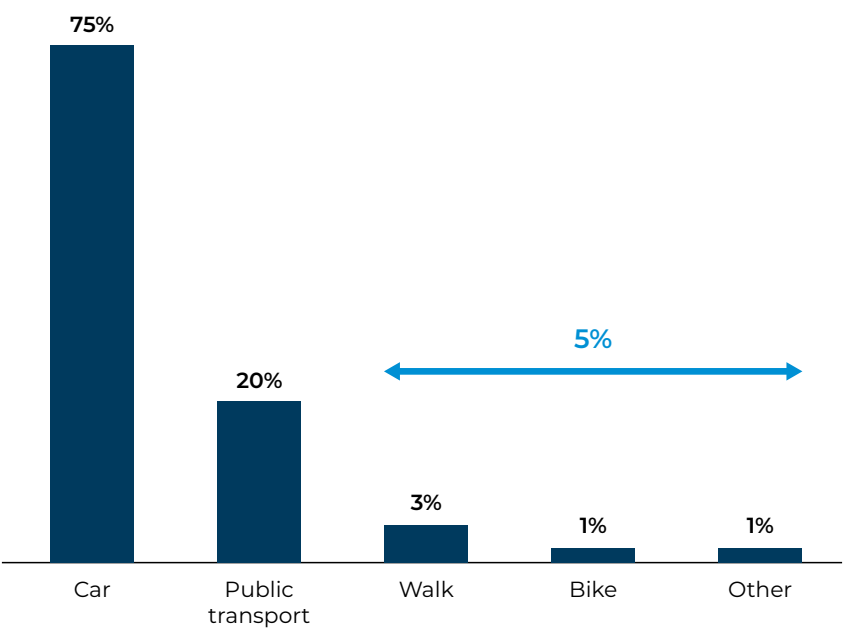


Source: Analyse RCGT, 2022

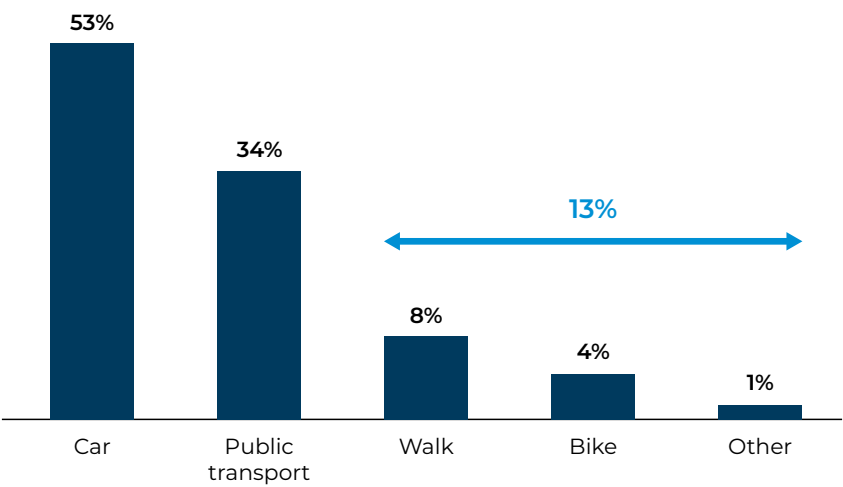
MOBILITY

Residents are highly dependent on...

Pointe-Claire



Island of Montreal



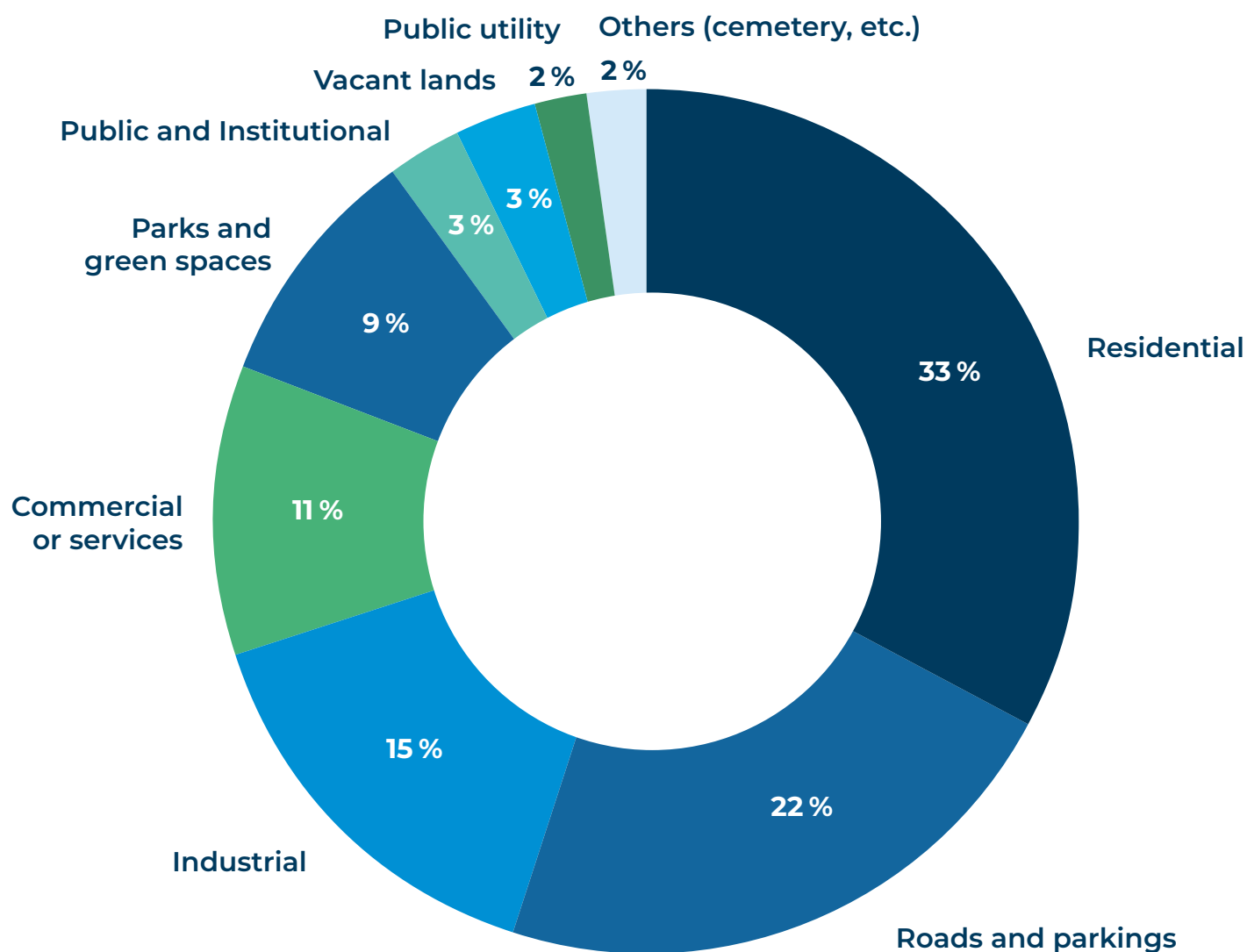
Source: Analyse RCGT, 2022

MOBILITY AND DEVELOPMENT

**There are five TOD areas in the territory
(Transit-oriented development)**

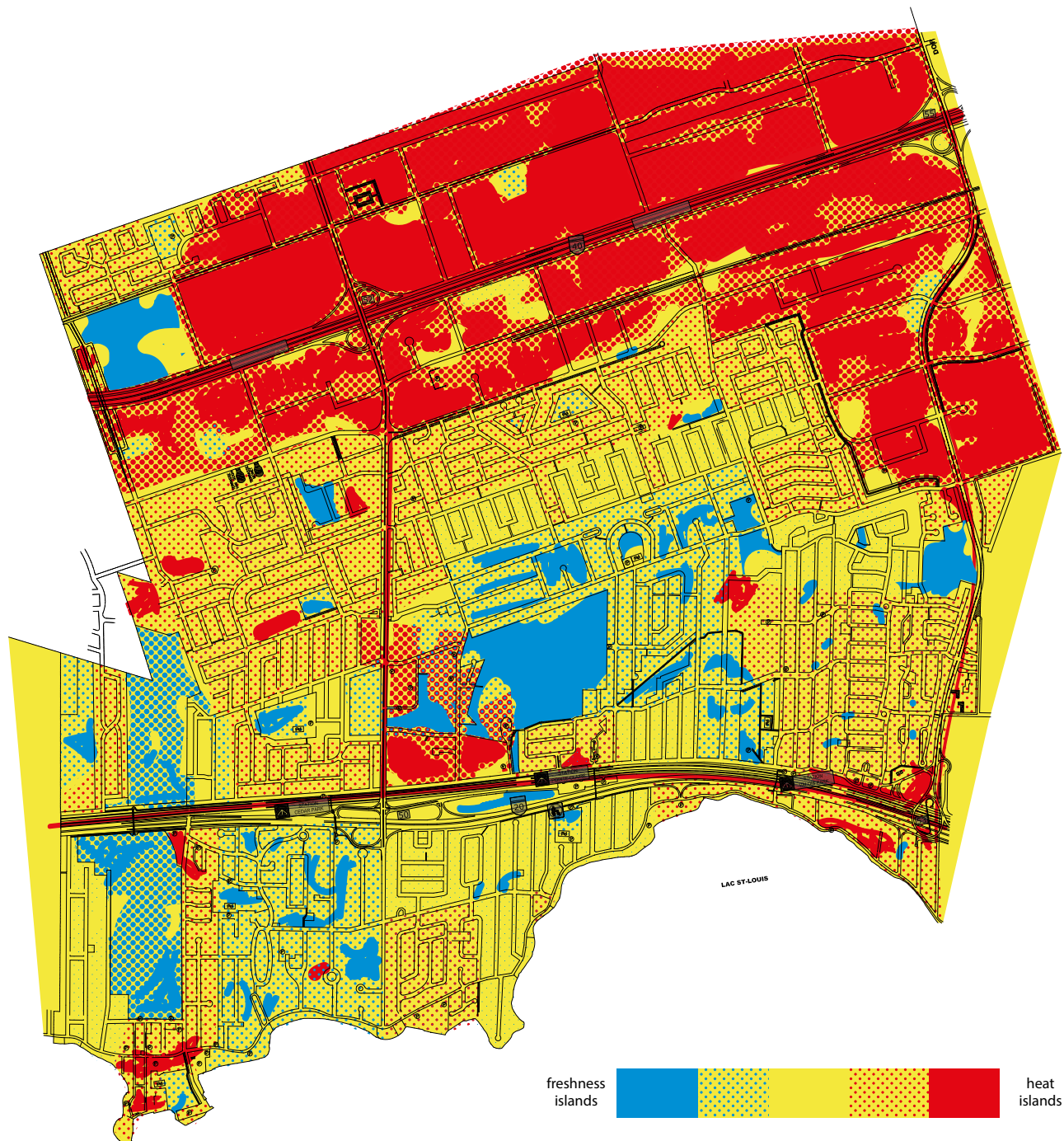


THE TERRITORY OF POINTE-CLAIRE IS MAINLY OCCUPIED BY...



Source: Analyse RCGT, 2022

URBAN HEAT ISLANDS

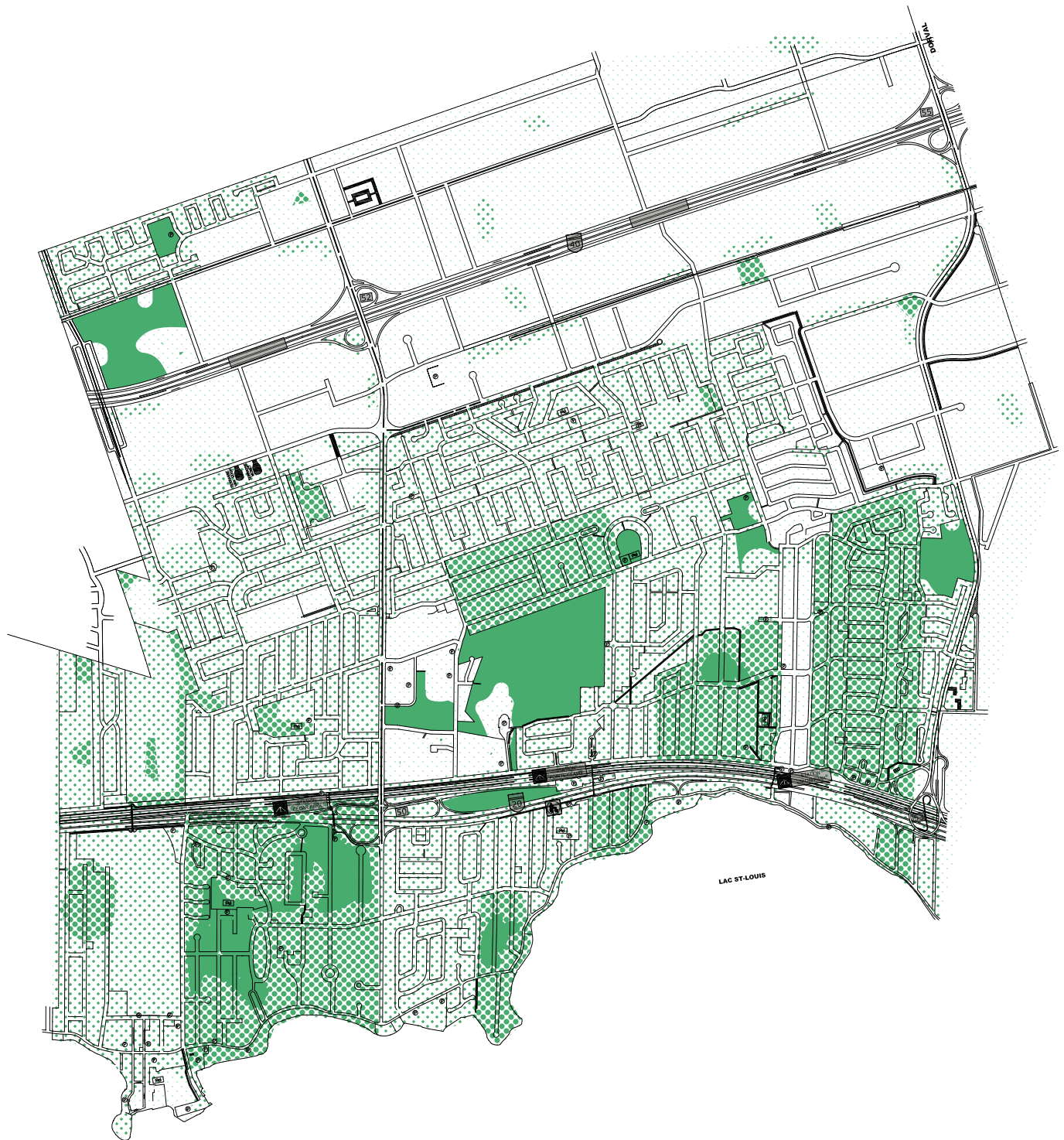


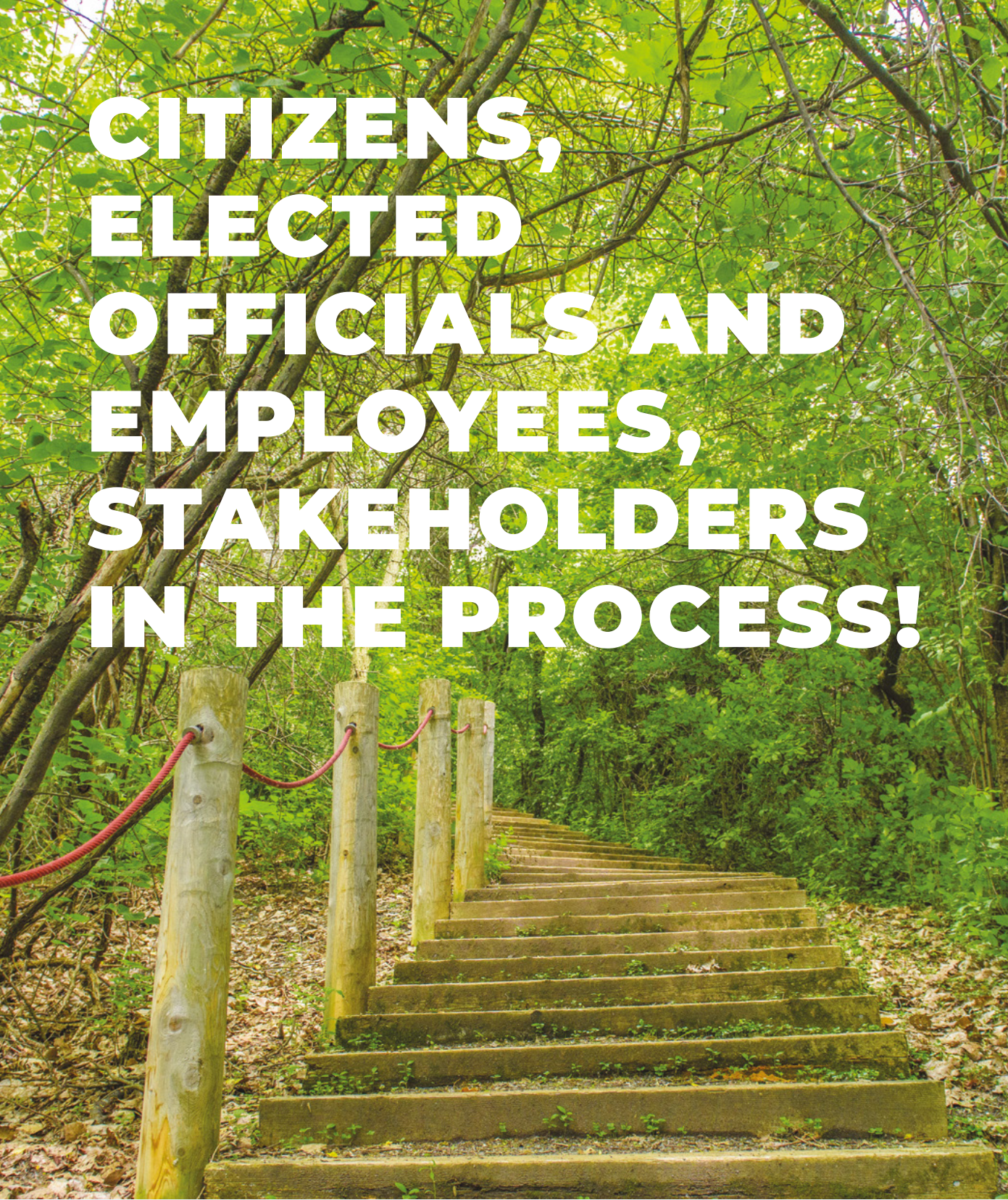
PARKS AND GREEN SPACES



CANOPY INDEX

22% in 2023

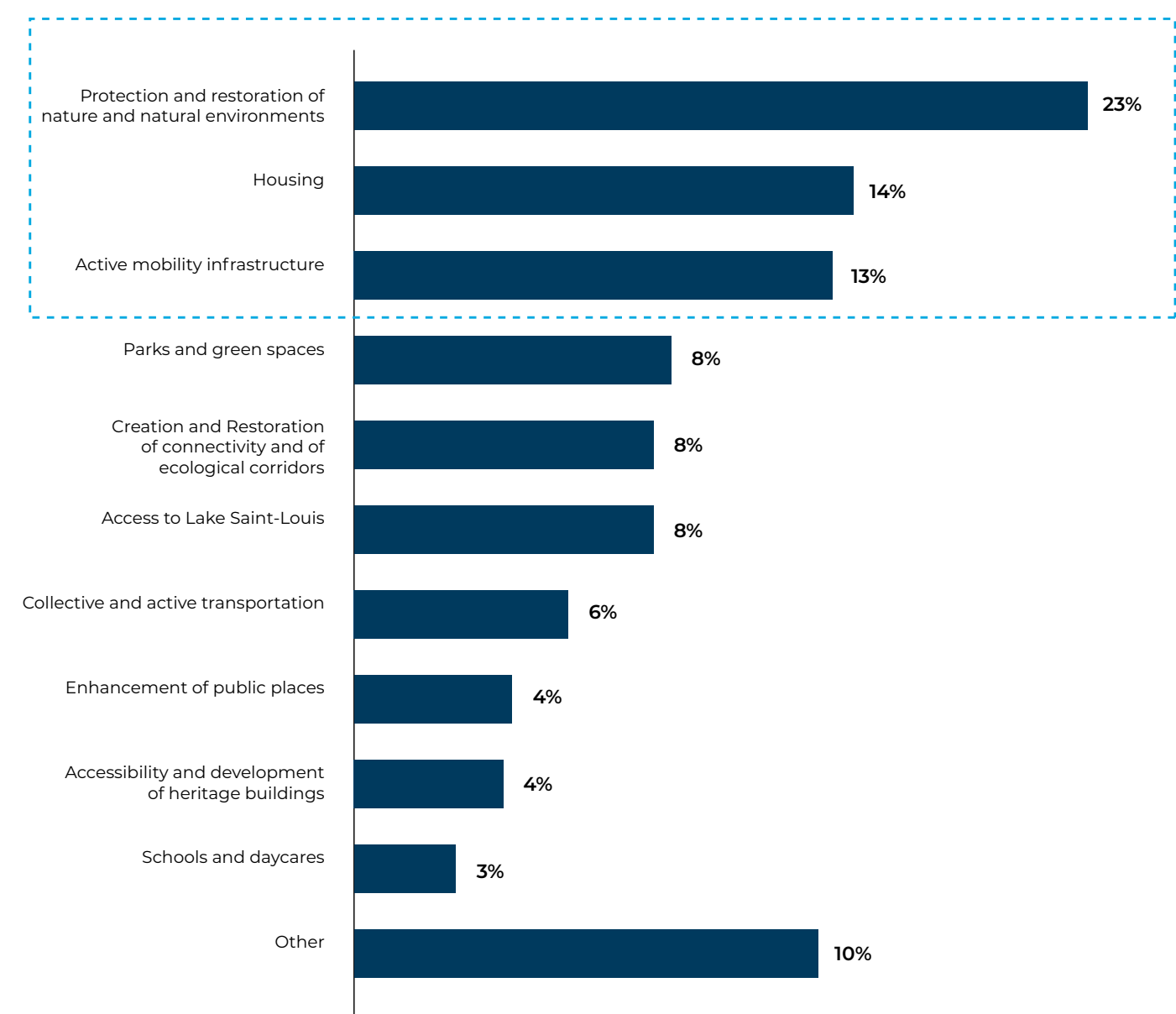




**CITIZENS,
ELECTED
OFFICIALS AND
EMPLOYEES,
STAKEHOLDERS
IN THE PROCESS!**

SURVEYS – CITIZEN RESULTS

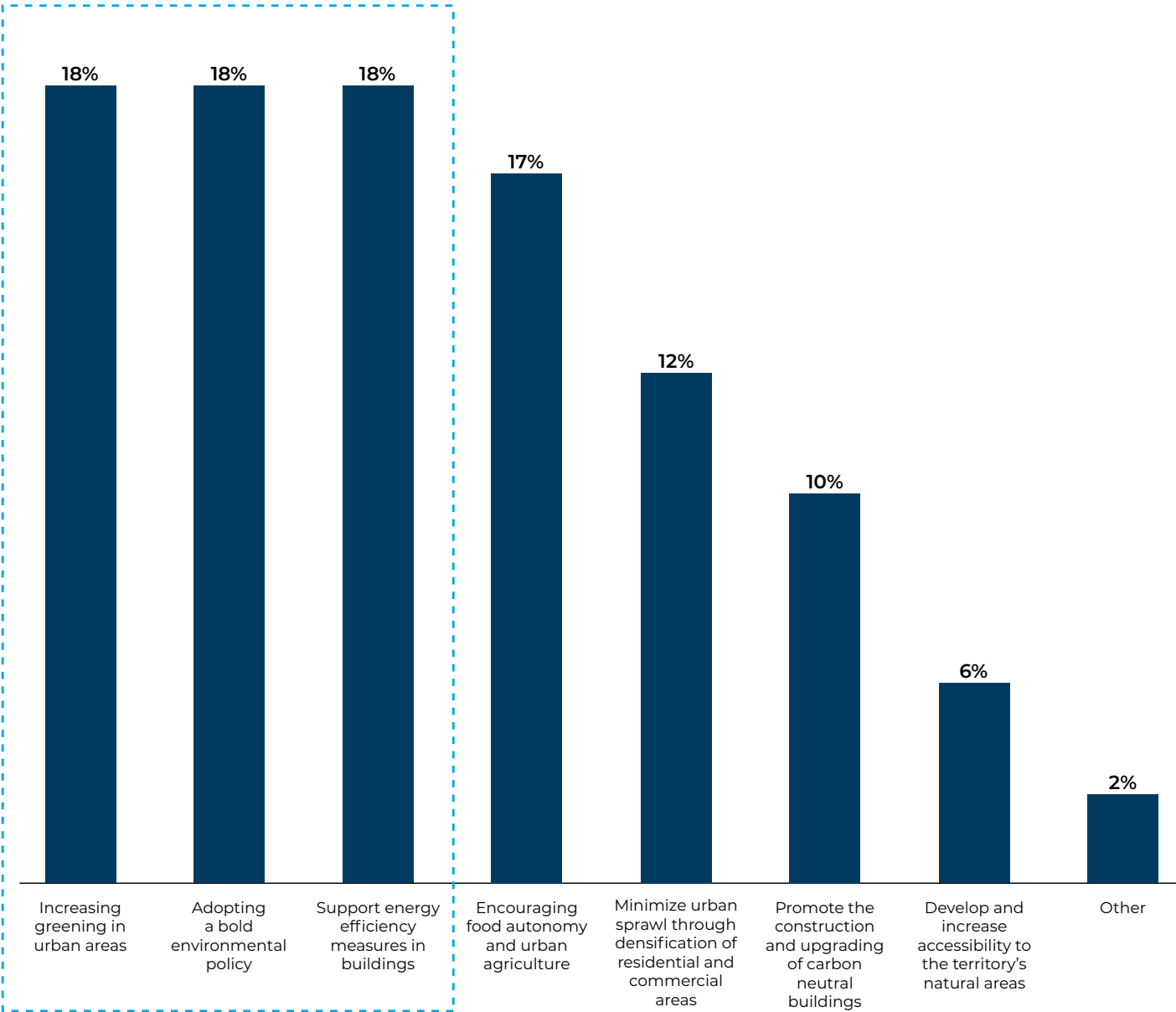
The protection and restoration of nature, as well as housing are measures at the top of the list.



Source: Analyse RCGT, 2022

SURVEYS – EMPLOYEE RESULTS

Bold answers to climate change are expected by employees.



Source: Analyse RCGT, 2022

A MULTISTEP APPROACH

Diagnostic

1

Where are we now?

Portrait of the strengths, weaknesses, opportunities, and threats to the City, community and territory

Consultation

2

What are the expectations and needs of citizens?

Elected officials? Members of administration?

In-depth analysis of the needs and expectations of citizens, Council, and the administration

Strategic framework

3

Where do we want to be?

Identification of objectives and strategic orientations for the next few years

Action plan

4

How do we get there ?

Adoption and implementation of the plan

MILESTONES

1

**Socioeconomic portrait
of Pointe-Claire**

April and May 2022

2

**Individual interviews with
managers and assistant
managers**

May 2022

3

**Focus groups (Youth
Committee, Environment
and Sustainable Development
Advisory Committee)**

June and July 2022

4

Employee survey

July 2022

5

Citizen survey

August and September 2022

6

Citizen workshop

December 2022

7

**Vision workshop -
Elected officials**

December 2022

8

Management workshop

February 2023

9

**Vision workshop -
Strategic orientations -
Management committee**

February and March 2023

10

**Drafting, review,
and corrections**

April to June 2023

11

**Adoption and
implementation**

July 2023



Mission

Through the leadership of administration and practices focused on excellence, offer citizens a high-quality, welcoming living environment that they are proud to call home.

Vision

To make the Pointe-Claire of 2030 a creative, compassionate city dedicated to environmental, social, and economic change with a goal of building a territory that is connected and resilient.



ORGANIZATIONAL VALUES

Pursuit of excellence



To fulfill its mission, the City of Pointe-Claire has developed an inspiring vision and makes use of its resources. In its quest for excellence, the City sets high standards and aims for the continuous improvement of its processes and its citizen services. In so doing, it has established itself as a leader in responsible resource management, effectiveness and efficiency, competence, creativity, and innovation — all essential qualities to meet the standards of excellence that citizens expect.

Service quality



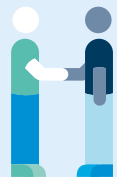
The City of Pointe-Claire makes citizens its top priority, tailoring its services and activities to their needs and expectations while upholding the principles of equity and legitimacy. The cooperation of its employees and the engagement of its stakeholders enable the City to act diligently in providing high-quality services, both internally and externally.

Integrity



As a public institution devoted to upholding the quality of life of its citizens, the City of Pointe-Claire recognizes that integrity, professional ethics, and transparency are essential for maintaining the public's trust in its employees, who perform their duties loyally while acting in the City's best interests.

Respect for people



Mutual respect is what drives the daily interactions between City of Pointe-Claire employees and their colleagues, the citizens, and the City's many partners. Their conduct and attitudes reflect the City's values. Employees treat others with consideration at all times, act professionally, and proudly fulfill their responsibilities in a positive work environment.



STRATEGIC AREAS, OBJECTIVES, AND ACTIONS

STRATEGIC AREAS

Strategic areas 1

Supportive, caring and welcoming

Objectives

- 1.1** Attract and retain families
- 1.2** Improve our practices with regard to inclusion and cultural diversity
- 1.3** Support the development of safe, compassionate living environments



Strategic areas 2

Innovation, collaboration and creativity

Objectives

- 2.1** Support a complementary and dynamic business ecosystem
- 2.2** Revitalize our commercial and industrial sectors



Strategic areas 3

Ecological transition and resilience

Objectives

- 3.1** Fast-track the green transition to promote resilience in the community and the territory
- 3.2** Protect, connect, and restore urban nature and biodiversity on the territory
- 3.3** Reduce greenhouse gas (GHG) emissions and work toward carbon neutrality



Strategic areas 4

Democracy, governance, and citizen participation

Objectives

- 4.1** Increase collaboration opportunities with various levels of government, public authorities, and citizens
- 4.2** Be an employer of choice
- 4.3** Ensure the healthy, agile, and innovative management of all our resources



Strategic area 1

Supportive, caring and welcoming

The City wishes to pursue and improve its actions to offer its population an inclusive, respectful, safe and supportive environment. Whether it be by increasing the supply of affordable and accessible housing, diversifying its cultural and social activities, or improving active mobility, Pointe-Claire is committed to drawing inspiration from best practices to create a more compassionate human scale city!



Strategic area 1

Supportive, caring and welcoming

OBJECTIVES

- 1.1** Attract and retain families
- 1.2** Improve our practices with regard to inclusion and cultural diversity practices
- 1.3** Support the development of safe, compassionate living environments

Objective 1.1

Attract and retain families

- Plan, oversee, and diversify the housing and intermediate housing offering (Missing Middle Housing)
- Optimize and maintain cultural infrastructure, parks, and play areas
- Create a social, family, and affordable housing fund
- Maintain activities in common living environments

Objective 1.2

Improve our practices with regard to inclusion and cultural diversity

- Optimize public buildings and infrastructure to promote universal accessibility
- Integrate the concept of community life into our practices
- Develop a welcome guide and adapt our communications to help new residents settle into the community

Objective 1.3

Support the development of safe, compassionate living environments

- Plan and contribute to the development of a safe, active transportation network
- Pursue, multiply, and seize representation opportunities at the various levels of government to improve the public transit network and offering



Strategic area 2

Economic innovation, collaboration and creativity

The City aims to increase the attractiveness, innovation and prosperity of its territory, while promoting the influence of its community and its actions. Faced with numerous ongoing challenges, such as the redevelopment of its territory and the impacts of the climate change, Pointe-Claire wants its decisions and actions, taken in consultation with the community and local players, to contribute to strong and lasting change.



Strategic area 2

Innovation, collaboration, and creativity

OBJECTIVES

- 2.1** Support a complementary and dynamic business ecosystem
- 2.2** Revitalize our commercial and industrial sectors

Objectives 2.1

Support a complementary and dynamic business ecosystem

- Carry out a clear and precise diagnostic of Pointe-Claire's economic sector to better understand the needs of businesses
- Create an economic development plan that includes the industrial, commercial, and tourism sectors
- Oversee the development of commercial and industrial sectors to create sustainable and resilient workplaces

Objectives 2.2

Revitalize our commercial and industrial sectors

- Encourage economic collaboration and partnership opportunities throughout the territory to stimulate vitality and complementarity
- Promote the diverse options and benefits of shopping local to the community



Strategic area 3

Ecological transition and resilience

The City of Pointe-Claire is committed to accelerating the ecological transition with its community and on its territory through concrete actions. These measures are implemented to limit and adapt to the impacts of the climate change, reduce GHGs, and increase urban resilience, particularly by implementing solutions derived from nature and science. Pointe-Claire believes it will be possible to achieve its objectives by working together to reduce our ecological footprint and ensure our collective well-being.



Strategic area 3

Ecological transition and resilience

OBJECTIVES

- 3.1** Fast-track the green transition to promote resilience in the community and the territory
- 3.2** Protect, connect, and restore urban nature and biodiversity on the territory
- 3.3** Reduce greenhouse gas (GHG) emissions and work toward carbon neutrality

Objectives 3.1

Fast-track the ecological transition to promote resilience in the community and the territory

- Integrate best practices into the management of public/green spaces
- Develop a green transition plan based on community and territory vulnerability studies
- Complete the regulatory review while positioning the green/energy transition at the heart of our decisions
- Raise awareness and support all stakeholders in implementing best practices
- Maintain and increase the energy efficiency of our buildings and the conversion of our vehicle fleet to environmentally friendly transportation modes

Objectives 3.2

Protect, connect, and restore urban nature and biodiversity on the territory

- Protect existing ecosystems and public natural environments and identify the potential for restoration and ecological connectivity on the territory
- Work to protect and enhance the urban canopy to promote resilience and biodiversity, while helping to reduce urban heat islands
- Prioritize the integration of natural environments, green spaces, and natural infrastructure into territory development and redevelopment projects
- Raise awareness in the community about the importance of urban nature and best practices to increase biodiversity

Objectives 3.3

Reduce greenhouse gas (GHG) emissions and work toward carbon neutrality

- Introduce the climate test and gradually apply its measures to all the City's decisions
- Develop a climate plan to collectively (City, citizens, businesses) decrease our environmental footprint
- Develop a measurable plan to reduce GHG emissions for all the City's activities and infrastructure



Strategic area 4

Democracy, governance and citizen participation

The City is committed to building and developing an organizational culture that is transparent, collaborative and responsive to its population. Pointe-Claire wishes to facilitate, stimulate and increase opportunities for the community to express itself and contribute to urban solutions, while respecting the City's human and financial capacities. Pointe-Claire wishes to foster opportunities for collaboration with citizens, as well as with academic, cultural, institutional and government sectors, in order to respond effectively to environmental, social and economic issues.



Strategic area 4

Democracy, governance, and citizen participation

OBJECTIVES

- 4.1** Increase collaboration opportunities with various levels of government, public authorities, and citizens
- 4.2** Be an employer of choice
- 4.3** Ensure the healthy, efficient, and innovative management of all our resources

Objectives 4.1

Increase collaboration opportunities with various levels of government, public authorities, and citizens

- Share knowledge and best practices during recurring networking activities with other cities
- Explore opportunities to sign resource-sharing agreements with neighbouring cities
- Increase opportunities for citizen participation and engagement in municipal public life

Objectives 4.2

Be an employer of choice

- Update and enhance the employer brand
- Value work-life balance and a balanced lifestyle
- Proactively follow market trends with respect to retention and succession planning

Objectives 4.3

Ensure the healthy, efficient, and innovative management of all our resources

- Periodically review and update the citizen service offer
- Implement a standardized management process and prioritization tools to maintain rigorous and consistent management practices
- Ensure that inter-team collaboration is a priority in order to optimize the use of resources
- Review decision-making processes to ensure they favour the collective interest and the green transition
- Assess the potential of creating a Green and Blue Fund, and assess the potential of green tax measures



STRATEGIC PLAN 2023-2030

Through the leadership of administration and practices focused on excellence, offer citizens a high-quality, welcoming living environment that they are proud to call home.