



TOWN OF BAIE-D'URFÉ

Strategic Vision

2022
2026

HIGHLIGHTS



BAIE-D'URFÉ
Together Towards a Future Rich in History



A Word from the Mayor

On behalf of the Town Council, I am pleased to present the Town's Strategic Vision 2022-2026, a first in our town to include a wide cross section of residents', stakeholders', staff and council participation. These conversations were vital for us to see what matters to our residents.

A town within a country-style setting, we are blessed with the surrounding natural beauty and are fortunate to have a diverse population with a strong sense of community well-being. That said, we face our share of challenges and must find innovative ways to respond to them. Our climate is changing, and we need to put the environment at the forefront of our mindset when making decisions for the Town today and into the future.

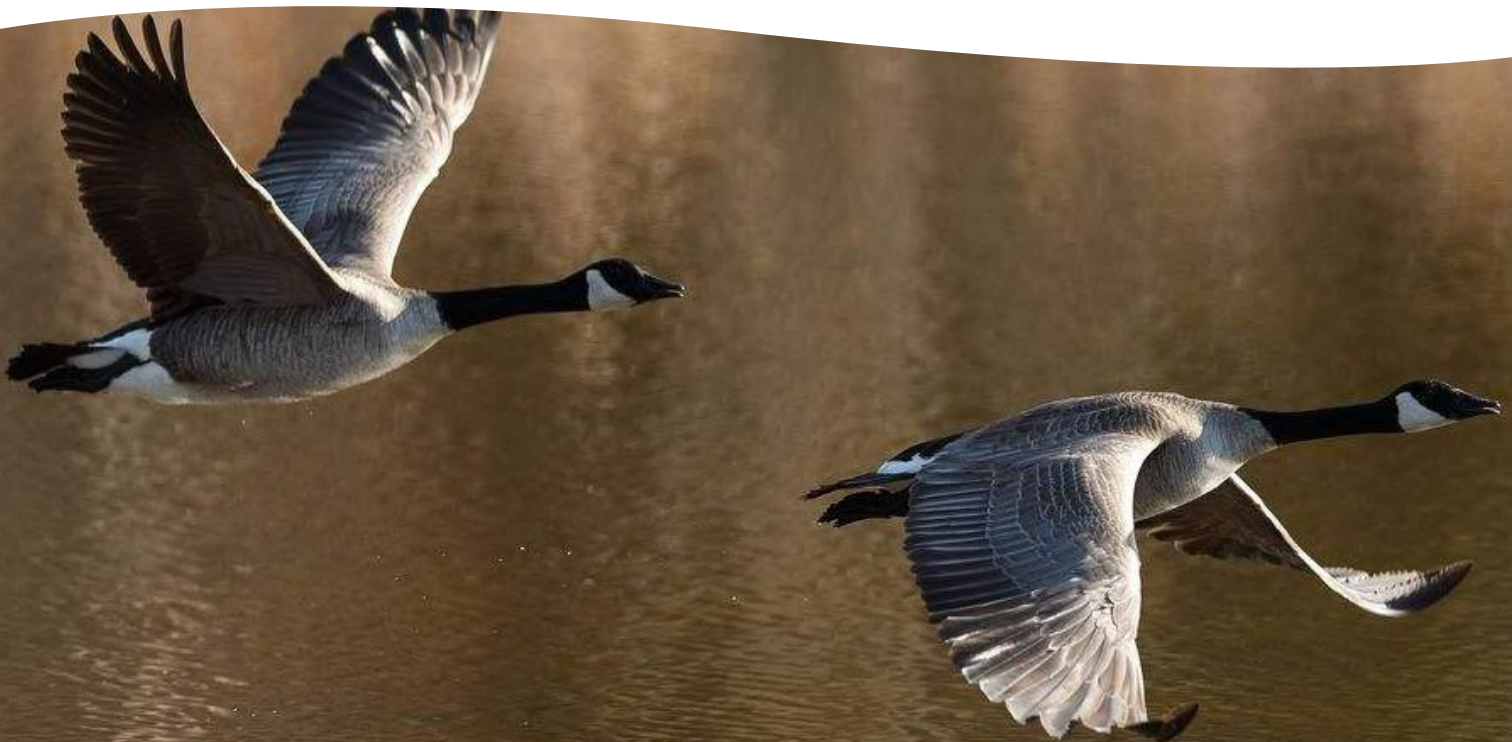
This vision is an overall roadmap for future Council and staff and sets the foundation for the Town to determine what is needed to achieve these milestones, including building priorities within this framework.

Towns are about people, and as Council, the work we do must be focused on people. Long known as a hidden gem in the West Island, we aspire to maintain this exceptional quality of life for residents of Baie-D'Urfé as a place where people want to live and work, now and for future generations. A town where everyone feels connected and to which they belong.

Council should work towards this vision, all the while keeping in mind our responsibility to fiscal sustainability, as responsibilities extend beyond managing tax dollars and individual projects.

I would like to thank everyone who contributed to this vision, along with those who will contribute to its realization. Together we can focus on a town that is sustainable today and into the future.

Heidi Ektvedt
HEIDI EKTVEDT
MAYOR



A Word from the Director General



« The future is in our own hands »

- Henri Bergson

By developing this strategic vision, we are giving ourselves the tools to act. To act in a manner consistent with the wishes of the population and its aspirations for this hidden gem of the West Island.

This vision will allow us to develop concrete action plans and objectives that will give meaning and clear direction to all municipal employees. It is now up to us to implement this vision and allow it to evolve over time.

I would like to thank everyone who participated in the many consultation exercises and the employees' engagement throughout the process.

A handwritten signature in blue ink, consisting of a stylized 'N' and 'B' followed by a horizontal line.

NICOLAS BOUCHARD
DIRECTOR GENERAL



Context



BACKGROUND AND OBJECTIVES

The Town of Baie-D'Urfé has decided to **develop a strategic vision for the period of 2022-2026**. This was **an opportunity for the Town to acquire a tool that will allow it to positively influence the future of its territory and develop the full potential of its community**. The firm Espace Stratégies has been mandated to accompany the Town in this process.

This exercise has provided an opportunity for elected municipal officials, municipal employees, businesses, citizens, young people and associations **to co-construct a clear and inspiring vision for the coming years. More than 570 people participated in the process!**



AN APPROACH GROUNDED IN THE CONSULTATION AND MOBILIZATION OF COMMUNITY ACTORS

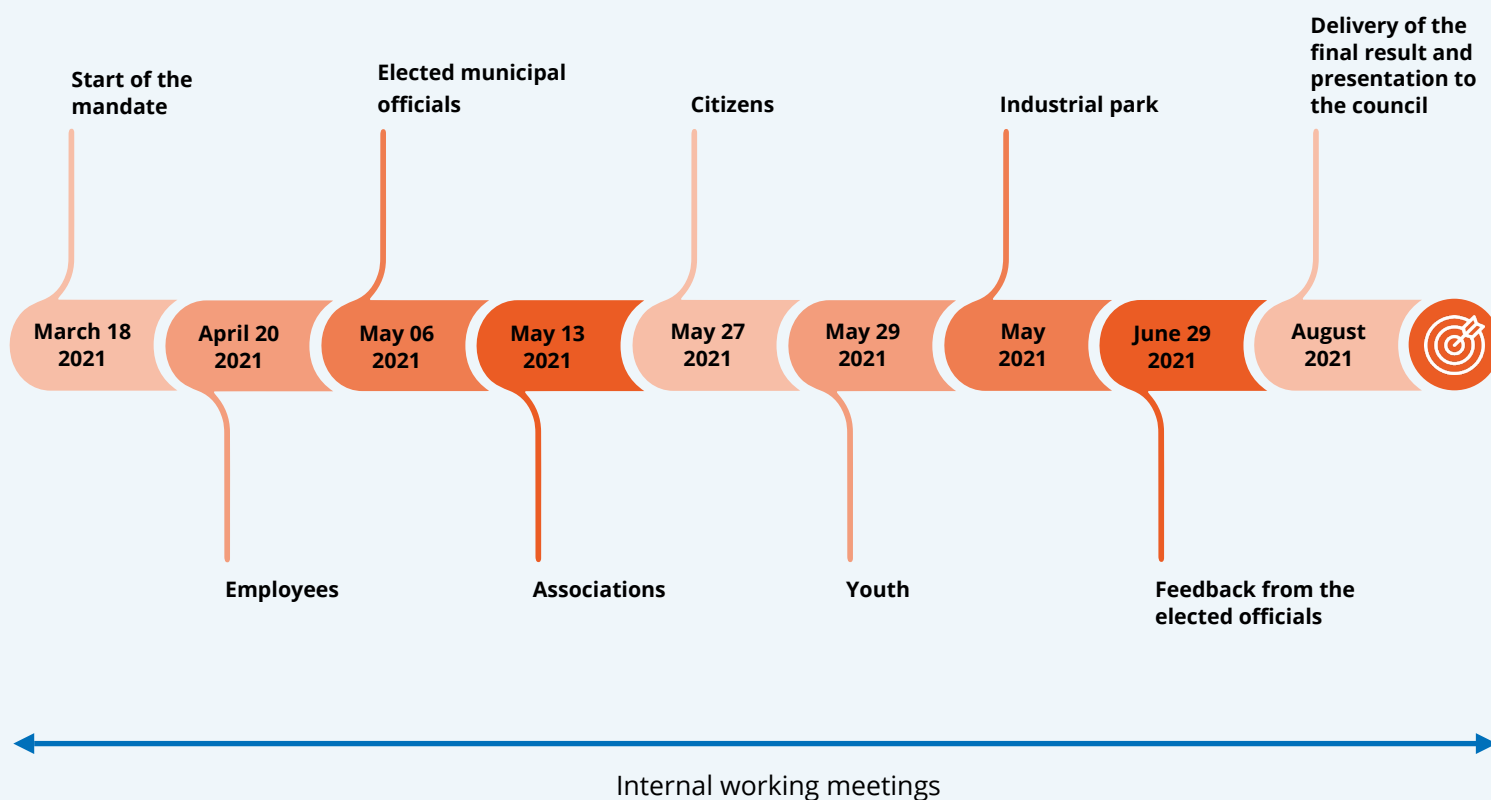
The consultation process was followed by feedback from elected officials and working meetings. The latter enabled us to finalize the elements that make up Baie-D'Urfé's strategic vision for 2022-2026.

This document provides an overview of the results of the consultations, which will form the foundation of a clear and mobilizing vision for the town and its major directions for the coming years.

THIS PROCESS AIMED TO:

- Define, with all stakeholders, a strategic development vision
- Identify the Town's future challenges and needs
- Formulate directions and targets to be achieved in the coming years

CONSULTATION PHASE







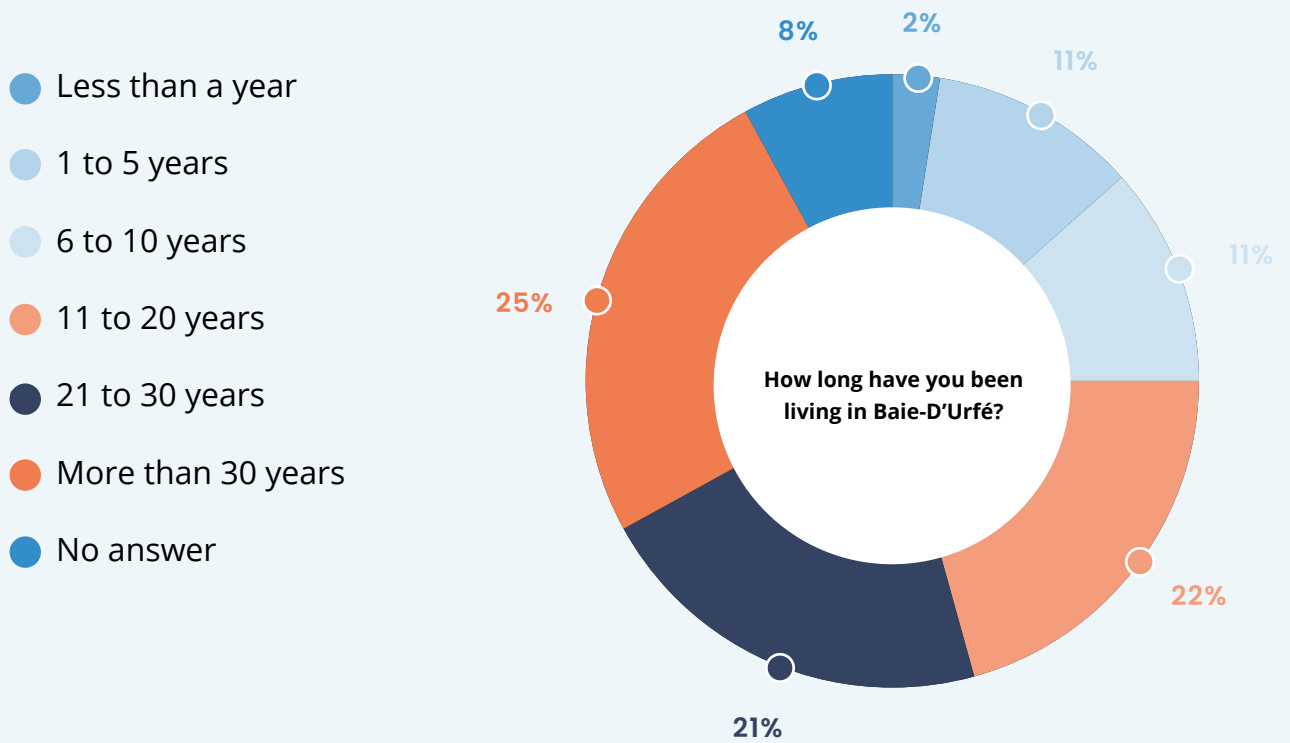
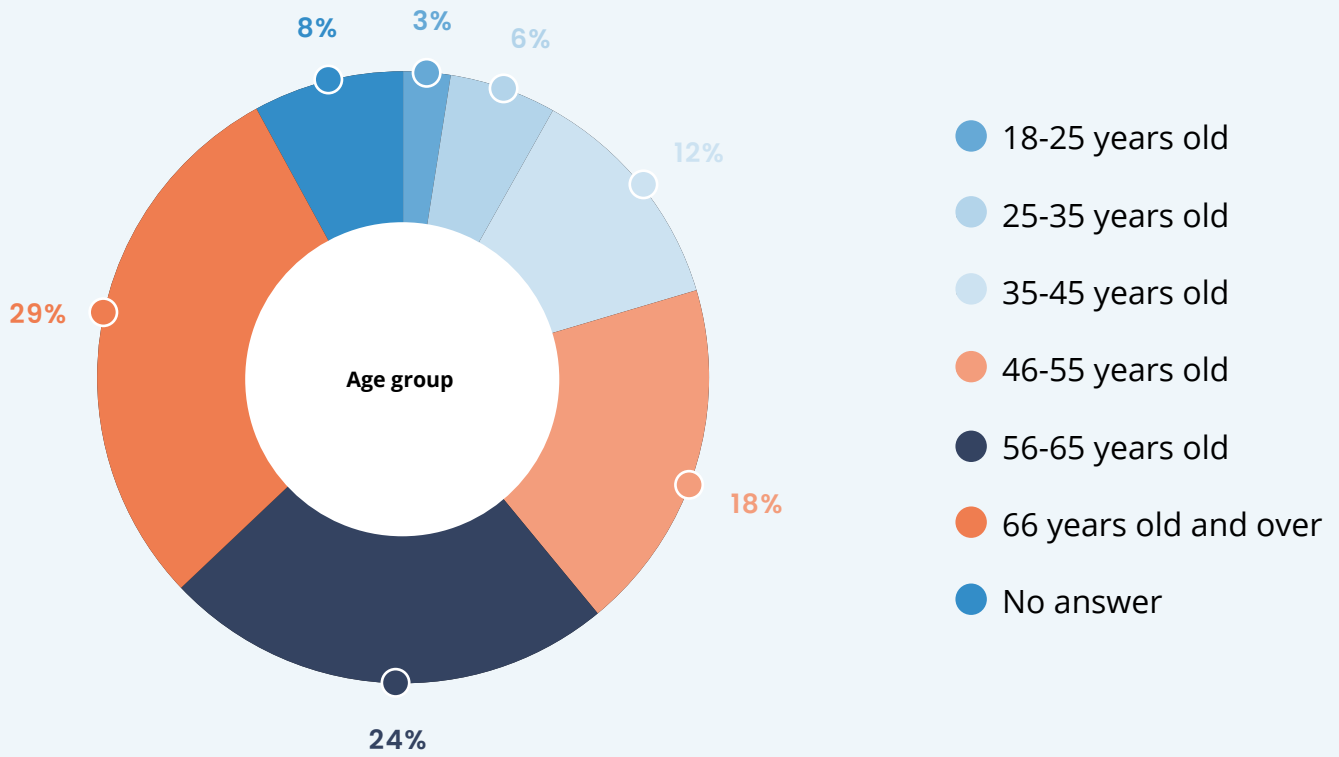
Survey Results



LISTENING TO OUR CITIZENS, BUILDING OUR FUTURE TOGETHER

As part of the process of developing its strategic vision, the Town of Baie-D'Urfé wished to broadly consult its citizens through a public consultation and a survey in order to gather their perceptions and opinions regarding the town's future. **394 citizens have responded to our survey!**

Citizen consultation was obviously essential in order to involve a fair proportion of our residents. Recent and long-time residents of all age groups were able to participate in the process. Therefore, in light of the results and the high participation rate, we can say that the results are highly representative of our population.





KEY ISSUES

Key issues represent obstacles to the achievement of the town's development vision. It is essential to identify issues so as to put in place the solutions needed to overcome them. The various consultation activities enabled us to identify the key issues facing Baie-D'Urfé:

-  **Urban redevelopment (residential)**
-  **Sustainable development**
-  **Preservation and enhancement of green spaces**
-  **Outdated public infrastructure and facilities**
-  **Provision of housing suitable for the seniors**
-  **Preservation of the town's peaceful nature and community spirit**
-  **Limited leisure services**
-  **Mobility**
-  **Maintaining the involvement of citizens through volunteering**
-  **Isolation of the industrial park**
-  **Technological tools**

Strategic Elements



KEY ASSETS

The town of Baie-D'Urfé is home to a variety of strategic assets. These are distinctive elements, whether tangible or intangible. They can generate or be a source of development.

The following categories (seen on page 13 and 14) present the strategic assets commonly identified by stakeholders during the various consultation activities.



STRATEGIC ELEMENTS (CONTINUED)



ENVIRONMENT AND HERITAGE

- "Countryside in the city" aspect
- Charming and picturesque character
- Built heritage
- Natural beauty of the outdoor environment: large trees, extensive vegetation, wooded areas
- Access to the shores of Lake Saint-Louis
- Presence of numerous green spaces and natural parks, proximity to nature
- Tranquility of the living environment
- Excellent air quality
- Availability of large residential lots





COMMUNITY LIFE

- **Well-integrated cultural and linguistic diversity**
- **Strong sense of belonging to their town by citizens**
- **High level of citizen involvement by residents of all ages**
- **A culture of volunteerism that offers a wide range of services and activities**
- **Community spirit among a welcoming population**



INFRASTRUCTURE AND SERVICES

- **Large industrial park which brings a wealth of revenue**
- **A multitude of public and outdoor facilities: marina and sailing school, clubs, community centres, library, parks, ...**
- **Strategically located town (near major highways, downtown Montréal, Sainte-Anne-de-Bellevue, etc.)**
- **Committed and collaborative municipal team that listens to citizens and is dedicated to the municipality**
- **Quick execution of requests by the Town**
- **Personalized services regarding citizens' requests**

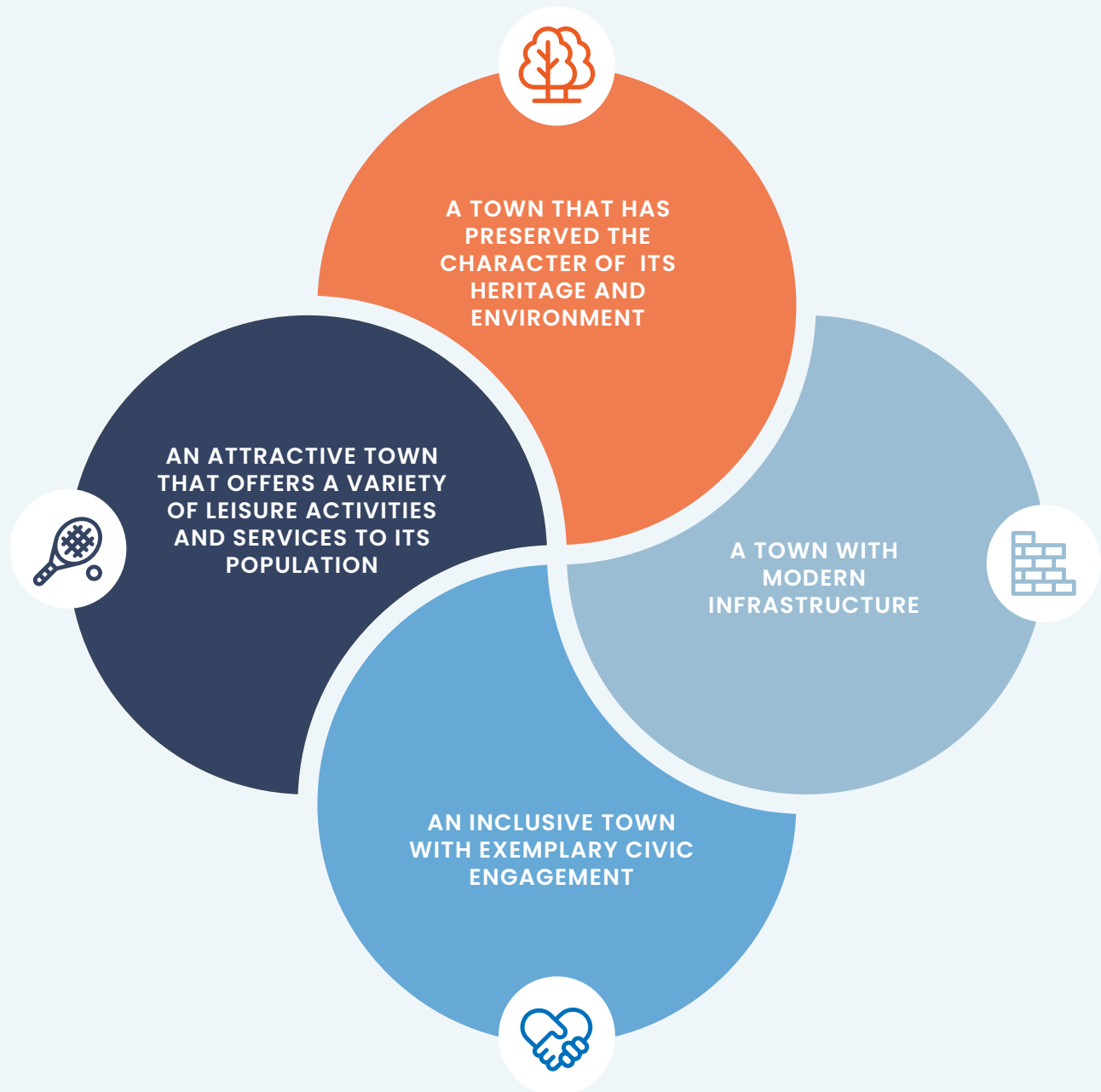


Pillars of the Development Vision

A city's vision for development enables it to position itself within a 10-year horizon. **A vision is a central element of strategic thinking because we can then determine the milestones necessary for its achievement.**

Throughout the consultations, visioning exercises allowed stakeholders to project themselves in the future and express what they would like to see for their town ten years from now.

BAIE-D'URFÉ'S DEVELOPMENT VISION RESTS ON FOUR PILLARS:





A TOWN THAT HAS PRESERVED THE CHARACTER OF ITS HERITAGE AND ENVIRONMENT

- **Renowned for its quality of life and tranquility**
- **A town with a picturesque character and a "countryside in the city" spirit**
- **Leader in environmental sustainability: biodiversity, awareness and citizen initiatives, sustainable development plan**
- **Preservation of the built environment: integration of new buildings into the existing architecture**
- **Enhancement of green spaces**
- **Secure and organised cycle network that facilitates cycling**
- **Linking industries with a green and sustainable vision**



A TOWN WITH MODERN INFRASTRUCTURE

- **Upgrading and maintenance of buildings, roads, equipment, parks, etc.**
- **Accessibility of buildings**
- **Optimal management of drainage infrastructure**
- **Industrial and residential sectors linked by road**
- **Integration of technological tools within the Town' s services**



AN INCLUSIVE TOWN WITH EXEMPLARY CIVIC ENGAGEMENT

- **Intergenerational inclusion**
- **Links between old and new residents**
- **Welcoming new residents and involvement in community life**
- **Strong sense of community and citizen participation by all generations**
- **Smooth communication between the Town and citizens**



AN ATTRACTIVE TOWN THAT OFFERS A DIVERSITY OF LEISURE ACTIVITIES AND SERVICES TO ITS POPULATION

- **Improved, diversified and accessible leisure, sports and cultural offers for all generations**
- **Diversified local services**
- **Outdoor activities and facilities**
- **Attraction of new residents**
- **Connections across the town that facilitate mobility (e.g. link to the REM)**
- **An ideal place to work, play and live**



STRATEGIC VISION 2022-2026

Photos:
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BAIE-D'URFÉ
Together Towards a Future Rich in History

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