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2023-2030 STRATEGIC PLAN





MESSAGE FROM THE MAYOR

I am extremely proud to present our borough's 2023-2030 strategic plan.

Côte-des-Neiges–Notre-Dame-de-Grâce's very first strategic plan is meant to be a reference document, a guide in which the borough sets out its priorities for the years to come based on four areas of action: The consolidation of inclusive living environments, citizen participation, ecological transition, and economic vitality. In short, the plan invites us to pay special attention to the most vulnerable populations in our borough and to "leave no one behind." It also reminds us of the urgent need to take action to protect the environment and accelerate the ecological transition. The plan was developed by employees and elected officials in the borough, with essential support from community organizations and the public. Your comments and suggestions allowed us to better identify the challenges facing borough residents as well as their needs and priorities, and to establish clear objectives to meet by 2030. We came out of this important planning and consultation exercise with a strategic plan in hand and a clear vision in mind. This shared and inspiring vision spans a seven-year horizon and lets us look ahead to a future where the borough better reflects our identity, with more inclusive and healthy living environments embedded in a strong and dynamic economy, and an underlying focus on solidarity. The unifying thread: Improving the quality of life of Côte-des-Neiges–Notre-Dame-de-Grâce residents.

This plan, the fruit of several months of work, also reflects the vision articulated by the city in its Montréal 2030 Strategic Plan. I want to thank the different teams within the borough for their invaluable contribution to this colossal and necessary achievement. Their in-depth knowledge of localities in the broader borough community and their respective needs served to inform and shape our reflections.

And our work is not done! Now, we must deliver on our plans and achieve the desired outcomes sought under this strategic plan. We are more mobilized and motivated than ever to make Côte-des-Neiges–Notre-Dame-de-Grâce a borough where all residents enjoy an excellent quality of life, today and in the future.

Happy reading!

Gracia Kasoki Katahwa



MESSAGE FROM THE DIRECTOR

By adopting its Montréal 2030 Strategic Plan, the city invited us to take action and initiate a discussion. I'm extremely proud, therefore, to see that the borough has risen to the challenge and produced a strategic plan that mobilizes all the actors within our organization.

I hasten to highlight the quality of the integration effort made by all our teams, by placing borough residents front and centre in our reflection. This plan calls for an inspiring organizational transformation that will allow us to improve the impacts of our actions by integrating them into a learning and continuous improvement process. It will serve to guide our decision-making in the years to come, and I'm confident that we will be able to use it in a rigorous and flexible manner. The quality of life of our borough's residents depends on it.

The challenges we face are significant. As a local government, we place the quality of life of our residents and the vitality of our localities at the heart of our actions. Under this strategic plan, an effort will be made to strengthen our practices so as to foster an organizational culture marked by collaboration and the efficient use of public resources, two conditions essential to achieving the desired outcomes set out in the strategic plan.

I want to thank the people who helped develop this strategic plan, and more importantly, I invite all our teams to do their part to achieve these outcomes. I am confident that we will be able to count on the ever-renewed willingness of our teams to offer residents quality services.

Stéphane Plante



Assets and challenges specific to a city

To support the achievement of its objectives, the Ville de Montréal has set itself a clear, simple, transparency-based mission as a guide for its actions.

As part of this mission, the Ville de Montréal and its boroughs undertake to:

- Offer residents, organizations, businesses and visitors quality services at the lowest cost
- Promote the uniqueness of Montréal and contribute to its development

*Code de conduite du personnel
de la Ville de Montréal-Règlement
RCG 12-026 Annexe A.*



Côte-des-Neiges–Notre-Dame-de-Grâce's vision lies in offering people who settle in the borough for a few years, after a migrant journey or for school, and people who move to the borough on a more permanent basis, access to the cultural, sports and community resources required for their well-being and the realization of their full potential. The borough offers people and organizations a safe and healthy environment, together with conditions conducive to inclusive, engaging and dynamic living environments that help meet democratic, social, ecological and economic challenges, both now and in the future.

VALUES

TRANSPARENCY

Make all information related to the achievement of the proposed outcomes in the Plan available to partners and the public

ACCOUNTABILITY

Report on how the borough fulfills its responsibilities in achieving desired outcomes

CONSISTENCY

Ensure that all borough departments take action in a harmonious and complementary manner to achieve outcomes

RIGOUR

Focus on and maintain borough priorities that will enable the achievement of desired outcomes

FLEXIBILITY

Be able to adapt the results of the Plan according to situations and events that may affect the population of the borough



**OFFERING RESIDENTS
CONSISTENT MUNICIPAL
ACTION AND QUALITY
MUNICIPAL SERVICES.**

Towards a strategic plan for the borough

In December 2000, the city unveiled its first strategic plan. Montréal 2030 presents a vision of a city that is more resilient and invested in the ecological transition, more caring and inclusive, and more participatory and innovative. This plan operates on three scales – human, neighbourhoods, and the city – and four action areas with 20 priorities. In 2021, strongly inspired by this strategic initiative undertaken by the Central City, Côte-des-Neiges–Notre-Dame-de-Grâce sought to apply its contribution to Montréal 2030 at the local level with the goal of offering residents consistent municipal action and quality municipal services.

Montréal 2030 is intended, in part, to advance a vision whereby multiple dimensions of municipal action are integrated into a single plan. From this perspective, this strategic plan makes it possible, at the same time, to take advantage of and improve the different plans already established by the borough and the Central City.

The desired outcomes presented in this plan thus revolve around the four key areas of action set out in Montréal 2030: Equality and Inclusion, Ecological Transition, Economic Vitality, and Citizen Participation.

1. Local Sustainable Development Plan 2019-2022, Social Development Plan 2020-2024, Côte-des-Neiges 2018-2023 Strategic Plan, and NDG Community Strategic Plan and Action Plan 2016-2021.
2. 2020-2030 Climate Plan, Action Plan for Solidarity, Equity and Inclusion 2021-2025.

AN INCLUSIVE BOROUGH



The borough aims to create conditions that will reduce certain impacts of poverty among a large segment of its population, improve access to municipal services, and promote better social cohabitation in its various localities.

**THE BOROUGH'S FIRST
MAJOR CHALLENGE IS TO
PROMOTE THE INCLUSION
OF ALL RESIDENTS.**



Côte-des-Neiges–Notre-Dame-de-Grâce is home to a population of close to 170,000 residents, which makes it Montréal's most populous borough. Alone, the borough's many assets, and the multiple

challenges it faces, are those that come under the purview of a metropolis.

All these assets mobilize a young, educated and highly cosmopolitan population. People with an immigrant background (first and second generation) make up 77 per cent of the population of Côte-des-Neiges–Notre-Dame-de-Grâce. This demographic portrait highlights the borough's first major challenge, which is to promote the inclusion of all residents. In fact, issues related to the

integration of new immigrants and the different inequities associated with it (in terms of employment or access to housing, for example) are such that this generally more educated population faces greater economic vulnerability. Poverty rates in Côte-des-Neiges–Notre-Dame-de-Grâce are among the highest in all the city's boroughs, with 24.1 per cent of the population experiencing poverty, according the Market Basket Measure (MBN), while this proportion is 19.1 per cent for the island of Montréal as a whole. The problem of economic vulnerability is also manifest in housing. The proportion of tenants is higher in Côte-des-Neiges–Notre-Dame-de-Grâce than the Montréal average, and 45% of tenants allocate 30 per cent or more of their income to housing. The housing vacancy rate is below 3 per cent (CMHC), and there are frequent sanitation problems (associated with housing stock comprised of buildings with six dwellings or more).

The borough is aware of several other challenges related to social harmony, equity and inclusion, which have often been exacerbated by the public health crisis we have all been dealing with since March 2020. Certain clienteles have been strongly affected by this, such as seniors, young people, people with functional limitations and the homeless. It should also be noted that access to sports, leisure and cultural activities is inequitable among the different populations and varies from one neighbourhood to another.



A HEALTHY BOROUGH

The borough aims to mobilize its resources and residents in an effort to reduce its environmental footprint, improve the quality of the environment, and increase safe and active transportation.



Global challenges related to the ecological transition have prompted the borough to take advantage of the potential for greening across its vast area and focus on improving waste reclamation as well as active transportation

and public transit. The borough must do more to promote its many green spaces, 10 metro stations, two EXO train stations, two REM stations, and its road network, so that residents can enjoy a healthier environment, along with improved active transportation conditions. As well, the borough must meet the challenge of encouraging residents to recover waste in a context of high urban density.

Although the borough has more trees than most parts of Montréal, certain characteristics of the urban environment³ nevertheless point to a deficit in terms of green spaces.⁴ Constant tree planting efforts are made to compensate for the significant losses⁵ and to facilitate the achievement of the Canopy Action Plan's objectives.

Household composting rates are lower than they are in other boroughs, and in terms of landfills, the current rate

TAKE ADVANTAGE OF THE POTENTIAL
FOR GREENING AND FOCUS ON
IMPROVING WASTE RECLAMATION
AS WELL AS ACTIVE TRANSPORTATION
AND PUBLIC TRANSIT.

is 67 per cent, whereas the target is 30 per cent. This situation is influenced, specifically, by the high number of buildings with multiple dwellings, which renders the management of residual materials more complex. Finally, in terms of public transit and active transportation, current infrastructures must be improved and better connected.

3. Caused by aging and the emerald ash borer, among others.

4. Among other things, we note the presence of the Decarie Expressway railroads, wide arteries, old industrial sectors transformed into transformed into mixed sectors.

5. That is 5.3%, compared to 11.4% for Montreal.



\\ A BOROUGH WITH A DYNAMIC ECONOMY

The borough wishes to offer conditions conducive to a dynamic local economy by ensuring that residents have access to quality local services and businesses adapted to their needs, while continuing to improve and lend vitality to our commercial streets. It also wishes to offer the required support to developers and merchants investing in the borough.



The last challenge the borough must face as it undertakes to implement the Montréal 2030 vision lies in ensuring the vitality of all localities around commercial streets and taking advantage of opportunities for collaboration with the borough's

institutional actors. In fact, the opportunities offered by the borough's large institutions, the proximity to downtown Montréal – a major economic attraction – and the distinctive personality of the different localities, have spurred the borough, within its jurisdiction, to raise the quality of the economic living environment for its residents.

The quality of the environment can be improved on some of the borough's commercial streets (cleanliness, commercial offer, greening, street furniture, management of public service projects) in order to prevent a drop in investments (vacant spaces, leasehold improvements) and customer traffic. This situation can also exert a negative influence on the rate of satisfaction with these commercial streets and the quality of life of residents who use them and live nearby. In terms of support for economic activity, the borough can do more to facilitate the different administrative and regulatory procedures.



PROVIDE THE
VITALITY OF ALL
LOCALITIES AROUND
COMMERCIAL STREETS.



A BOROUGH THAT'S MOBILIZING

The borough wishes to develop simplified and adapted participation and information mechanisms so that residents and partners can be fully invested in political life and in improving quality of life in neighbourhoods.



The borough is working hard to diversify its means of communication, mindful of the fact that some residents do not feel sufficiently informed or consulted. According to the available data,⁶ the population would

like to be better informed about the borough's projects, in particular the follow-up to consultation and idea generation processes.

The fourth challenge facing the borough lies in encouraging citizen participation in a context of very high linguistic diversity and transitional living

environments for a large proportion of the population. Recognizing the concept of local government calls for a significant transformation of governance and decision-making at the municipal level. This key area of action from Montréal 2030 also emphasizes the need to ensure that the borough has the capacity to mobilize different populations based on the diversity of localities in Côte-des-Neiges-Notre-Dame-de-Grâce.

6. Rapport final - Consultation des citoyens dans le cadre de la démarche Montréal Dialogue 2020



ENCOURAGING
CITIZEN, IN A CONTEXT
OF VERY HIGH LINGUISTIC
DIVERSITY AND
A TRANSITIONAL
LIVING ENVIRONMENT.



AN INITIATIVE TO STRENGTHEN THE ORGANIZATION

Achieving the outcomes set out in this strategic plan in part requires an effort to strengthen our practices by mobilizing all the teams at the borough. The mayor and the borough management team have thus undertaken to establish conditions favourable to the mobilization of teams by working to share a common vision of the contributions expected of each team and devising adapted professional development plans as well as a recognition plan.

GOVERNANCE AND MONITORING OF THE PLAN

The strategic plan was established on the basis of observable results for each area of action. An internal governance and follow-up process was established to optimize the attainment of each desired outcome. This continuous improvement process is consistent with the vision set out under Montréal 2030 concerning the development of an “organizational culture open to urban experimentation, error, and learning.” In this context, the borough will invite its external partners and residents, once a year, to report on the progress made in meeting the desired outcomes. We plan to draft an initial progress report on the implementation of the strategic plan and, based on what we learn, to propose a new version for the period from 2026 to 2030.



ACTION

MORE EQUITABLE AND INCLUSIVE LIVING ENVIRONMENTS

For the first area of action, the borough aims to create conditions that will reduce certain impacts of poverty among a large segment of its population, improve access to municipal services, and promote better social cohabitation in its various localities.



2025

1 Residents have access to affordable, healthy and local food.

EXAMPLES OF MEANS TO ACHIEVE THE DESIRED OUTCOMES

- \\ Social markets based on solidarity
- \\ Urban agriculture spaces
- \\ Seed libraries

2 Residents have access to affordable and clean housing adapted to their needs and to support services.

- \\ Financial support for tenants' rights organizations
- \\ Regulations
- \\ Inspections
- \\ Support for the construction of new housing (social, affordable, etc.)

3 Residents in the borough's localities discover and participate in activities that meet their expectations in terms of culture, sports and recreation.

- \\ Outdoor programming
- \\ Cultural mediation activities
- \\ Programming of sports and recreation activities for people of all ages
- \\ Development of facilities to promote access (universal accessibility)

4 All the borough's residents inhabit diversified and safe living environments that foster a sense of belonging and positive social cohabitation.

- \\ Overview of the sense of security in the borough
- \\ Local activities that promote living-together

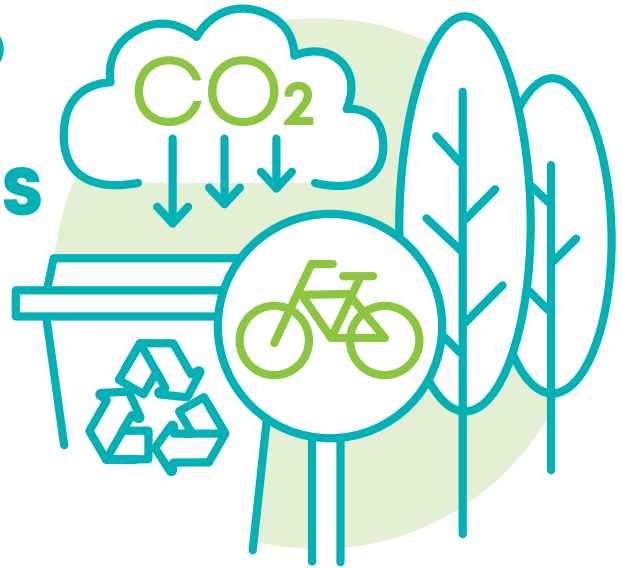
2030

In all the borough's localities, residents benefit from a living environment where they can meet their needs and participate fully in the vitality of their community.

2 ACTION

HEALTHY AND SUSTAINABLE COMMUNITIES

For the second area of action, the borough aims to mobilize its resources and residents in an effort to reduce its environmental footprint, improve the quality of the environment, and increase safe and active transportation.



2025

1 Residents live in healthy localities with plenty of green space and fewer heat islands.

EXAMPLES OF MEANS TO ACHIEVE THE DESIRED OUTCOMES

- ✓ Planting trees and shrubs
- ✓ Demineralization (removing pavement)
- ✓ Green roofs

2 Residents increase their use of active transportation thanks to safe and accessible infrastructures.

- ✓ Securing cycling and pedestrian infrastructures
- ✓ Local transportation plan

3 The population, institutions, businesses and industries benefit from improved support in their efforts to reduce the amount of waste destined for landfills.

- ✓ Awareness and information initiatives concerning the sorting and recovery of residual materials
- ✓ Awareness and education initiatives concerning reduction at source
- ✓ Eco-responsible public events

4 The borough reduces the environmental footprint associated with its activities.

- ✓ Electrification of the vehicle fleet
- ✓ Increase in the offer of alternative modes of transit to replace gas-powered vehicles (for professional transportation)
- ✓ Certification of eco-responsible stages

2030

All actors in the borough play an active part in protecting the environment and accelerating the ecological transition.

ACTION

3

ECONOMIC VITALITY

For the second area of action, the borough wishes to offer conditions conducive to a dynamic local economy by ensuring that residents have access to quality local services and businesses adapted to their needs, while continuing to improve and lend vitality to our commercial streets. It also wishes to offer the required support to developers and merchants investing in the borough.



2025

1 Economic actors are more satisfied with the support and coaching services offered by the borough.

EXAMPLES OF MEANS TO ACHIEVE THE DESIRED OUTCOMES

- Optimization of permit application processes
- Support and coaching for entrepreneurs

2 Residents and merchants are more satisfied with the quality and vitality of the borough's commercial streets.

- Continued development and beautification of commercial streets
- Cleanliness brigade

3 Residents of the borough have better access to local services and businesses.

- Diversified commercial offer at the local level

4 Local economic actors benefit more from partnerships with major institutions in the borough.

- Joint activities with partners and major institutions

2030

Economic actors and residents benefit from a dynamic local economy.

4 ACTION

LIVING ENVIRONMENTS CONDUCTIVE TO CITIZEN PARTICIPATION

For the fourth area of action, the borough wishes to develop simplified and adapted participation and information mechanisms so that residents and partners can be fully invested in political life and in improving quality of life in neighbourhoods.



2025

1 Residents have improved access to clear information adapted to their needs.

EXAMPLES OF MEANS TO ACHIEVE THE DESIRED OUTCOMES

- ✓ Diversification of means and places from which to reach the public
- ✓ Collaborations with leaders that help create ties with communities
- ✓ Migration of 311

2 Residents and partners play a greater part in the public consultation process, which is also more inclusive.

- ✓ Participatory budget
- ✓ Diversification of means of consultation

3 The population as a whole has a voice in the borough's democratic life.

- ✓ Awareness activity to promote participation in borough council

4 Residents and partners initiate and participate in projects aimed at improving quality of life in neighbourhoods.

- ✓ Collective green alleyway projects
- ✓ Block parties
- ✓ Projects developed in partnership with the borough

2030

Residents and partners play a vital part in decision-making and democratic life within the borough.

ACTION 5

ENGAGED WORKPLACES

For the fifth theme, the borough is establishing conditions favouring workforce engagement—the key to achieving the desired outcomes. Borough workers have diverse expertise that forms the basis of our team’s strength. This plan will highlight the collaborative leadership of employees and the constantly renewed desire to serve residents well.



2025

1 The teams share the vision and their expected contributions under the borough’s Strategic Plan.

EXAMPLES OF MEANS TO ACHIEVE THE DESIRED OUTCOMES

\\ Collaboration between departments

2 Staff engagement is increasing.

\\ The Notre Équipe campaign (Campaign to showcase teams and make everyone’s work known to all)

3 Workers are provided with appropriate professional development plans.

\\ Individualized development plan

4 Workers feel valued and recognition activities are formally established.

\\ Café Actimo (An engagement activity that highlights a project or team in the borough)

2030

Workers are effectively supported by the organization and workers’ commitment to the borough is increasing.

