



**Strategic Planning
2020-2030
North Hatley**

February 16, 2021



ESPACE STRATÉGIES



Summary

- 1. Opening remarks from our Mayor**
- 2. Presentation: The strategic planning process**
- 3. Background**
- 4. Key fundamentals to define for our path forward:**
 - . Our strategic assets
 - . Our identity
 - . Our vision
 - . Our challenges
- 5. The Strategic Plan (our plan for future development)**
 - . The main goals
 - . The strategic axes (lines of development)

A word from the Mayor

Dear citizens and friends,

Firstly, I would like to recognize everyone who has participated in this very important step for our municipality. I am grateful for the extraordinary dedication of numerous citizens ; the passion that you have for our village is palpable and it is what makes our community so wonderful. One of the elements, exemplified by the citizens of North Hatley, that touches me, is most certainly the community's involvement, characterizing a community with close ties.

It was important for me, as well as for the Council, to make this strategic planning exercise a community project which would bring together ideas and suggestions from every horizon. This process is yours, whether you are citizens or members of the steering committee, and I thank you for lending yourself to the process.

It was important that we complete this exercise in a democratic way and this is why we held five public consultations, three meetings with the steering committee and several others with the Council. The presentation of this evening is the beginning of a project which involves further steps that we will take together in the coming weeks and months.

I would like to personally thank everyone who was involved, as well as the members of the steering committee. I would equally like to thank Mr. Veillette and Mr. LeBlanc of the municipal council, for their work and their time in heading the strategic planning process.

Thank you and farewell.

Michael Page
Mayor

Strategic Planning Committee and Steering Committee

Strategic Planning Committee

- Guy Veillette, Municipal Councillor and Chairman
- Alexandre-Nicolas LeBlanc, Municipal Councillor
- Michael Page, Mayor
- Benoît Tremblay, Director General and Secretary Treasurer

Steering Committee

CITIZEN PARTICIPANTS

- Christiane Germain
- Monique F. Leroux
- Philippe Marchesseault
- Blair McIntosh
- Jane Meagher
- Brian Merrett
- Morgan Quinn
- Elliott Sharmann
- Jason Stafford

from MUNICIPAL COUNCIL

- Michael Page, Mayor
- Guy Veillette, Councillor
- Elizabeth Fee, Councillor
- Aaron Patella, Councillor
- Alexandre-Nicolas LeBlanc, Councillor

From MUNICIPAL ADMINISTRATION

- Benoît Tremblay, Director General and Secretary Treasurer



Background

- ❑ Building on the “Master Plan” developed in 2012, and with the emergence of new challenges facing the village and a global health crisis driving renewal, **the Municipality of the Village of North Hatley is moving forward with a new plan for our future development**
- ❑ Elected officials, municipal staff, community groups, businesses and citizens have all been invited to participate in building together a plan for the future and to define the goals we wish to achieve in a 10-year time frame.
- ❑ We see our plan for the future as a tool that can positively influence the direction of development for our village and can continue to improve the quality of life for all in our community.





A focused plan for our future

→ Emphasizing community consultation and participation

Developing our plan for the future has involved a systematic process of broad consultation within our community and a thorough study carried out by our steering committee.

Elected officials, municipal staff, community groups, businesses and citizens have all contributed to defining the primary goals for future development of our village of North Hatley. Over a hundred people from within and from outside our village have been consulted more than once in the process of developing our future plan.

A focused plan for our future

□ The plan for our future was developed in three stages:

January to May 2020

Analyzing our current situation

- Startup session
- Review of existing documentation
- Telephone interviews
- Analytical snapshot

June to August 2020

Consulting key players: citizens and municipal officials

- 1st meeting with the steering committee
- 5 consultation workshops with our citizens

September to December 2020

Developing the plan for our future

- 2nd meeting of steering committee
- Meeting to review strategy for moving forward
- Identifying and prioritizing elements of the plan
- Writing the plan

Adoption of the plan by Municipal Council *(to come)*



Our Strategic Assets

The factors that make us special

Environment and community life

- Unique environmental assets
- Clear clean water in lake and river
- Well-preserved natural environment
- Lake Massawippi and its fish and wildlife, our bicycle paths and pedestrian walkways, our waterfront... accessible to all
- The essence of the village, considered to be one of the most beautiful villages in Quebec
- The majestic willows on the banks of the Massawippi River
- Our exceptional quality of life
- International visitor attractions
- Picture perfect “postcard” village
- Our exceptional lakefront with its boathouses and 19th century summer cottages
- Village renowned for its year-round beauty
- Close to ski hills Mont Orford, Owl’s Head, Jay Peak
- Close to two major commercial and tourist centres, Sherbrooke and Magog, an English (Bishop’s) and a French university (Université de Sherbrooke) and a first-class university teaching hospital (CHUS)
- A village on a human scale
- Easy access to major roadways; routes 10 and 55.
- Only 90 minutes from Montreal and international airports.
- Everything in the village within walking distance
- North Hatley offers a healthy environment with all the amenities that contribute to family, professional and artistic fulfillment



Our Strategic Assets

The factors that make us special

Tourist, leisure and economic resources

- Access on foot to many services and businesses (grocery, gas station, post office, library, restaurants (Pilsen, Casawippi), bakery, clothing and souvenir shops, dépanneur, churches of several denominations
- LeBaron's, a century-old general store that caters to the needs and whims of our villagers
- Events and celebrations that highlight cultural traditions, reflecting the village character.
- The diversity of available sports and leisure activities: tennis, golf, cycling, hiking, swimming, sailing, skiing, skating, snowshoeing, etc.
- Exceptional built heritage in the American colonial style
- Rich cultural diversity; a bilingual library
- Charming farmers' summer market selling fresh regional farm products of exceptional quality
- Excellent choice of accommodations for tourists and visitors from B&Bs to a five-star hotel of international renown
- Close to the agrotourism sector, vineyards and regional farm products
- The North Hatley Golf Club with remarkable views of the lake and surrounding hills
- Excellent prospects for further developing year-round recreation activities

Social, demographic and community factors

- A diverse range of expertise: artists, a variety of professionals, politicians, musicians, artisans, skilled labour and more....
- Learning institutions of excellence in nearby communities
- Health professionals (medical, dental) available in the village
- Spirit of openness; a warm and welcoming, cosmopolitan, largely bilingual community
- Many community volunteers who contribute to village life
- Village core encourages easy socializing and interactions among villagers
- A good place to raise a family
- A culture and traditions inherited from our anglophone and Loyalist ancestors

Municipal infrastructure

- First-rate public services
- Snow removal tailored to our hilly topography
- State-of-the-art water treatment plant
- Water and sewer network that serves nearly all of our territory and some of our neighbours'.



Our identity: Profile North Hatley

North Hatley Profile

Cradled in a natural bowl created by surrounding hills, with a reputation of being one of the most beautiful villages of Quebec, North Hatley features a vibrant community, a majestic lake whose forested hills and abundant wildlife have enchanted all visitors from first settlers to summer visitors who have been coming here since the 19th century.

- We share a rich natural heritage (lake, river, mountains)
- Our architecture reflects the American colonial style
- We are of diverse origins and cultures
- We take pride in our participation in an environmentally responsible, vibrant community
- We have an abundance of outdoor activities
- We have a wonderful concentration of artists, writers, artisans, and other creative people
- We are fortunate to be located close to two major commercial and tourist centres, Sherbrooke and Magog, an English (Bishop's) and a French university (Université de Sherbrooke) and a first-class university teaching hospital (CHUS), as well as being only 90 minutes from Montreal and international airports.





Our vision for our future

A vision of our future in 10 years

The village of North Hatley will be internationally recognized as a *haven for a lifestyle of health and wellness*; a source for citizens to engage in a venture to live together in harmony.

It will be a place of serenity, peace and inspiration, offering a living environment valued by families, young professionals, artists, creators, merchants and certain niche businesses, favouring an exceptional work environment.

Through the intertwining of its various attractions, including its lake, river and landscapes, cultural events, regional cuisine and four-season recreational activities, North Hatley will stand out as an **enviable ecotourism destination**.

Cited for its innovative spirit, and based on a foundation of sound management, **North Hatley will be seen as a leader** for its ability to bring together resources and community members in the effort to launch regional development projects which will promote the surrounding Massawippi Valley beyond its borders.





Our challenges

Our challenges

As a result of the workshops with citizens and the steering committee, several issues emerged as priorities that the municipality and its constituents will have to work to integrate into our plan for future development. We will need to:



- responsible land use planning (improve North Hatley's ties with its surrounding neighbours; make improvements and provide better access to attractions such as the lake, riverfronts and the parks; update town planning regulations;
- find a balance between maintaining environmental, architectural, and historical heritage protection and implementing new development projects.
- enhance community life: strengthen each citizen's sense of belonging by encouraging intergenerational activities, cultural diversity, involvement in project developments, improvement in lines of communication between them and their elected officials and so on.



- work to improve the financial capacity of the village; its tenuous state is now evidenced in our high tax rate.
- work to renew the commercial sector: provide support to existing businesses and incentives to attract new businesses.
- work to bring in new citizens: current disincentives are scarcity of available space, high real estate market prices, and a limited number of services, especially for young families.



- implement a plan to encourage tourism development which can support economic growth in our village.
- improve circulation within the village perimeter by rerouting vehicle traffic, building more bicycle paths, and adding more sidewalks for pedestrians.





Planning for our future

The structure of the strategic plan

OUR IDENTITY

OUR VISION

8 priority issues

CORE ELEMENTS OF THE PLAN FOR FUTURE DEVELOPMENT

The economy

Our living environment

Land use planning

Partnership with our neighbours

12 lines of development

ACTION PLAN



Core elements and focal points for development

The core elements of our development plan

The strategic plan for our future is structured around four core elements whose development taken together will lead to a stronger more well-rounded Village of North Hatley. These four orientations are aligned with the territory's resources and the direction we wish our development to take. They have been chosen and will be developed as a result of our consultation process leading to an analysis of North Hatley's identity and the main issues at stake.



Diversify our economy while preserving and strengthening our village core

Foster a welcoming community environment for citizens and businesses

Develop a sustainable and coherent land-use plan for the municipal territory

Act as an agent of change and a partner for the development of the village and the region.

Focal points (axes) within the core elements for future development

Diversify our economy while preserving and strengthening our village core

Axis 1 :

- Identify and promote the potential for new property development

Axis 2 :

- Develop a four-season ecotourism strategy

Axis 3 :

- Work to expand our commercial sector and service businesses

Foster a welcoming community environment for citizens and businesses

Axis 1 :

- Highlight and promote our rich cultural and artistic heritage

Axis 2 :

- Promote citizen involvement and the continued growth of community projects

Axis 3 :

- Foster diversity and inclusion of all in our community; encourage others to join our labour force.

Develop a sustainable and coherent land-use plan for the municipal territory

Axis 1 :

- Enhance the value of our public facilities by making them more accessible

Axe 2 :

- Protect and enhance the village's identifying features (in particular: the lake, the river, the mountain)

Axe 3 :

- Work towards quieter and more eco-responsible traffic circulation (for pedestrians, bikes, vehicles, boats)

Axe 4 :

- Implement a reasoned and thoughtful development plan that respects the values of the village (in particular its natural heritage)

Act as an agent of change and a partner for the development of the village and the region.

Axe 1 :

- Broaden and strengthen our network of partners and colleagues in the municipal, economic and academic communities.

Axe 2 :

- Encourage and promote pooling our skills and resources with neighbouring municipalities.



Espace Stratégies

Consulting firm in strategic planning

5600 rue Hochelaga, bureau 026

Montréal (Québec) H1N 3L7

438-798-0765

info@espacestrategies.com

www.espacestrategies.com



ESPACE STRATÉGIES