

BOROUGH OF PIERREFONDS-ROXBORO

STRATEGIC
PLAN

2015
2018

A Road Map for Harmonious Development



BOROUGH OF PIERREFONDS-ROXBORO

A Road Map for Harmonious Development!



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Dimitrios (Jim) Beis
Mayor, Borough of
Pierrefonds-Roxboro

Mayor's MESSAGE

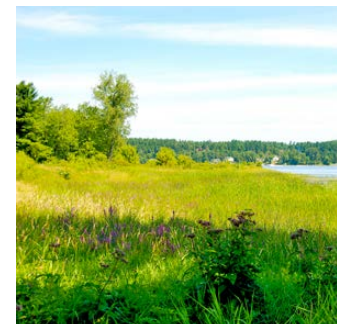
Our Commitment to Pierrefonds-Roxboro Citizens

It is with great pleasure that I hereby present Pierrefonds-Roxboro's first strategic plan, a projection of your borough into the future! It features reflections on issues and challenges; work performed based on a collaborative consensus; and a common mission jointly defined between elected officials, managers and their teams to implement innovative actions for Pierrefonds-Roxboro's urban heritage and resources as well as its economic growth.

The 2015–2018 strategic plan values and promotes our territory's potential, defines its general developmental orientations, identifies the key projects that will take shape over the next four years and focuses on orientations and policies that will help our community progress at all levels of the borough's administration. This impressive tool is accessible to all those who wish to make Pierrefonds-Roxboro a pleasant place to live! It rests upon concrete objectives that the borough has laid down concerning the optimization and sustainable management of our resources, and that target continuous improvement of services and residents' quality of life.

I personally thank everyone who took part in this structured reflection process, and I invite all citizens and partners from all walks of life who wish to participate in Pierrefonds-Roxboro's future projects to connect with us as we move forward with our plan.

A handwritten signature in black ink, appearing to be 'D. Beis', written in a cursive style.





CONTEXT & OBJECTIVES

Since its creation in 2006, the Borough of Pierrefonds-Roxboro has developed, transformed, seized opportunities and taken up stimulating challenges on the economic, environmental and social fronts.

For the first time, the borough's council has drawn up a strategic plan to define its territory's general development orientations and identify priority projects to be carried out over the next few years.

The borough is an entity dedicated to citizen well-being and our citizens lie at the heart of this plan's coordinated, methodical creation. This strategic plan's goal is to increase citizens' quality of life by means of relevant high-level services, a common vision and involvement of all resources toward and around shared objectives all in a lasting and enduring way.

MISSION & VALUES

An organization's mission is its raison d'être. A well-defined mission allows all contributors who move in an organization's circle – employees, managers and directors, suppliers, collaborators, citizens – to take notice of and examine it, understand it and immerse themselves in it.

The mission is a landmark, a stable point of reference in an ever-changing daily life. Here is the Borough of Pierrefonds-Roxboro's mission statement:

Provide citizens with quality outreach services and appropriate infrastructures that meet their needs and expectations and maintain a safe, healthy, inclusive, dynamic living environment in areas of activity where the Borough has jurisdiction, skills and obligations.

The Borough expects to carry out its mission with a view to sustainable development while demonstrating efficiency and effectiveness in its management processes and methods and in carrying out its projects and activities.



VALUES

Defining common values means, asserting the primacy of work well done, managing public funds ethically and serving citizens appropriately. Our values determine our behaviour towards the public, our colleagues and our partners.

The Borough of Pierrefonds-Roxboro's values contribute to creating and developing a coherent, meaningful and stimulating organizational culture. Our operation, focus and actions are based on five fundamental values:

- 1 **LEADERSHIP**, OR THE CAPACITY TO SPARK AND GIVE RISE TO CONFIDENCE AND MOTIVATION, AND TO EXERT POSITIVE INFLUENCE IN SEEKING EXCELLENCE;
- 2 **RESPECT**, WHICH MANIFESTS ITSELF THROUGH ACTIVE LISTENING, OPEN-MINDEDNESS, ACCEPTANCE OF DIFFERENCES AND COMPLIANCE WITH LAWS, RULES AND REGULATIONS;
- 3 **COLLABORATION**, WHICH IS AN ESSENTIAL CONDITION FOR ATTUNED, HARMONIOUS WORK RELATIONS AND CONSISTENT, MEANINGFUL ACTIONS;
- 4 **RESPONSIBLE ACTION**, DEMONSTRATED DAILY THROUGH APPROPRIATE HUMAN, FINANCIAL, MATERIAL AND ENVIRONMENTAL RESOURCES MANAGEMENT;
- 5 **RIGOROUSNESS AND PROFESSIONALISM**, WHICH STAND OUT VIA ETHICS, COMPETENCE, WORK WELL DONE AND HIGH-QUALITY SERVICE TO THE COMMUNITY.





Municipal ORIENTATION 2018

Toward a Truly Integrated Territory Management

In the same way an ecosystem, where living things and their environment live in harmony, the borough advocates a similar balance in its approach to the development and management of its territory.

This is why, at the completion of the 2015–2018 strategic plan, the Borough of Pierrefonds-Roxboro will have taken notice of, accounted for and dealt with the social, economic and environmental issues while simultaneously searching for solutions to the four challenges presented below which are based on a unanimously agreed-upon global vision.

During the next four years, the borough's involvement and actions will be suited for each area's specific conditions and the requirements of the various citizen groups. Elected officials, employees and partners will work jointly to reach common objectives.

The borough will develop citizen participation and local democracy through collaboration, dialogue and information.

Commitments to Our Citizens

The borough is the form of government closest to the people and it is the only organization that shows concern and care for all aspects of their daily lives.

In order to achieve an appropriate balance between the population's requirements and the borough's priorities and orientations, Pierrefonds-Roxboro's elected officials and employees commit themselves to the following:

- TO CONTINUALLY INCREASE THE QUALITY OF SERVICES;
- TO PROMOTE DIALOGUE, INFORM CITIZENS AND PARTNERS, AND TAKE THEIR COMMENTS AND SUGGESTIONS INTO ACCOUNT;
- TO CO-OPERATE WITH ALL MUNICIPAL PLAYERS TO MAKE OUR ACTIONS CONSISTENT AND COHERENT AND, FOR EXAMPLE, AVOID DUPLICATING THE SAME INITIATIVES;
- TO RESPONSIBLY AND SUSTAINABLY MANAGE FINANCIAL, MATERIAL, HUMAN AND TERRITORIAL RESOURCES;
- TO INNOVATE AND SHOW EFFICIENCY IN OUR WORK, STAND OUT FROM THE CROWD IN OUR SERVICE PROVISION AND SHOW DYNAMISM AND ORIGINALITY IN ORDER TO MAINTAIN OUR APPEAL AND THE ABILITY TO RETAIN RESIDENTS.



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*Safe and pleasant districts,
varied natural environments.*

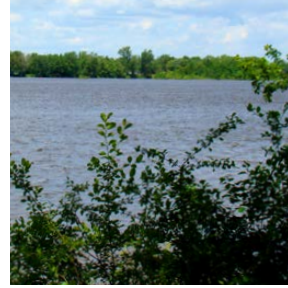


The Borough's



Challenges

and Related Priority Projects



1. Consolidate a Sense of Belonging

Current Situation

Ever since the former cities of Pierrefonds and Roxboro merged into a borough in 2006, the geographical barriers have not yet completely disappeared, and residents' sense of belonging is based on the east, west or central areas. The rapid population increase and the cultural diversity of newcomers to the borough (approximately 4 out of every 10 residents were born outside of Canada) can dilute and even smother the sense of belonging to our community.

Priority Projects

- Creation and unfolding of the Saint-Jean islet's development concept
- Formulation of an integrated urban revitalization (IUR) plan for the Sunnybrooke district

2. Pursue Efforts Intended to Increase the Quality of Life

Current Situation

Although an important part of Pierrefonds-Roxboro's appeal is rooted in the living environment with its safe and pleasant districts as well as its varied natural environments, certain areas today are plagued by economic and material devitalization. Not only are cultural, sports and leisure infrastructures insufficient in numbers, but also most do not meet minimum standards. In addition, the multi-functional and cycling path network should be completed and laid out to facilitate travel to and from sports and cultural activity hubs. Finally, given that the territory runs alongside the magnificent Rivière des Prairies, citizens would welcome improved direct access to the riverside.

Priority Projects

- Technical and financial studies for construction of an interior sports and aquatic centre
- Development of the multi-functional and cycling path network
- Revitalization of the recreational (pleasure boat) marina's surroundings



3. Intensify Efforts to Protect Environmental Resources

Current situation

Mother Nature is at the heart of Pierrefonds-Roxboro residents' quality of life, but the latter is becoming increasingly fragile. Indeed, riparian strip transformation and riverbank degradation are accelerating, which is causing increased erosion, a loss of wildlife habitats and proliferation of algae. In certain areas, new districts in particular, the low tree population density leads to formation of heat islands and thus smog, with its harmful effects on citizens' health. Protection of environmental resources also depends on responsible, high-performance residual materials management. Here, as elsewhere, we must bring major changes to waste management in order to comply with government-established objectives for the reduction of organic waste burial.

Priority Projects

- Development of an arboricultural plan
- Regeneration of public riverbanks
- Refurbishment of the municipal bylaw on residual materials management
- Implementation of organic waste collection (for residential buildings of less than nine units)
- Mapping out of a strategy for collecting bulky refuse as well as construction, renovation and demolition (CRD) waste

4. Support Commercial Development

Current Situation

The borough expects to further deepen its involvement in developing areas that show high economic potential. The commercial arteries have expanded, but disparately; the goods and outreach services offerings remains limited and have to diversify. In addition, the large number of buildings with low architectural value and some untoward activities are compromising the image of certain areas. We have to optimize the economic potential, in particular around the Roxboro-Pierrefonds train station, to better serve the population and create local jobs.

Priority Projects

- Implementation of a study on current and potential development of economic areas
- Design of a transit-oriented development (TOD) concept for the Roxboro-Pierrefonds train station district
- Revitalization of Saint-Charles Boulevard





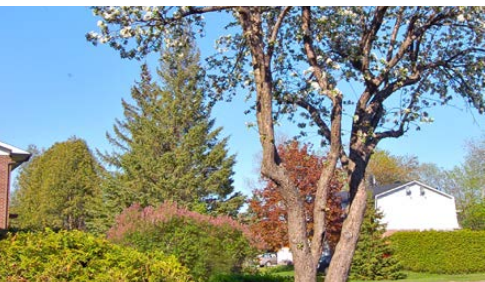
VISION 2030

A Community with a Sense of Belonging, Diversified Living Environments and Attuned and Seamless Development

In about 15 years, the Borough of Pierrefonds-Roxboro will be recognized as a territory offering a protected natural environment and living environments that meet the needs of a young, multicultural and on-trend population.

The borough center will have become Pierrefonds-Roxboro's "identity core," a highly dynamic place frequented by the whole population. A multi-functional and cycling path network and a high-performance public transit system will facilitate traffic flow between districts and places of public use. The borough will propose a range of modern and accessible cultural and sports facilities.

Revitalization efforts will have produced decisive results: all districts will have preserved their specific colours while hosting a multitude of lifestyles. Citizens will fully enjoy the priority set for protecting, emphasizing and setting off their green and aquatic spaces.



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