

# Our Town, Our Future

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## Hudson's Strategic Plan, 2016-2020 and Beyond...

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**Created by:** Hudson Town Council,

Based on the input submitted by the residents of Hudson, and acting on behalf of those residents, to summarize the majority sentiment and ideas into a cohesive plan that represents their input.

**Date Presented:** September \_\_\_\_, 2015

**Date Deposited:** September \_\_\_\_, 2015

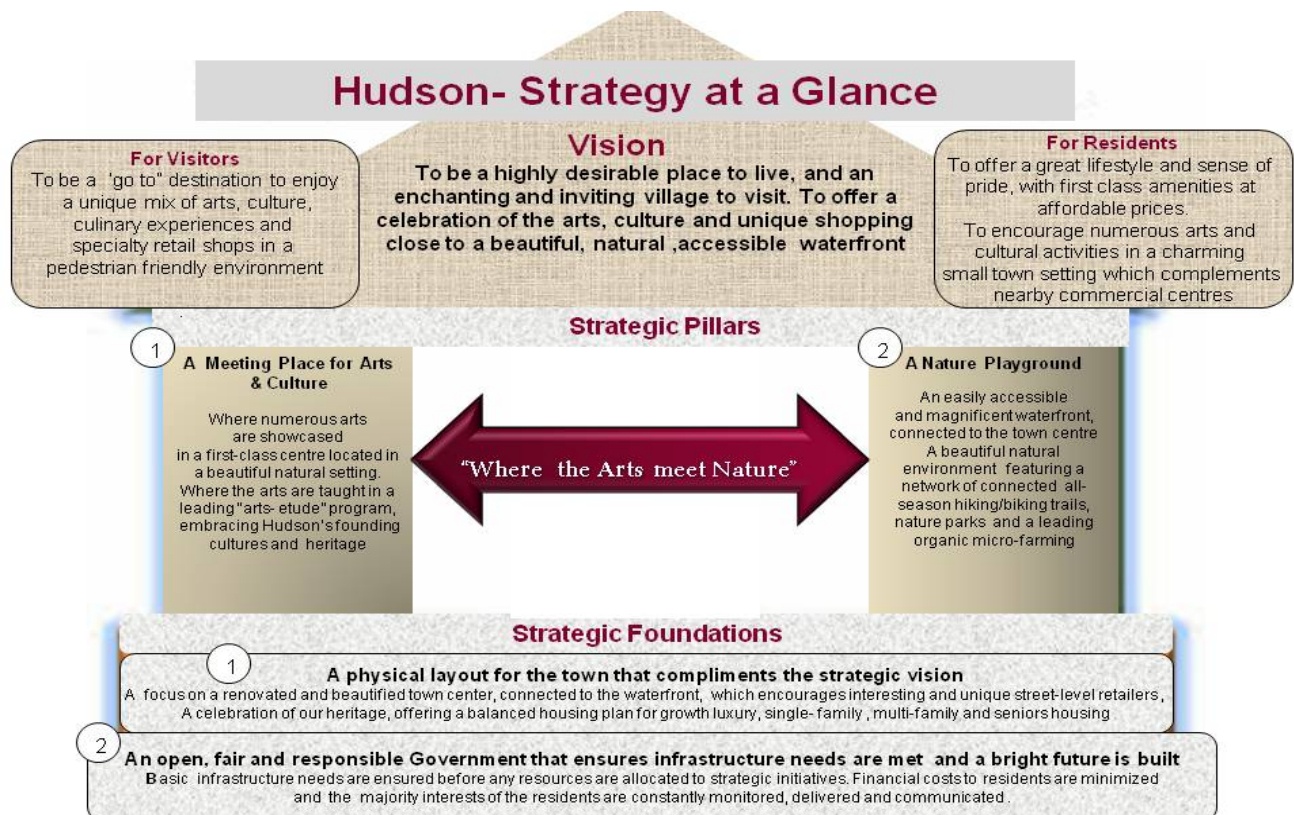
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## Executive Summary

This comprehensive Strategic Plan has been developed through a careful compilation and analysis of the great input received from the Town’s residents, both through an orchestrated public consultation session in Spring, 2014 and through follow-up input from them . It is based on the desires expressed by these residents for the long-term future of our town. The Plan embodies the Vision for our Town and its bright future as well as the principals that should guide our behaviour, priorities and actions to be taken as we move our Town into its next 150 years. Entitled “Our Town, Our Future”, the Plan is not only rooted in our residents majority sentiment, but it is also action-oriented and wholly committed to the effective delivery of the desired Vision, complete with delivery dates, responsibilities and a careful and conservative financial impact analysis and supporting financials.

It is built to ensure that our town will achieve the Vision expressed by our residents in a manner consistent with the Guiding Principles that they would like to see drive our every-day thinking and behaviours. The overall strategy, and the principles guiding its development, are expressed in the following charts:



# Guiding Principles - “Walking the Talk”

“We Believe in” ..... “Therefore We.....”

- |   |  |
|---|--|
| 1) Maintaining our “quaint” character.....  | <ul style="list-style-type: none"> <li>▪ Developed and implemented a beautification plan</li> <li>▪ Limited target population to 6,300 by 2020 and 7,300 by 2025</li> </ul>  |
| 2) Advantages for residents.....            | <ul style="list-style-type: none"> <li>▪ Allow local access to private club on a limited but preferred basis</li> <li>▪ Avoid R/E tax increases through tourist and private business \$’s</li> </ul>                             |
| 3) Celebrating our heritage.....            | <ul style="list-style-type: none"> <li>▪ Strictly adhere to a heritage home style code</li> <li>▪ Conduct regular heritage tours (featuring Greenwood) and maintain a heritage centre in town</li> </ul>                         |
| 4) Celebrating our arts.....                | <ul style="list-style-type: none"> <li>▪ Support an Arts/Cultural Centre and include an Arts-Etude program</li> <li>▪ Connect &amp; Market all our arts under one umbrella</li> </ul>  |
| 5) A balanced and inclusive population..... | <ul style="list-style-type: none"> <li>▪ Offer an urban plan that allows for low-cost housing as well as carriage trade homes</li> <li>▪ Offer senior subsidized transit and activities</li> </ul>                               |
| 6) Protecting our natural environment.....  | <ul style="list-style-type: none"> <li>▪ Maintain and showcase a leading bird sanctuary and nature conservatory</li> <li>▪ Develop a leading, comprehensive environment policy</li> </ul>  |
| 7) Celebrating our beautiful location.....  | <ul style="list-style-type: none"> <li>▪ Build and maintain an accessible and connected waterfront</li> <li>▪ Maintain and connect our nature trails to surrounding ones</li> </ul>  |
| 8) A sound economic development plan...     | <ul style="list-style-type: none"> <li>▪ Maintain tax increases within Consumer Price Index increase parameters</li> <li>▪ Fund strategic initiatives after basic needs met, on a “matching a % of other funds” basis</li> </ul> |
| 9) Government by the people for the people  | <ul style="list-style-type: none"> <li>▪ Develop long-term strategic plans based on majority input from citizens</li> <li>▪ Use ongoing online and phone “citizen polls” to modify plans</li> </ul>                              |

The plan leverages the assets that Hudson already possesses in order to focus on, build out and shine a bright light on, our two key Strategic Pillars –

“Ann Inspirational meeting place for Arts and Culture” and

“A Nature Playground”,

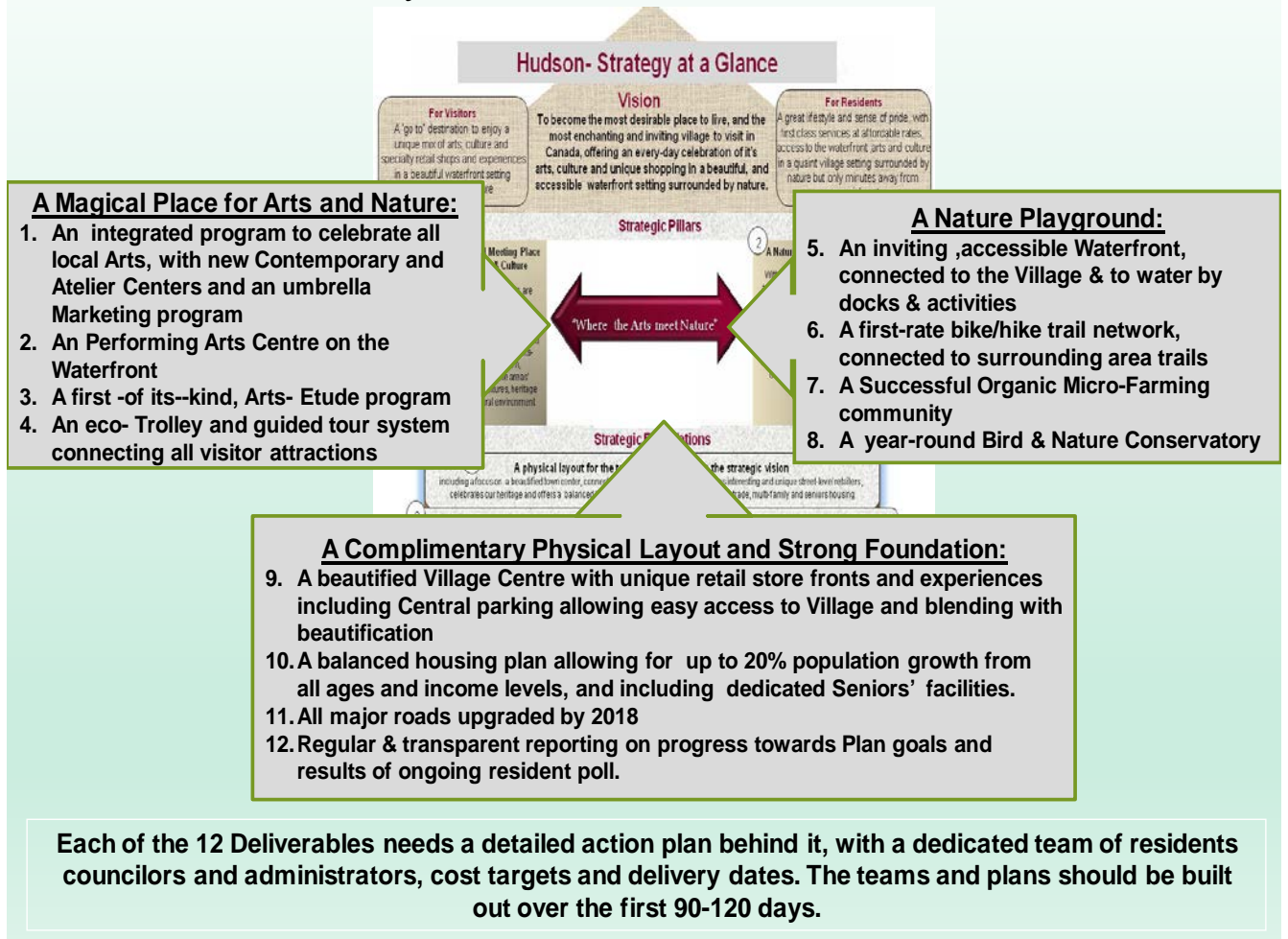
ensuring that both our residents and visitors come to reconnect with, know and fall in love with the unique, inviting and enchanting blend of Arts, Culture and Nature that only Hudson can offer.

These Strategic Pillars will be built on a strong foundation and set of guiding principles that will ensure that:

- A strong basic infrastructure of roads, safety and health services, are continually maintained, as priority 1
- We deliver a physical layout and beautification for our Village Centre, and a balanced housing plan that are both built in harmony with, and in support of, our Arts, Culture and Nature themes.
- We protect, and build on our diverse population, with particular attention paid to our seniors who have built and shaped our town before us.
- We govern in a manner that is open, fair and responsible, and that continually reflects the majority sentiment of our residents.

There are 12 key deliverables over the next 5 years that will be required in order to successfully implement the Strategic Action Plan and begin the building of our Vision. These are depicted below:

## Our 12 Key Deliverables to Achieve the Vision



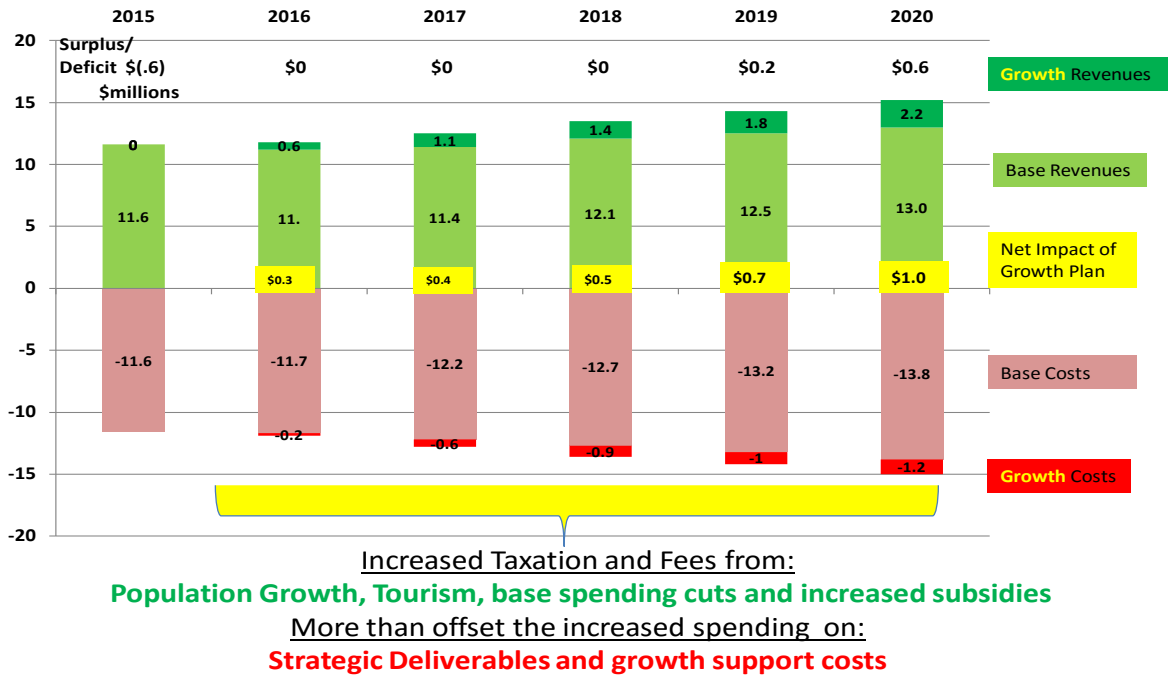
The plan will be delivered in a fiscally responsible manner, and includes a comprehensive accompanying financial plan based on conservative assumptions. It is important to note that the Town will only look to fund a small percentage of the largest strategic deliverables, and will only advance funding if and when the planned private and other funding is in place and critical infrastructure project funding is satisfied. These private and other funding initiatives are already in various phase of planning and delivery, and will be followed closely by the Town administration and council. The financial highlights, for the period 2016-2020, are summarized below, and are all contingent on the financial assumptions, revenues and expenses unfolding as planned:

- The intention is that there will be no increase in the residential tax rate levied by the Town, so that average Real Estate taxes per resident will only change in direct relation to the change in the value of homes.
- The intention is that there will be no increase in the business tax rate, so that business tax rates will only change with changes in rental value or square footage occupied.

- The intention is that Debt per resident will decrease by 10% over the period.
- The intention is to work towards doing better than plan each year, thereby allowing for an emergency buffer funding to be accumulated.
- A disciplined spending management regime will be implemented and directly tied to increases in revenues from sources other than resident's taxes. It will also value town-owned Real Estate assets at market when assessing any potential contributions of these assets to strategic projects and will judiciously evaluate any sales of non-strategic assets to fund strategic deliverables.
- Attain an improvement in the revenue/cost annual change ratio from an average of -3.0 over the past 5 years (expenses growing 3X faster than revenues) to +1.5 by 2020.
- Planned Strategic Project spending that peaks at \$900,000/year in 2017 and is more than offset by increases in revenues from growth, subsidies and strategic project revenues.
- A goal to generate \$8 million/year in additional revenues to local businesses by 2020 (estimated to be 30-40% higher than current revenues).
- A sensible, diversified and measured population growth, anticipating an average of 100 new residual units added per year, to attain a level of between 6,100-6,300 residents by 2020.

The expected financial outcomes of the plan are summarized in the following graph, with the combination of continuing expense control and prioritization and phased implementation of strategic growth projects starting to deliver net benefits in 2016 and reversing the past trend of higher expense growth and taxes:

## The Financial Plan- “Making it Real”



Hudson’s Vision and Strategic Plan will also complement and build on that of the Vaudreuil- Soulanges MRC, positioning it for residents and visitors alike as an oasis of arts, nature and unique shopping within a fast-growing region that has big box retailing, transportation and commerce on its doorstep.

Most importantly, it will help to ensure that our town will continue to build on its remarkable, rich and storied 150 year history, and that our residents will be able to continue to shape their town’s own unique identity and destiny in the way that they want to, and in the way they deserve to.

It is an ambitious plan to be sure, but one that is built with a solid understanding of the abundance of treasures our town possesses, the desires of our residents to cherish and build on them, and one that embraces their inner confidence and talent to succeed in the task at hand. Our Plan will be a living one, with changes to pacing and sequencing when circumstances dictate, and with ongoing resident input from online and phone-in mechanisms and structured sessions with residents at critical go-no go points along the way.

***Our Town, Our Future.....Begins Now!***

## **Section A- The Strategy**

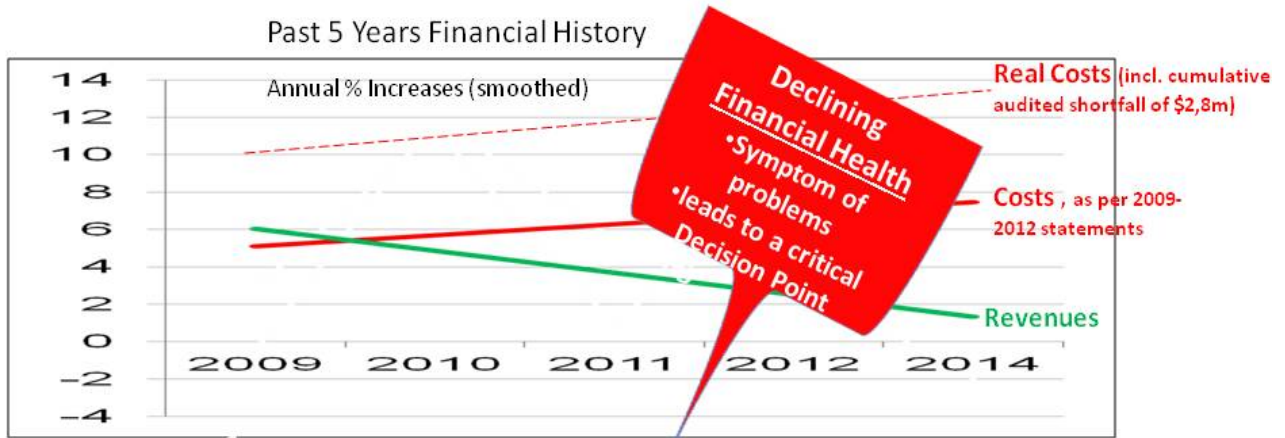
**I. Introduction**

Our Town of Hudson, situated on the southern shores of Lake of Two Mountains, is celebrating its 150<sup>th</sup> anniversary in 2015. It has always been a great place to live, work and visit, offering an unrivalled combination of natural beauty, heritage, culture and arts in a beautiful waterfront setting. We, the residents, are blessed to have been able to enjoy this great environment in the past, and we are motivated to retain, build, and celebrate and share all that is good about our Town while improving on the areas that have challenged us.

This marks the first time that the Town will have a comprehensive Vision and accompanying Strategic Plan to guide its actions and decisions. The absence of such an overall Vision and Plan have made it difficult to effectively manage the future and the financial health of the Town, and one very real outcome of this is the negatively trending financial picture seen below. We know that our residents are certainly deserving of better than this status quo, and this Plan is aimed at delivering just that.

**The Need for Change**

**Our Declining Financial Health is a symptom of problems and a call to action**



The "Status Quo.....OR

A shrinking town that will eventually be subsumed into a larger neighboring one, slowly losing its unique character and control over it's destiny.

A "Better Way"  
 A unique and vibrant town, celebrating its heritage, arts and beautiful nature- a great lifestyle and a source of pride for its residents and a very attractive destination for visitors from near and far

If we are to be successful at continuing to ensure that Hudson retains the unique character and bright future we desire, we will need a common vision and a plan to accomplish it. Responding to the overwhelming desire of our residents to have a cohesive vision and Plan for the future, and in order to

properly guide all future decisions, priorities and actions, the current Mayor and Town Council have, acting as their custodians and representatives, created this Strategic Plan.

It is, most importantly, based on the input received from the many hundreds of residents who, over the past 12-18 months, have responded to the requests from Council to share their thoughts and hopes; both from the public consultation session held on April 26, 2014 and from the many previous and subsequent submissions that have been made. This input was carefully reviewed and synthesized, together with other pertinent and important information, through a professionally managed and facilitated Strategic Planning process, as outlined in the diagram below.

▪

## **Strategic Plan Context Diagram**

**Inputs**

**Outputs  
Reviewed with Residents June, 2015**

The detailed input from residents, by category, representing more than 100 pages and 30,000 words, is included in Appendix 1 – the summary of number of mentions in these categories is shown below.

## All input received from public consultation process (by Strategic categories established June 14'th)

▪ Vision	▪ 52
▪ Big Ideas	▪ 33
▪ Quick wins	▪ 20
▪ Arts and Culture/Heritage	▪ 80
▪ Tourism	▪ 50
▪ Waterfront	▪ 20
▪ Trails (including cycling)	▪ 65
▪ Parks	▪ 44
▪ Sports	▪ 13
▪ Nature	▪ 26
▪ Environment	▪ 76
▪ Agriculture	▪ 1
▪ Seniors	▪ 40
▪ Youth	▪ 27
▪ Housing	▪ 50
▪ Beautification	▪ 33
▪ Pine Lake (specific)	▪ 39
▪ Roads and Traffic	▪ 60
▪ Safety	▪ 49
▪ Infrastructure	▪ 82
▪ Retail/Business	▪ 28
▪ Funding	▪ 15
▪ Transportation	▪ 22
▪ Specific/Volunteering	▪ 46

### Public Consultation

#### Summary:

- 203 citizens
- 580 unique comments
- 971 comments when tied to multiple categories
- 30,879 words in 971 comments

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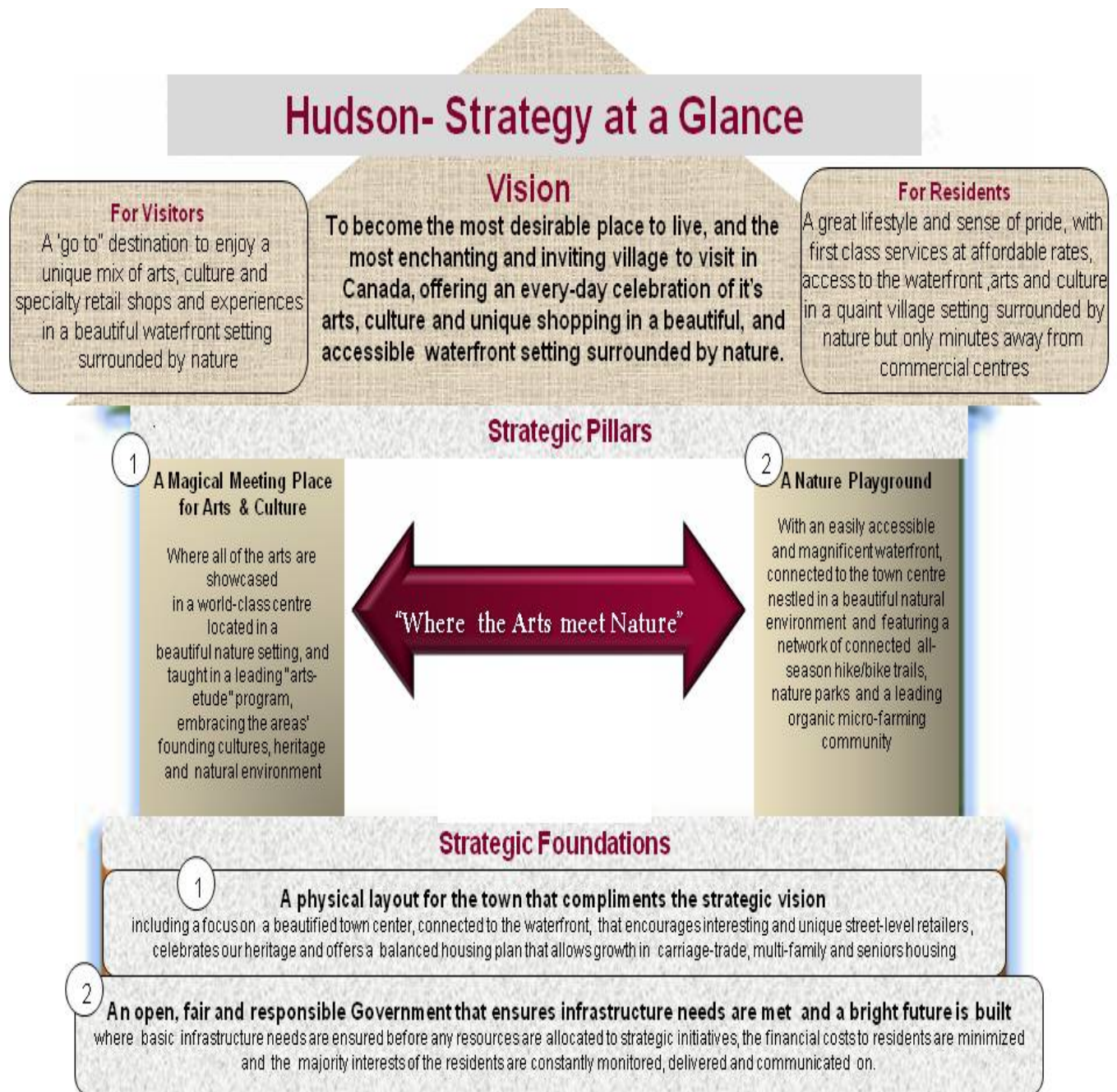
The top 3 individual areas mentioned were: **Infrastructure, Arts & Culture, and the Environment.**

Based on our residents' stated desires for the future, and in full recognition of the current environment within which the Town operates, this Strategic Plan was developed with the objective to be:

- 1) **Rooted in the majority sentiment of Hudson's residents** as expressed through their direct input, visions, themes and ideas from both the April 26, 2014 public consultation session as well as prior and subsequent submissions
- 2) **Energizing and Motivational** ensuring the residents of Hudson are proud of their town and confident in its bright future
- 3) **Aligned with the Strategy for the Geographic area and governing jurisdictions within which it exists** - complementing and building on, rather than competing with, the plans for the Vaudreuil-Soulanges MRC as a whole, and its individual sectors.
- 4) **Realistic** when tested against the financial and other constraints that the town must operate within.
- 5) **Timely** - offering the ability to gain significant traction within the next 18-24 months.
- 6) **Measurable**- allowing for progress towards the goals to be properly assessed, communicated and actioned.

This Strategic Plan, while including specific and actionable goals and deliverables for the next 5 year period, is intended to provide a lasting vision, principles and themes that will endure well into Hudson's bright future, and will guide future councils and administrations' in their actions and decisions.

II. Our Strategy at a Glance



The Strategic Plan for Hudson, as summarized above, recognizes that a defining brand should be built on a strong foundation of strengths and differentiating features. Hudson has always been blessed with an abundance of natural beauty, through its waterfront setting, agricultural lands and nature parks and trails. This natural beauty is complimented by a vibrant and extremely talented and diverse artistic

community, covering the performing arts of theatre, music and dance, the contemporary arts, artisans, ateliers and everything in between. In fact, Hudson has always been an artistic hub, being the first known Canadian location for the Arts and Crafts. Hudson has also always been known for its quaint character and charm, represented in its heritage homes and the understated elegance of its residents and architecture.

These very precious assets will be protected and built upon in this plan for our future, shining a bright light on our arts, culture, nature and heritage, making them even better and more accessible for residents and showcasing them for visitors from near and far. The Strategic Pillars of Art and Nature will be supported by a strong foundation, including a sound infrastructure, a beautified Village Centre, a diverse and balanced housing plan and a responsible, fair and open government. This government will represent the resident's majority interests, communicates both ways with them in a frequent and effective manner and ensure that necessary infrastructure is always maintained as a priority.

### III. Our Vision

Built on the majority sentiment of Hudson residents, the vision for our town represents a careful and important balance between retaining the quaint character and heritage of our town while aspiring to make it even more enchanting, engaging and accessible for residents and visitors alike. This is summarized in the highlighted quotes below, taken directly from the residents input:

**“Small Village Big Experience”  
-Where Art meets Nature**

#### **VISION**

**The most desirable place to live, and the most enchanting and inviting village to visit in Canada, offering an every-day celebration of it’s arts, culture, heritage and unique shopping in a beautiful and accessible waterfront setting surrounded by nature trails.**

#### **Highlights of Residents input**

- **“A reality for Hudson is its need to identify clearly what it is and what it wants to be. Until it does it will always just be something else”**
- **“Hudson has the potential to be a very attractive town with a distinct character that would not only enamour the community but would attract outsiders to come and visit”**
- **“We need to reinforce a positive image of Hudson”**
- **“Celebrate our cultural attractions and treasures- from the theatre to Greenwood, Le Nichoir and so on down”**
- **“Need a new vision, not same old, same old- we need to grow”**
- **“Market the uniqueness of Hudson Village”**
- **My vision is for us to remain a quaint friendly town in a natural country setting and not to evolve into a generic suburb”**
- **“I would like to continue with a village, not a suburb i.e. higher density housing”**
- **“Don’t forget there is a silent majority of Hudsonites that live here for the peace and quiet of a small friendly community”.**
- **“People will want to live here for reasonable taxes and quality of life”**
- **“Hudson must become a tourist town. We can’t and don’t want to compete commercially with the likes of St. Lazare, Vaudreuil or the West Island. ...resident’s protests are honestly ill-founded...by defining who we are and what it is we wish to share will determine the kinds of tourists we want to come and visit”**
- **“What is imperative is that something has to change and it cannot be simply cosmetic”**

This Vision is complemented and reinforced through two very clear goal statements for the most important constituency, the residents, as well as for the visitors that the town wishes to attract and share its magnificent treasures with. While the two pillars of Arts and Nature serve to attract and retain both residents and visitors, the plan's attraction of visitor spending also allows for a more affordable economic situation for the residents of Hudson, something that is important to all residents but especially for seniors and other living on fixed incomes.

For Residents:

**For Residents**  
A great lifestyle and sense of pride,  
with  
first class services at affordable rates,  
access to the waterfront ,arts and  
culture  
in a quaint village setting surrounded

"My vision is for us to remain a quaint friendly town in a natural country setting ....."

"I would like to continue with a village, not a suburb ..."

"People will want to live here for reasonable taxes and quality of life"

For Visitors:

**For Visitors**  
A 'go to" destination to enjoy a  
unique mix of arts, culture and  
specialty retail shops and  
experiences  
in a beautiful waterfront setting  
surrounded by nature

"Hudson must become a tourist town....."

"by defining who we are and what we wish to share will determine the kind of tourists we want to come and visit"

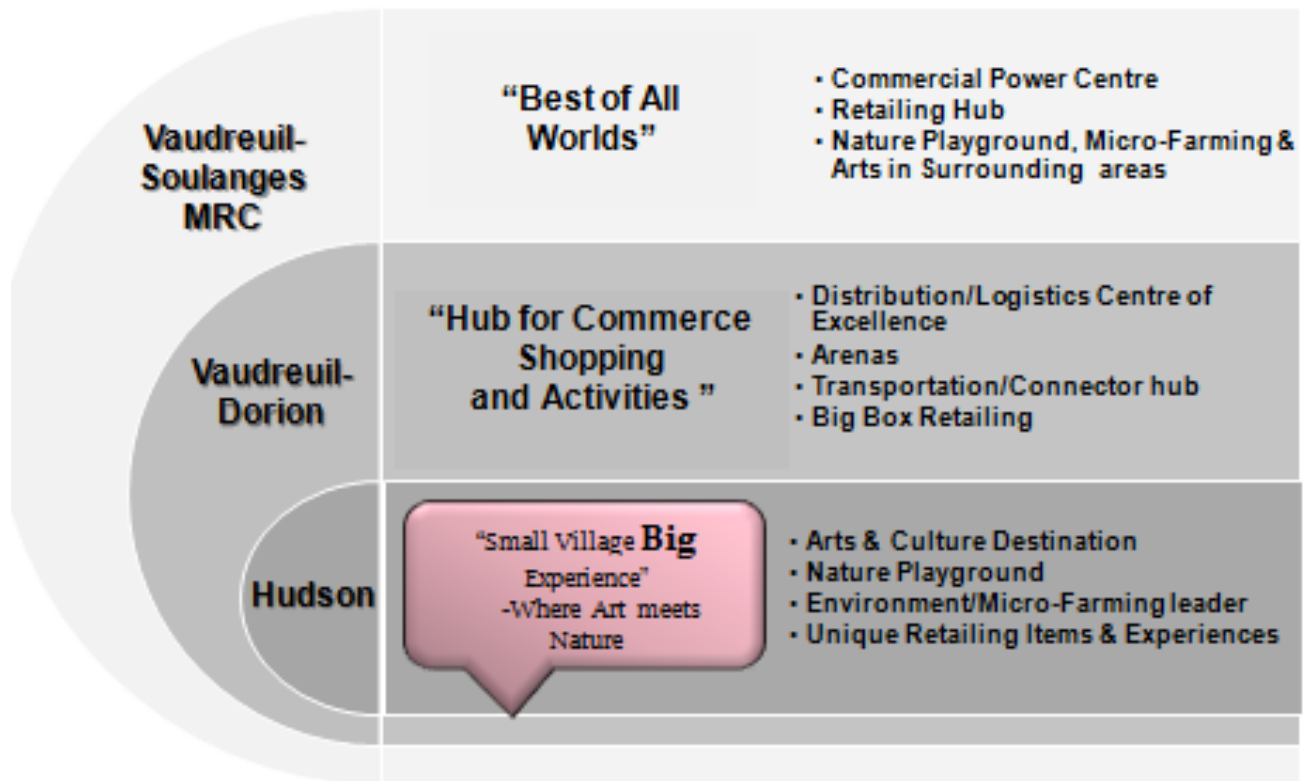
"Hudson has the potential to be a very attractive town with a distinct character that would not only enamour the community but would attract outsiders to come and visit"

"Celebrate our cultural attractions and treasures- from the theatre to Greenwood, Le Nichoir and so on down

A Vision is, by its very nature, inspirational and long-term. It represents a picture of what the town aspires to be, and defines the types of initiatives and key components that the town should focus on delivering. These deliverables are captured in the 2 strategic "pillars" and 2 strategic "foundational blocks" outlined in the next section of the Strategic Plan.

It is very important that the strategy of Hudson fits with, and complements the Strategy of the geographic and administrative region within which it resides- in this case, the Vaudreuil-Soulanges MRC. The Vision and strategy adopted by Hudson does in fact complement and build on the strategy of the MRC, most importantly by differentiating itself from the economic and logistical hub concept while adding the elements of a destination for arts, culture and nature, as depicted in the diagram below:

## Hudson's Strategy builds and complements that of the MRC



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As both the strategy of Hudson and the MRC unfold, it will be important for the administration and councils of both groups to collaborate on building the synergies between the two strategies in order to maximize their respective strengths. A few examples of this would be linkages in the housing plan development and population growth management for each, the trail expansion and connections and a potential hub and spoke model for transportation needs.

Both the current administration and council are committed to this ongoing and active collaboration within the MRC, and have already established, since their election in November, 2013, a regular and scheduled attendance and inclusion in MRC meetings. Their focus at future MRC meetings will be the sharing of Hudson's Strategy and progress, as well as the identification of areas where the Town and MRC Strategies can connect and build an even stronger deliverable for both.

**IV. Our Key Themes, Strategic Pillars and Foundational Blocks**

A Vision is unattainable if there are not clear, identifiable deliverables that are prioritized, have a timeframe to deliver, and are aligned to support the ultimate attainment of the Vision. Similarly, actions are misguided and without purpose if they are not tied to the delivery of specific deliverables that will achieve the Vision and if the Infrastructure of the town is not properly maintained. It is with this understanding that Hudson’s strategic plan has clearly articulated the key deliverables in both the strategic pillars of Arts, Culture and Nature, as well as the foundational infrastructure and governance necessary to support these.

The 2 strategic pillars of Arts Culture and Nature, along with the 2 strategic foundational blocks of a proper physical layout and good governance, along with the supporting rationale expressed through residents input, are captured in the following 3 pages:

**An Enchanting and Vibrant Mix of Arts & Culture**

Where all of the arts are showcased in several inviting locations, both in the village centre and in beautiful nature settings, and taught in a leading “arts- etude” program, embracing the areas’ founding cultures, heritage and natural environment

**Strategic Pillar 1**

**Council’s thoughts**

- ✓ Hudson has an amazing roster of talented artists and art activities already
- ✓ The various arts associations and interest groups are looking to expand
- ✓ There appears to be a common desire to not only showcase art but teach it.
- ✓ A centralization and combining of forces will be more powerful
- ✓ Meeting Centre concept works well in improving product and ability to attract
- ✓ There is no compelling comprehensive arts teaching facility in the area
- ✓ An “Arts-Etude” program could be integrated with Hudson’s academic schools (High School, Primary) and potentially CEGEP/University and Adult learning.
- ✓ “Entertainment” has been identified as a key desire for visitors and residents.

**Highlights of Residents input**

- ✓ Build a cultural Centre for the Arts that includes both 1)festivals, shows fairs, 2)schools for artists actors etc. Build it - they will come
- ✓ cultural groups to collaborate and promote each other
- ✓ promote Hudson as a cultural destination
- ✓ Imperative to have a Physical Art Centre to house the vibrant existing cultural activities, open to the public for education/ exhibitions.
- ✓ Cultural Arts Centre - creating and promoting and inclusive culture which is welcoming to both English and French citizens of Hudson and visitors. A place where people feel comfortable being introduced to the culture of Quebec, and example for the province to follow
- ✓ Love the Arts and the Theatre. In my opinion, they are in our culture and in our blood. But it needs attention, nurturing and some financial support
- ✓ Outreach events for seniors, for children, to engage them in the art/theater/culture and organizations that have the advantage of using space, (buildings, theater space, exhibit areas) should give back in some way ( presentations, volunteering
- ✓ Need large open multifunctional space for things like set design, workshops, arts for seniors and children, rehearsal space. I
- ✓ can we develop Hudson as a cultural centre, theatre artists artisans where visitors come to purchase

## A Nature Playground and Oasis

### Strategic Pillar 2

With an easily accessible and magnificent waterfront, connected to the town centre nestled in a beautiful natural environment and featuring a network of connected all-season hike/bike trails, nature parks and an emerging organic micro-farming community

#### Council's thoughts

- ✓ Hudson has a unique and sought after asset in its waterfront location
- ✓ The town owns/ controls land that could connect the waterfront to town centre
- ✓ Residents would like more access to the waterfront and activities it could offer
- ✓ Visitors would be drawn to a vibrant and unique waterfront.
- ✓ Some energizing ideas- cruise tours, kayaks, canoes, on-lake dining, public boat pier, arts centre by the lake !!!!!!!!!!!!!
- ✓ Hudson already has a strong trails network, though in need of some repair
- ✓ Neighboring areas of Oka, Rigaud and St. Lazare also have strong trails that could be connected to form and even more attractive network and draw

#### Highlights of Residents input

- ✓ Kayak canoe and bike rentals at the waterfront, create a participac-tion park, Lake of two Mountain Boat Tour
- ✓ Democratize the waterfront, open up the yacht club
- ✓ Make use of the waterfront - work with Oka, St Anne's Cariollon Summer ferry, paddlewheeler, connecting communities
- ✓ Open in some way the village of Hudson to the lake ( it will take time!)
- ✓ can we open up the waterfront/boat ramp
- ✓ park Jack Layton debarcadaire pour les petites embarcations
- ✓ Development of the Waterfront - the Hudson waterfront is woefully underutilized. This is partly because it is not as visible or as accessible as it would be if it could be viewed from Main Road.
- ✓ It is largely invisible and does not draw people to it. It could be major tourist /resident retreats and recreation areas away from city life in Montreal.
- ✓ We suggest the town fund development of both a revenue-generating boat launch and public parking spaces to attract people and pay their way at the same time.
- ✓ Our waterfront is the "watershed", the defining character of the New Hudson. We are very fortunate, blessed I would say, to be situated on a beautiful large body of water. We need to embrace this rare gift and exploit it intelligently. We can make Hudson a playground for boaters and folks who simply want to walk about or sit and enjoy the scenery overlooking the lake. Build a lakefront with a boardwalk lined with restaurants, cafe's and boutiques. Lets make Hudson a popular getaway for the urban crowd in Montreal.

## Foundational Strategy 1

### A physical layout for the town that compliments the strategic vision

including a focus on a beautified town center, connected to the waterfront, that encourages interesting and unique street-level retailers, celebrates our heritage and offers a balanced housing plan that allows growth in carriage-trade, multi-family and seniors housing

#### Council's thoughts

- ✓ Citizens are expecting the "vision" to include a picture of what the town centre should look like( size, look of buildings etc)
- ✓ Unique retail (incl. restaurants and experiential ones) requires focused and appropriate town planning to support it.
- ✓ There is a desire to maintain the "quaint" and "heritage" character of the village.
- ✓ A destination for arts, culture and nature requires a town centre that suits it.

#### Highlights of Residents input

- ✓ So for me, in order to attract tourists we need the same things as residents do: A vibrant commercial core, increased access to Pine Lake as a recreational area, beautiful other spaces to enjoy, lastly a pedestrian friendly core (sidewalks where people can safely stroll through the village)
- ✓ Town Appearance: Another area of concern is how our town looks cosmetically. Hudson and Hudson Heights used to be beautiful but now many properties and homes look terrible. We should have a by law that can force negligent home owners to clean up their properties and homes. We would all benefit from it.
- ✓ Downtown core needs update
- ✓ Utilize the area between IGA and next building on the East side as a pedestrian type area - and take down the fence!
- ✓ Revisit the beautification of Main and Cameron area
- ✓ There must be a way that the town can offer incentives to property owners on Main, and Cameron and other cross streets to invest in their buildings and improve the look of what has become a downtrodden area. The streets and sidewalks are broken and uneven - causing dangers to pedestrians and drivers alike.
- ✓ merchants lining our main roads need to do their part. Sadly, pretty much all of the stores, restaurants and service outlets are dull looking. Facades need painting -why not add color
- ✓ a comprehensive tree/landscaping for town/town core

## Foundational Strategy 2

### An open, fair and responsible Government that ensures infrastructure needs are met

that reflects the richness and diverse character of the town and allows for growth in both carriage-trade and reasonably priced multi-family and seniors housing and a bright future is built where basic infrastructure needs are ensured before any resources are allocated to strategic initiatives, the financial costs to residents are minimized and the majority interests of the residents are constantly monitored, delivered and communicated on.

#### Council's thoughts

- ✓ Residents expect to be, and want to be, involved in building the future of their town
- ✓ Residents should not expect to incur tax increases above CPI over the long term
- ✓ Decisions should be made within the context of the strategic vision and plan, and it's accompanying financial plan
- ✓ Phasing/timing of initiatives and deliverables within the strategic plan should be constantly revisited based on changing circumstances.
- ✓ Residents deserve to be advised of decisions made and the rationale for same.
- ✓ Hudson is blessed with an abundant character of volunteerism, which can be fully harnessed when residents know what is happening, when and why.

#### Highlights of Residents input

- ✓ To hold regular monthly progress meeting to keep citizens involved in ownership of ideas and projects ( Nancy Farnum and Monique Verdier)
- ✓ Pourquoi ne pas utiliser les adresses courriels pour communiquer avec les citoyen(ne)s et les informer des projets de designation des teues, et autre projects?
- ✓ Hudson Town Website: Availability of information. It is very difficult to find current information about Hudson events and meetings, even April 26th Public consultation session is not shown anywhere on the website. Efforts must be made to improve the timeliness of information.
- ✓ reports of contracts issued by the Town. This accessibility of information is valuable and we applaud you for providing a link to see what contracts are being approved and to whom they are granted. However, we have tried to link "View the report on contracts awarded (SEAO) a number of
- ✓ offer a discount to taxpayers who pay their total taxes in January so the town will not have to borrow as much money to meet its needs.
- ✓ Taxes: Continue the good work to control and reduce our budget/debt. Look for ways to reduce our administration instead of letting it get out of hand. Hudson has the chance to be a model community, people will want to live here for a reasonable taxes and a quality of life. We deserve this. This is how we manage our own lives. Why should the public sector think they can do otherwise?
- ✓ **+ the too-many-to-mention offers to volunteer for various programs.**

These four strategic themes, taken together, form a powerful focus for the town's efforts, resources and prioritization. Under each of the themes, very clear deliverables have been determined, again exclusively from residents' input, and prioritized and sequenced based on prerequisite components as well as the reality of resourcing and other operational constraints. These phased deliverables, and the guiding principles underpinning their development, are outlined in the next two sections.

## V. Our Guiding Principles

Clearly focussed deliverables, the “What”, are key to any successful strategic plan for the future but so too are key principals that will guide the actions of those involved in the implementation of the plan, the “How”. These guiding principles are listed below and will form the operating manual that will be referred to by council, residents and administration alike when checking ourselves on whether we are adhering to the proper ways of handling ourselves and our plan.

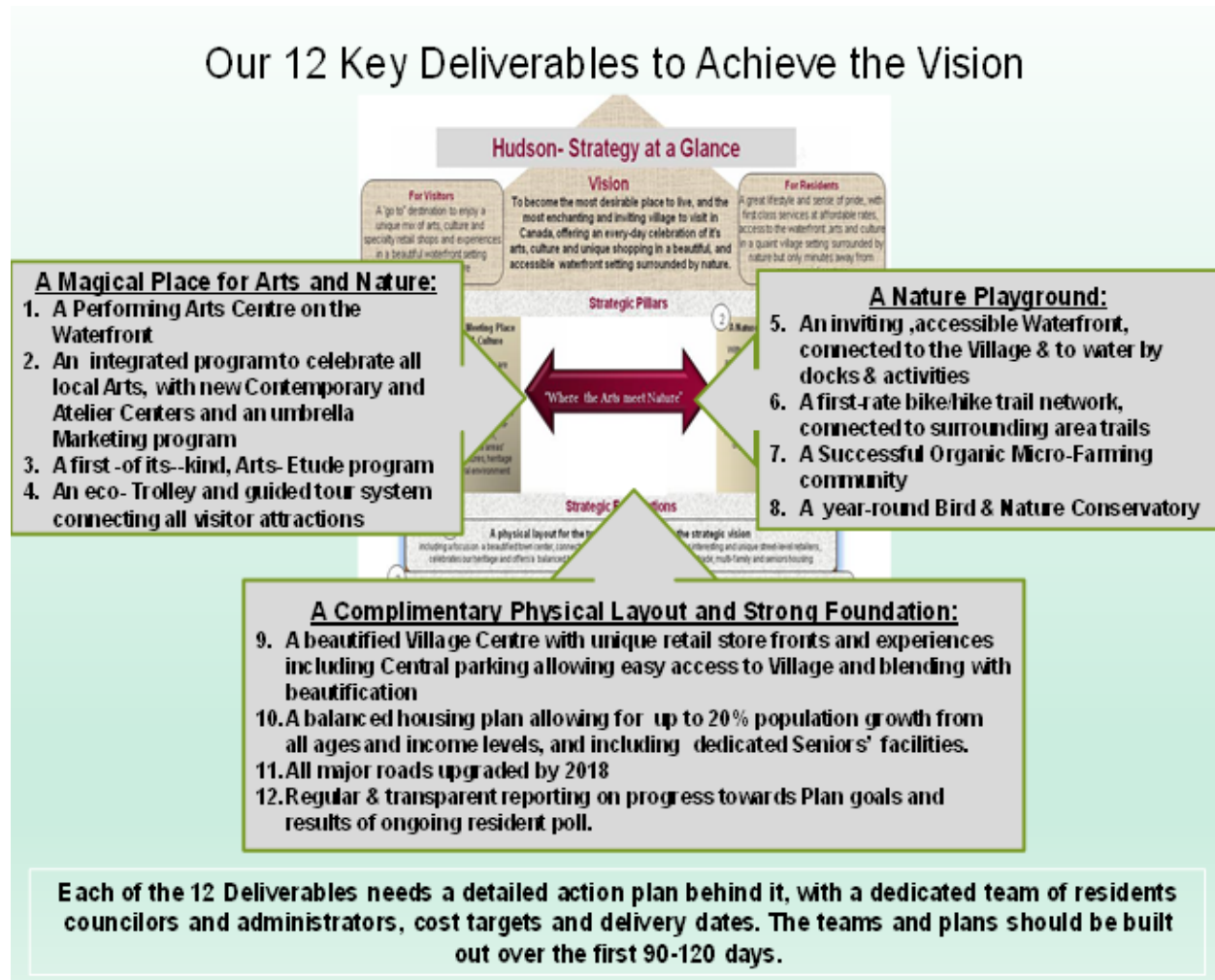
# Guiding Principles - “Walking the Talk”

## “We Believe in” ..... “Therefore We..... ”

- |   |  |
|---|--|
| 1) Maintaining our “quaint” character.....  | ▪ Developed and implemented a beautification plan<br>▪ Limited target population to 6,200 by 2020 and 7,300 by 2025  |
| 2) Advantages for residents.....            | ▪ Allow local access to private clubs on a limited but preferred basis<br>▪ Avoid R/E tax increases through tourist and private business \$'s                            |
| 3) Celebrating our heritage.....            | ▪ Strictly adhere to a heritage home style code<br>▪ Conduct regular heritage tours(featuring Greenwood) and maintain a heritage centre in town                          |
| 4) Celebrating our arts .....               | ▪ Built a leading National Arts Centre and Arts-Etude program<br>▪ Connect & Market all our arts under one umbrella  |
| 5) A balanced and inclusive population..... | ▪ Offer an urban plan that allows for low-cost housing as well as carriage trade homes<br>▪ Offer seniors subsidized transit and activities                              |
| 6) Protecting our natural environment.....  | ▪ Maintain and showcase a leading bird sanctuary and nature conservatory<br>▪ Develop a leading, comprehensive environment policy  |
| 7) Celebrating our beautiful location.....  | ▪ Build and maintain an accessible and connected waterfront<br>▪ Maintain and connect our nature trails to surrounding ones  |
| 8) A sound economic development plan...     | ▪ Maintain tax increases within Consumer Price Index increase parameters<br>▪ Fund strategic initiatives after basic needs met, on a “matching a % of other funds” basis |
| 9) Government by the people for the people  | ▪ Develop long-term strategic plans based on majority input from citizens<br>▪ Use ongoing online and phone “citizen polls” to modify plans                              |

## VI. Our Key Deliverables and phasing under each Strategic Pillar and Foundational Block

There are 12 key deliverables over the next 5 years that will be required in order to successfully implement the Strategic Action Plan and begin the building of our Vision. These are depicted against the Strategic Pillar or Foundational block they support in the diagram below:



Each of these deliverables has a series of important action steps and phases along the way, including having proper planning and funding in place before commencing the implementation phases. The diagrams on the following pages outline the key deliverables being envisioned for the next five years, with the grey boxes representing the anticipated planning and funding phases and green boxes representing the anticipated implementation phases. The actual timing of these will, as per the guiding principle expressed in the responsible, fair and open government foundational block, depend on the state of infrastructure at the time as well as the funding actually available and received from other than own sources.

## Pacing the 12 Strategic Deliverables

	Deliverable	2016/17	2017/18	2018/19	2019/20
	Budget :Avg. Operating costs/yr Add'l Debt (every2yrs.)	\$550,000/yr. \$2.5m	\$750,000/yr. \$2.5m	\$875,000/yr. \$1.5m	\$910,000/yr. \$1.5m
1	Performing Arts Centre	Plans approved	Funding in place	Launch Phase 1	Launch Phase 2
2	Umbrella Marketing Tourism Program for Arts and Nature	Plans Approved Launch Phase 1	Improve w new attractions	Improve w new attractions	Improve w new attractions
3	Arts-Etude program	Plans approved	Funding in place	Launch Phase 1: Arts Education Program	Launch Phase 2: Fully Certified Etude status
4	Guided Tours featuring Eco-Trolley to all attractions	Plans approved	Launch Phase 1 Trolley in	Launch Phase 2 Heritage Centre	
5	An inviting, accessible and connected Waterfront	Plans Approved	Connector paths Boardwalk	Restaurant Boating rentals in	Public pier
6	A first-rate, connected hike/bike trail system,	Rail/Trail plans Negotiate w AMT	Trails upgrades Phase 1	Rails Converted Phase 1	Rails converted Phase 2
7	A successful organic farming community	Plans approved Land search	Funding in place	Launch Phase 1	Indoor Farmer market
8	A year-round Bird Nature Conservatory	Le Nichoir extended			
9	A beautified Village Centre, with central parking accessible and blending with themes.	Plans approved	Launch Phase 1 Parking in place	Launch Phase 2 Beautify Existing	Launch Phase 2 Add new Retail
10	All Major roads repaved by 2018	25% of surfaces done	50% of surfaces done	75% of surfaces done	100% of surfaces done
11	A balanced housing plan and growth in population	Plans approved Granny Suites in 25% of housing in	50% of housing in	75% of housing in Seniors Transpot in	100% of housing in Seniors Extencare in
12	Regular, Transparent Reporting	Strategic Plan Website for input/Reporting	Resident Polls First Annual Report Card	Subsequent Report Cards	Phase 2 Move all staff

**Overall Team  
Leader: Mayor**

## Strategic Plan Map

### 4 Strategic Areas of Focus

**Magical Centre for  
Arts & Culture**

**A Nature  
Playground**

**Beautified Layout and  
Balanced Housing Plan**

**Solid Infrastructure  
& Responsible Government**

### Phased Deliverables & Dates

**2015/16**  
Umbrella Marketing Strategy  
New Contemporary Arts Building  
Heritage Tour launched

**2017/18**  
Art education program started  
New Atelier Centre  
"Taste of Hudson" Trolley launched  
Arts Education program launched

**2018/19**  
New Performing Arts Centre  
Certified Arts-Etude program launched

**2015/16**  
Waterfront Plan approved  
Year round Bird Conservatory/Nat. Ctr  
Nature Trails repaired  
Boat Rentals launched

**2017/18**  
Conned Waterfront to Village Centre  
New Multi-Use Park  
Public Boat Pier launched  
First Micro-farm community launched

**2018/19**  
Waterfront, Boardwalk/Restaurant  
Indoor farmer market opened  
Rails to Trails Ph.1 (Hudson-Rigaud)

**2015/16**  
Village Centre plan approved  
Multi-Family Housing plan approved  
Granny Suites allowed  
+100 units of Multi-Family housing added

**2017/18**  
Village Centre redone  
Central Parking in place  
Senior Transport program launched  
+100 units of Multi-Family housing added

**2018/19**  
New retail storefronts launched (targeted)  
Senior Extended care Facility built  
+100 units of Multi-Family housing added

**2015/16**  
Strategic Plan launched  
Ongoing Resident poll launched  
Update Communication plan launched  
Water Meters installed (largest users)  
Road Paving (Phase 1)

**2017/18**  
First Annual Scorecard Report  
Water Meters installed (phase 2)  
Road Paving (Phase 2)

**2018/19**  
Second Annual Report Card  
Road Paving (Phase 3)  
Town Hall Consolidated

### Strategic Initiative Coalition Teams

**Lead Councillor :**  
Natalie Best  
**Support :**  
Interest Groups  
Volunteers  
Business

**Lead Councillor:**  
Deborah Woodhead  
**Support :**  
Interest Groups  
Volunteers  
Business

**Lead Councillor:**  
Nicole Durand-Housing Plan  
Barb Robinson-Village Centre  
**Support :**  
Interest Groups  
Volunteers  
Business

**Lead Councillor:**  
Ron Goldenberg (Inf.)  
Robert Spencer (Gov.)  
**Support :**  
Interest Groups  
Volunteers  
Business

The summary explanations of the key deliverables outlined above are contained in the following three tables, under the projected timeframe for delivery:

## The Arts Pillar

<b>Performing Arts Centre</b>	<b>Building a new Performing Arts Centre, on the waterfront, that would accommodate a +500 seat venue. The Centre would be architecturally integrated into the natural environment and showcase the three founding cultures of the area (English French and Mohawk) and offer state-of-the art performing and teaching facilities and be attached to a leading restaurant.</b>
Planning	Developing plans for architectural integration and other key success components
Funding	Sourcing public, private and other funding means
Phasing Implementation	Start with Outdoor venue and progress to completed indoor venue with restaurant attached
<b>Leading Arts-Etude Program</b>	<b>A comprehensive, first of its kind Arts Etude program allowing students at the high school and CEGEP levels to study both their academics and Arts disciplines in Hudson, linking our leading public and private education systems with our leading Arts facilities and constituents.</b>
Arts Education program started	Using current physical premises for arts groups (Theatre, Contemporary Arts etc) launch an educational program that allows for 5-8 students per year to train and learn in their chosen discipline (a precursor to the Arts Etude program)
Arts Etude program launched	A comprehensive, first of its kind Arts Etude program allowing students at the high school and CEGEP levels to study both their academics and Arts disciplines in Hudson, linking our High Schools and nearby CEGEP with our Arts facilities and constituents (requires certification and approvals but not necessarily a new physical location)
<b>Umbrella Tourism Marketing Program</b>	<b>Using a local ad agency to develop and implement a marketing program aimed at visitors in a 60 minute drive, that features all of the current art and cultural groups of Hudson and what they offer.</b>
Phased implementation	As new and improved attractions are added
<b>Amazing Tour Route</b>	<b>An eco-Trolley and guided tour system connecting all visitor attractions</b>
"Taste of Hudson" Trolley launched	Purchase/Lease an eco bus that could transport 15-25 people to and from tourist locations
Heritage Centre/Tour incorporated	Utilize existing or new Real Estate to establish official Heritage/Welcome Centre and launch Heritage tour linked to Trolley and Walking routes.
New Atelier Centre (incl. Foods)	New/Renovated building in Village Centre to house and showcase the Hudson Ateliers (incl specialty food businesses like Tutti Gourmet and Hudson Ice Cream), including workshops, retail, teaching areas)
New Year round Bird Sanctuary/Nature Centre	Le Nichoir building our into full year round Conservatory, first-of-its kind in North America- a showcase for all Hudson's Nature and Environmental assets

# The Nature Pillar

<b>An interesting accessible and connected Waterfront</b>	<b>Creating an easily accessible and magnificent waterfront, connected to the Village centre by interesting, art-themed trails that blend with the natural environment</b>
Waterfront Plan approved	Use a certified planning firm to establish a comprehensive 5 yr plan to build the necessary pieces on the waterfront and connect the waterfront to the village centre, including all components and cost estimates.
New Waterfront Boardwalk/Restaurant	A boardwalk of minimum .5 km that ties in the boat docks, rentals and other waterfront activity areas and incorporates a restaurant with water views.
Waterfront Connected to Village Ctr.	All necessary work to use at least two strips of town-owned land to strategically connect the waterfront (Jack Layton park and one other area) to the village centre, including art and nature themes to tie into brand/vision)
Boat Rentals launched	Purchase sufficient kayaks, canoes and peddle boats and create a rental area/dock and booth for these to be used on an hourly basis by residents and tourists
Public Boat Docks launched	Allow for 260 ft of commercial, heavy docks on Hudson waterfront (possibly Jack Layton park location). sufficient to accept 8 boats at a time, complete with electrical hook-ups and necessary anchors etc.
<b>Trails and Parks</b>	<b>A first-rate bike/hike trail network, connected to surrounding area trails as well as improved parks.</b>
Nature Trails Repaired	Make necessary repairs to the existing walking trails and the signage on them.
Rails to Trails Phase 1: Hudson to Rigaud	Working with the AMT and homeowners adjacent to rails, transfer current ownership of the rail lines between Hudson and Rigaud and do all work necessary to convert them to nature/biking trails, including art, fitness and safety needs.
New Multi-use Park	Modify Benson Park to allow for a family/youth park that is fun and accessible- including playground, splash park, and perhaps a skate park area (the latter might be better accommodated through an agreement with an existing skate park)
<b>A Successful Organic Micro-Farming community</b>	<b>A thriving community of small (less than 10 acre) organic farms, offering a sustainable food source and lifestyle that is marketed and sold to local residents and restaurants as a core feature of our Town</b>
First Micro-Farm community launched	Utilize one 20-50 acre parcel of agricultural land (town-owned or purchased) to build a micro-farming community on, including housing to accommodate up to 4 farm families and all necessary start-up machinery etc.
<b>A year-round Bird/nature Conservatory</b>	<b>Expanding Le Nichoir to allow for year-round protection and display of Birds and other species and elements of our Natural Habitat</b>

# The Foundational Blocks

<b>Beautified Village Centre</b>	<b>A beautified Village Centre with unique retail store fronts and experiences including Central parking allowing easy access to Village and blending with beautification</b>
Village Centre plan approved	Use a certified planning firm to establish a comprehensive 5yr plan to modify and enhance the village centre, including all artist depictions, components and cost estimates.
Key signage in place (new branding)	Design, build and install new signage that reflects the new branding developed for Hudson, and covers the major locations attracting the most traffic (all of village centre and key intersections outside it)
<b>A Balanced Housing Plan</b>	<b>A balanced housing plan allowing for up to 20% population growth from all ages and income levels</b>
Multi-Family Housing Plan approved	Use a certified planning firm to establish a comprehensive 5yr plan for the housing necessary to grow population from 5-7,000, allow for multi-family and carriage trade units, meet seniors needs, and drive sufficient tax revenues.
Granny Suites allowed	Adopt a by-law allowing, and encouraging, live-in suites to accommodate the growing need, especially for seniors.
Seniors Transport program	Implement a transportation system allowing seniors affordable transport to/from shopping, medical & other key locations.
New retail storefronts launched	Attracting and helping establish at least 5 new retail owners with targeted categories (arts, nature, unique goods/experiences) who would establish branded storefronts in the Village Centre.
Seniors Extended care facility built	Design and build an extended care facility capable of housing and caring for at least 50 local seniors requiring specialized medical care most in need
<b>Infrastructure</b>	<b>Critical infrastructure maintained and protected</b>
All major Roads repaved	Repaving and improvement of all major roads by 2018, incorporating bike and walking paths where possible.
Water Meters installed (largest 10%)	Water meters installed in the 10% of locations using 90% of the water, and introducing a usage based fee structure.
<b>Regular and Transparent Reporting</b>	<b>Utilize dedicated website input area and ongoing resident polls to continually evolve the Strategic Plan and report regularly on all goals set.</b>

## VII. Our Town's Physical Layout and Style -What it will "look like"

It is imperative that Hudson's physical layout and style supports and complements the Vision for both residents and visitors. While the town has been able to maintain a quaint and heritage feel and look over the past 150 years, this has been challenged by the lack of a uniform Vision which has, in turn, encouraged ad hoc decisions that detract from the overall look and feel. Similarly, without a list of strategic deliverables and an interconnected plan for these, town land and buildings have been underutilized and prime locations for strategic, iconic, landmarks could not always be achieved.

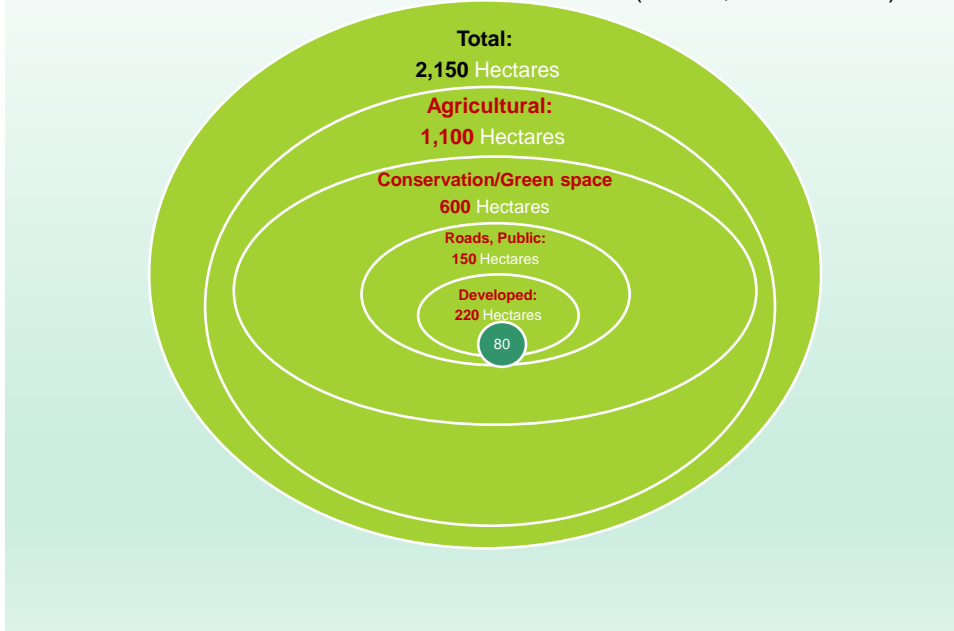
While a "Made in Hudson" Urban Plan must sustain, support and enable the small town feel and unique character that resident's desire, it must also allow for the reality that structured and balanced growth in both population and tourism is required to sustain the town and its business's economically. In addition, densification requirements have been established by the bodies that govern Hudson's growth, and these densification targets need to be considered when looking at any new development in the next 10-15 years.

The challenge, then, becomes developing an urban plan that will accomplish all of the above objectives and allow for the key deliverables outlined in the Strategic Plan. While a detailed and comprehensive Urban Plan is still to be developed as a first phase of the Strategic Plan, the population growth required has been reconciled to the areas most likely to be developed over the next 15 years, and an attempt has been made to develop guiding principles and a framework for this growth to take place within.

The Town of Hudson has a total area of 2,162 hectares of land, of which slightly more than 50% is zoned for agricultural use exclusively. The vast majority of this agricultural land is not being used for any type of farming currently, but the intention is to turn it into a very strategic asset to support the development of the micro-farming initiatives in the Strategic Plan.

Once this agricultural land is extracted from the equation, as well as the conservation areas, wetlands and public spaces that cannot be built on, there really only exists approximately 80 hectares of land that could, realistically, be developed over the next 15-20 years to support required population growth, as depicted in the graphic on the following page. This represents only 4% of the Town's total area, and it will be extremely important to ensure that the development of this area is planned for in a manner that meets all of the objectives set out above, and in a manner that adheres to the guiding principles set.

**Densification Guidelines will affect  
less than 4% of our Town's area (80 of 2,162 Hectares)**



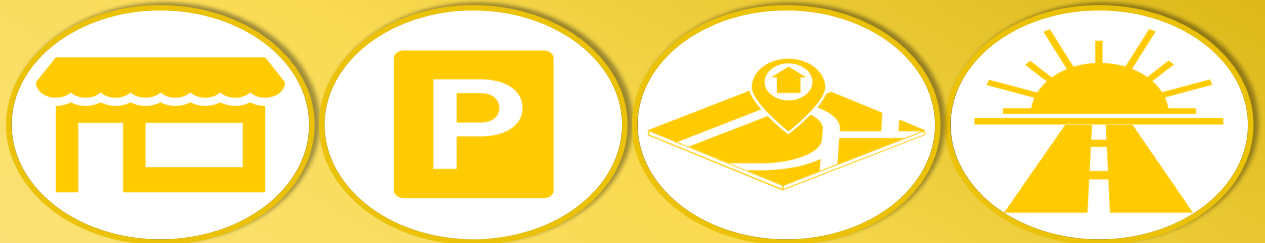
The CCM has determined densification targets for all future development that amount to 40 units/hectare for any future development within a 1 kilometre radius of the train station (the Transit Oriented Destination, or T.O.D.) and 15 units/hectare in the Urban Perimeter, basically the area of the Town outside the T.O.D. and before the agricultural areas on either the east and west extremities.

These targets, as well as the population growth target of 3%/year that underpins the Strategic Plan, can be met with the addition of, on average, 200 new residents and 100 units per year, on 3-4 hectares of land. The challenge, in addition to attracting the development and new residents necessary, is how to properly develop these new units in the areas most likely to be developed.

A review of the 10-12 areas most likely to be developed over the next 15-20 years, as well as their likely range of density, indicates that these, in total, would yield population growth that would bring us very close to the growth targeted in the Strategic Plan.

Careful attention will be needed to ensure that the “look and feel” of the associated developments is in keeping with the desires of our residents, as expressed through their comments and their vision. The set of principles that have been built to guide future urban planning and development are expressed in the following chart, and will be referred to as each individual development is reviewed.

## Urban Plan Guidelines (examples)



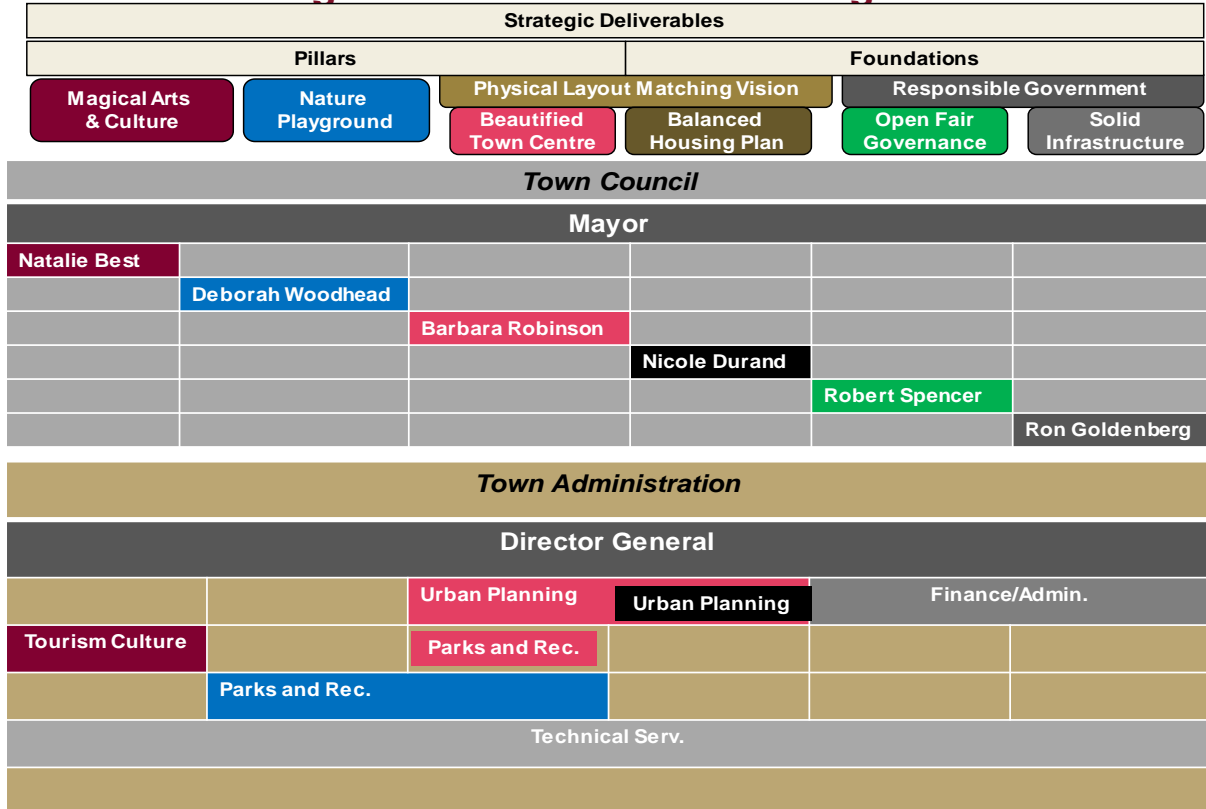
- **Limit Height to 11 metres (14 Commercial)**
- **Implement “Look and Feel” Building code**
- **Utilize Central “Park and Walk” concept**
- **Restrict Street Front in Village to Retail**
- **Implement Conflict of Interest Code for Developers**

These guidelines will form the basis for all future by-laws to be developed for our Urban Plans, and will be applied in a comprehensive and judicious manner when reviewing all future potential development plans and subsequent activity.

**VIII. Organizing Ourselves for Success**

Any successful organizational structure should be based on, and support, the organizational strategic plans. Having clearly established what we want to achieve and how we want to achieve it, the town has identified the organizational structure and key areas of responsibility for both Council and the Administration, as outlined in the chart below:

**Strategic Plan drives the Town Organization**



The Mayor and Director General are, necessarily involved in guiding the interaction and connections between all of the strategic components, while lead councillors are focussed on one each and administrative departments are focussed on one or more of them. This provides for talents to be employed where necessary, for responsibilities to be clear, and for accountability to be present at all times.

Similarly, the Town Housing Plan and Village Beautification Plan will be the blueprints for establishing the type of layout required to achieve the look and feel of a Town that integrates Art, Nature and unique retail experiences seamlessly. Proper alignment of Town owned land and building assets is also a key to successfully implementing this Vision and the Strategic Deliverables that support it. Several of the Town’s key land and building assets will be instrumental in the achievement of this Vision, and council will review strategic asset usage in the context of the Strategic Plan.

The Town Housing plan will need to be carefully designed and implemented to allow for the diversified and controlled population growth and adherence to the desired maintenance of a quaint feel and look. The table below outlines a potential growth scenario that is very achievable, especially considering that more than 75% of the new buildings required are already in the pipeline for approval.

## Target Population Growth Chart (by housing type)

Population  
Units

Single family Carriage trade	20	20	20	20	20	100	8		
Carriage Trade # of new units	10	10	10	10	10	50			
Single family Moderate price	20	20	20	20	20	100	8		
Single family # of new units	10	10	10	10	10	50		<b>44% Mostly Young</b>	
Multi family	50	100	100	100	100	450	36		
Multi Family # of new units	25	50	50	50	50	225			
Seniors Resid.	0	0	100	100	0	200	16		
Seniors Rs. # of new units	0	0	75	75	0	150		<b>48% Mostly Senior</b>	
Granny Suites	80	80	80	80	80	400	32		
<b>Total-Population</b>	<b>5,185</b>	<b>170</b>	<b>220</b>	<b>320</b>	<b>320</b>	<b>220</b>	<b>1250</b>	<b>100</b>	<b>6,435</b>
<b>Total-New Units</b>	<b>2,300</b>	<b>45</b>	<b>70</b>	<b>145</b>	<b>145</b>	<b>70</b>	<b>475</b>		<b>2,775</b>
# of new buildings	<b>25</b>	<b>30</b>	<b>32</b>	<b>32</b>	<b>30</b>	<b>149</b>			
Hectares req. (.4 each)	<b>10</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>60</b>			

75% of this development required is already proposed by developers  
Area represents 75% of the 80hectares available for development

## Section B- The Financials

## I. Our Key Financial Issues/Constraints

In order for any Strategic Plan to be realistic and responsibly developed, it must have a reasonable chance of succeeding within the resourcing constraints and context within it will most likely have to implement- this includes, but is not limited to, the financial constraints and context.

Very importantly, more than 70% of the town of Hudson's annual operating expenses are not controlled by the town, but rather are charged back, or "downloaded" to the town by government and other bodies for services provided (i.e. safety through the S.Q., transportation through the A.M.T. etc.). The quantum of these charges is meant to equate to the proportion of the overall costs of these bodies that Hudson utilizes or enjoys. Clearly, they help defray similar costs of services that would have to be provided for by Hudson itself if they did not exist. Also clearly, they should benefit from economies of scale that Hudson would not enjoy by providing these services on their own.

This latter assumption needs to, and will be, challenged by the current and future town administrations on a case by case basis, through careful cost/benefit analyses. The current council and administration are committed to getting more involved in exerting influence over these cost areas to control them more effectively. These non-controllable costs charged back to Hudson have increased at an annual rate averaging 10% over the past 5 years (7% higher than CPI). Notwithstanding the more involved and proactive approach to be taken in future, to be conservative and prudent, the Plan forecasts these to continue to grow at greater-than-CPI rates for the next 5 years.

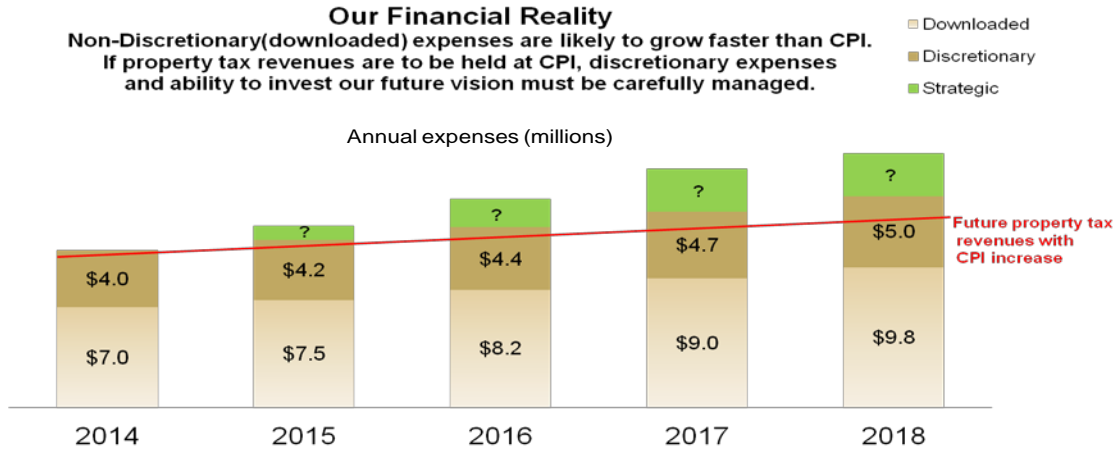
As importantly, the current debt load of the town is \$32.5 million, but this is planned to decrease to \$26.0 million in equal amounts, over the next 10 years through an-already-committed –to repayment plan from the Québec Government. The debt has an average term to maturity of 40 years (when it is to be repaid in full). The interest costs attached to this debt has been minimized through actions taken by the current administration over the past year, so that there is little flexibility in reducing the interest and repayment costs associated with this debt.

On the revenue side of the equation, the town sources more than 80% from the taxes it levies to residential property owners. This tax is comprised of two factors- the overall value of the real estate owned and the mill rate attached to this value. The town controls the latter variable, and will manage this factor very carefully within this strategic plan. The town can also influence the quantum of grants and other funding received to support the strategic and infrastructure initiatives, and this variable will also, therefore, attract a large degree of focus in the plans.

In summary, while several of the major factors involved in the towns overall financial house are either non-controllable and/or trending less than optimally, the town's Strategic Plans have recognized these trends, planned for them and, more importantly, planned for how to mitigate

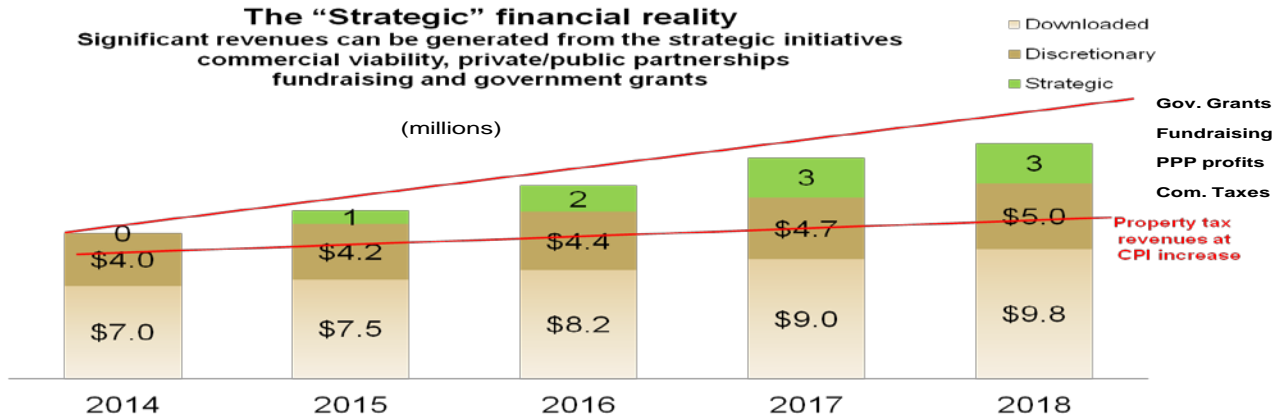
the unfavorable and accentuate the positive factors in on the cost, revenue and balance sheet sides of the equation. The following two charts illustrate firstly, the financial challenges and secondly, the potential for positive financial change.

## II. Our “do nothing” financial picture is not a good one



7

## Our Strategic Plan can generate positive financials



20

Prudent management of the town’s financial affairs dictate that conservative assumptions on key financial factors are planned. The most critical financial assumptions for the Strategic Plan timeframe are outlined in the next section.

### **III. Our Guiding Financial Principles and Goals**

Just as with the Strategic Plan itself, Council have determined 9 important guiding principles for prudent fiscal management of the Town's financial resources. These will be referred to and will guide every major decision to be made on spending and borrowing decisions. Financial outcomes are contingent on the key assumptions, revenues and expenses unfolding as planned:

- 1. Critical infrastructure will be in place and at satisfactory levels before any strategic spending.**
- 2. It is intended that the Mill rate, used to calculate real estate taxes, will not increase over the 5 year plan period.**
- 3. Town buildings will be valued at market, and where these assets are provided in support of a strategic project, this value will be used to determine the value of the town's contribution, and sales of non-strategic assets will be considered to fund strategic deliverables.**
- 4. Volunteering of town time and other resources will be valued and will be considered to be non-financial support for strategic projects.**
- 5. Borrowing level/resident will be reduced from current levels over the 5 year plan period.**
- 6. It is intended that, by 2018, a Cash surplus of 2% of total annual costs will be maintained, to provide a cushion for emergencies and other unforeseen expenditure requirements.**
- 7. The town will adopt a matched-funding approach to funding strategic projects, so that town funding to will only reach the targeted levels indicated in this plan when funding from other sources reaches its targeted levels.**
- 8. The town will establish a different targeted percentage of funding for each strategic project based on the likely percentage of benefits accruing to the town and the availability of other funding sources.**
- 9. The town will meet all deadlines and other requirements for publication of its financial statements, and these statements will be available to all residents first.**

**IV. Our Key Financial Assumptions**

The assumptions that are most critical to the financial plan that supports the Strategic Plan are outlined in the table below. As is to be expected of a fiscally responsible government, these assumptions are conservative in nature to minimize the probability of not achieving the desired financial outcomes through less than favorable financial and economic factors.

<b>Key Assumptions- Most Likely</b>							
	2014	2015	2016	2017	2018	2019	2020
CPI	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Download cost % ann inc.	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
L.T. Debt int. Rate- new	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
L.T. Debt int. Rate-existing	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Real Estate Value ann. Inc.	5.00%	0.54%	3.33%	3.33%	3.33%	3.33%	3.33%
Real Estate:							
Average Value/residence	450,700	453,139	468,229	483,821	499,932	516,580	533,782
# of residents	5180	5335	5495	5660	5830	6005	6185
# of households	2270	2338	2408	2480	2555	2632	2710
mill rate target (incl. supplement)	0.96	1.02	0.96	0.96	0.96	0.96	0.96
total R/E valuation	\$1,023,089,000	\$1,028,625,700	\$1,127,608,263	\$1,200,112,347	\$1,277,278,370	\$1,359,406,092	\$1,446,814,545

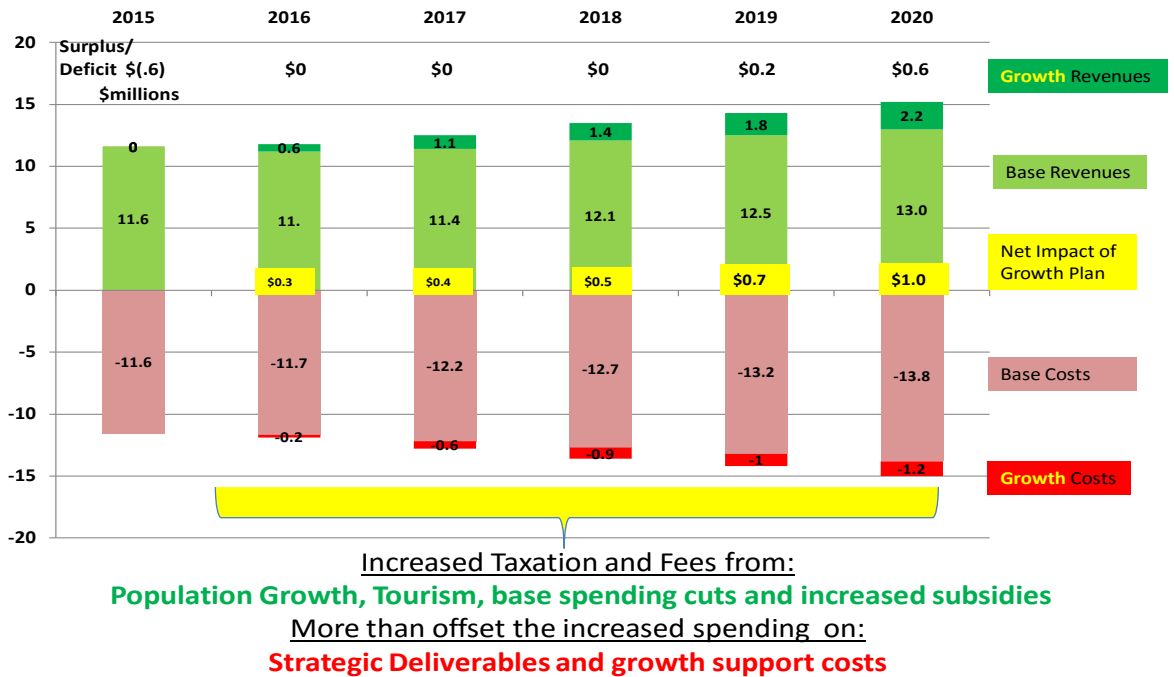
Notwithstanding the conservative nature of these assumptions, the Financial Plan also has a Sensitivity Analysis built into it (outlined in Section VII following), which, importantly, identifies both a best-case and worst-case scenario, and the actions that would be undertaken in those scenarios.

**V. Impact of Strategic Plan on Our next 5 years’ Financials**

The intended implementation and detail of the Strategic Plan has clear financial consequences that need to be viewed in the context of the other, ongoing, financial realities of the towns’ finances. As indicated in the Key Issues section of this report, the continuing sharp increase of Downloaded (non-Discretionary) costs over which the town has little control and the necessary but costly “catch-up” on critical infrastructure, have combined to make the “do nothing” financial scenario look extremely challenging as a starting point.

Nevertheless, a well thought out and managed plan can, and will be, critical to ensuring that both a solid infrastructure foundation and a bright vision and future are delivered for the deserving residents of, and future visitors to, Hudson. The overall impact financial impact of this plan is depicted in the diagram below, showing that the net impact of the strategic spending will be more than offset by a combination of prudent spending cuts, increased revenues generated from balance population growth and tourist growth projects, as well as through a significantly enhanced grant and subsidy funding initiative, led by an experienced Director General.

**The Financial Plan- “Making it Real”**



It is important to note that this summary impact statement includes maintaining the mill rate unchanged, and reducing the per resident debt ratio from current levels.

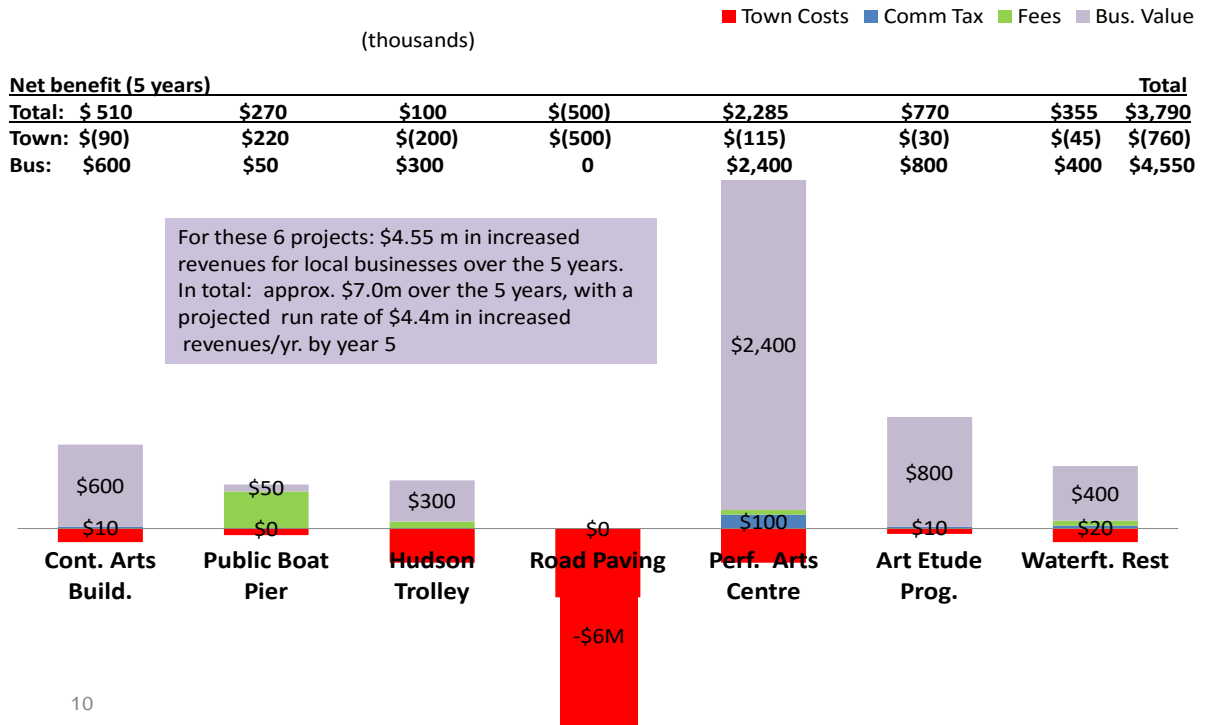
The financial impact of the Strategic Plan can also be viewed in the context of the annual operating statement format, as depicted in the following diagram:

Costs	2014 (Act)	2015 (est.)	2016	2017	2018	2019	2020
Administration générale	1,396,904	1,438,811	1,481,975	1,526,435	1,572,228	1,619,395	1,667,976
Sécurité publique	2,516,172	2,667,142	2,827,171	2,996,801	3,176,609	3,367,206	3,569,238
Transport	2,175,308	2,277,113	2,413,740	2,558,565	2,712,079	2,874,803	3,047,292
Hygiène du milieu	1,224,892	1,298,386	1,376,289	1,458,866	1,546,398	1,639,182	1,737,533
required to support new residents growth			58,975	126,244	202,724	289,419	387,440
Aménagement, urbanisme et dévelop.	563,075	579,967	597,366	615,287	633,746	652,758	672,341
Loisirs et culture	1,215,503	1,251,968	1,289,527	1,328,213	1,368,059	1,409,101	1,451,374
Frais de financement	896,742	889,600	843,448	796,309	748,816	701,405	701,405
new debt service costs from strategic initiatives		0	104,627	181,955	239,987	321,926	423,033
savings from cost cutting started in 2014		-400,000	-412,000	-424,360	-437,091	-450,204	-463,710
new project costs for strategic initiatives	0	400,000	500,000	750,000	900,000	900,000	900,000
Add back: remboursement de la dette a long terme	905,056	933,919	888,404	921,287	933,111	930,378	945,339
reserve financieres et fonds reserves	700,120	279,500					
<b>Total Costs</b>	<b>11,593,772</b>	<b>11,616,407</b>	<b>11,969,522</b>	<b>12,835,602</b>	<b>13,596,665</b>	<b>14,255,369</b>	<b>15,039,260</b>
<b>Revenues</b>							
Taxes- from existing residents	9,828,172	10,466,918	10,205,764	10,545,615	10,896,784	11,259,647	11,634,594
residential taxes from new residents			314,008	621,531	977,863	1,367,642	1,793,370
new business tax from strategic initiatives			26,305	50,382	234,206	241,402	241,402
Other Revenues	1,765,600	1,149,490	1,183,975	1,219,494	1,256,079	1,293,761	1,332,574
new from strategic initiatives			50,000	90,000	150,000	210,000	210,000
new tax subsidy for low-income seniors				-28,302	-29,151	-30,025	-30,926
<b>Total Revenues (before planned sale of non-strategic assets)</b>	<b>11,593,772</b>	<b>11,616,408</b>	<b>11,780,050</b>	<b>12,498,721</b>	<b>13,485,781</b>	<b>14,342,428</b>	<b>15,181,014</b>
<b>Operating Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>-189,472</b>	<b>-336,882</b>	<b>-110,884</b>	<b>87,059</b>	<b>141,754</b>
<u>Planned sales of non-strategic assets</u>		0	189,472	336,882	110,884		
<b>Surplus (Deficit)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>87,059</b>	<b>141,754</b>
<b>net impact of strategic initiatives (incl. Infrastructure)</b>		<b>0</b>	<b>328,182</b>	<b>436,654</b>	<b>538,183</b>	<b>727,878</b>	<b>967,083</b>

As can be clearly seen from the last line above, the strategic projects and the population growth approach, together, are estimated to add an approximate extra \$0.5-1.9 million/year of net benefit from 2015-2019. This anticipated net benefit will be measured carefully at regular intervals to determine the pace of strategic investment.

It is very important to note that the above impact is only accounts for those benefits that make their way to the town financial statements- this is only the “tip of the iceberg” and does not recognize at all the significant economic benefits to the Town businesses. This can be seen more clearly in the following diagram which captures the total economic benefit picture for several of the largest strategic deliverables.

**Each Strategic Project Generates Different Level of Economic Value For The Town and for the Businesses of Hudson**



It can be seen here that, while the combination of the 6 strategic projects above would indicate a \$760,000 net cost on the Town’s financial statements, they, in fact, are predicted to generate a net benefit of \$3.79 million benefit over the 5 year period, with the difference of \$4.55 million being recognized in the increased revenues of our local businesses- \$7.0million from all of the projects combined.

As part of the guiding financial principles and the contingency plans developed for the Plan, the Town will review the actual vs. predicted economic benefits being realized and will modify their own strategic project spending accordingly.

**VI. Our Sensitivity Analysis and Our Contingency Plans**

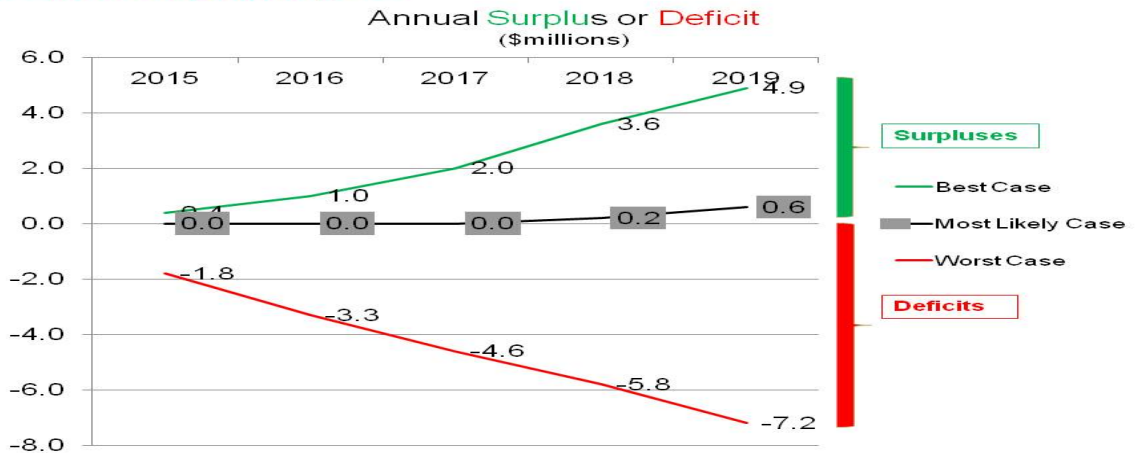
Notwithstanding the conservative nature of the key assumptions adopted for the expense portion of the financial plan, there are many moving parts to the Strategic Plan, and predicted outcomes can only be best estimates at this juncture. Responsible financial management, therefore, dictates that the Town administration and council identify worst-case scenarios and identify contingency plans to deal with these scenarios.

The following table and graph depict the most-likely, best and worst case scenarios and their likely financial outcomes if nothing were to change in the intended implementation of the Strategic Plan.

**Sensitivity Analysis**

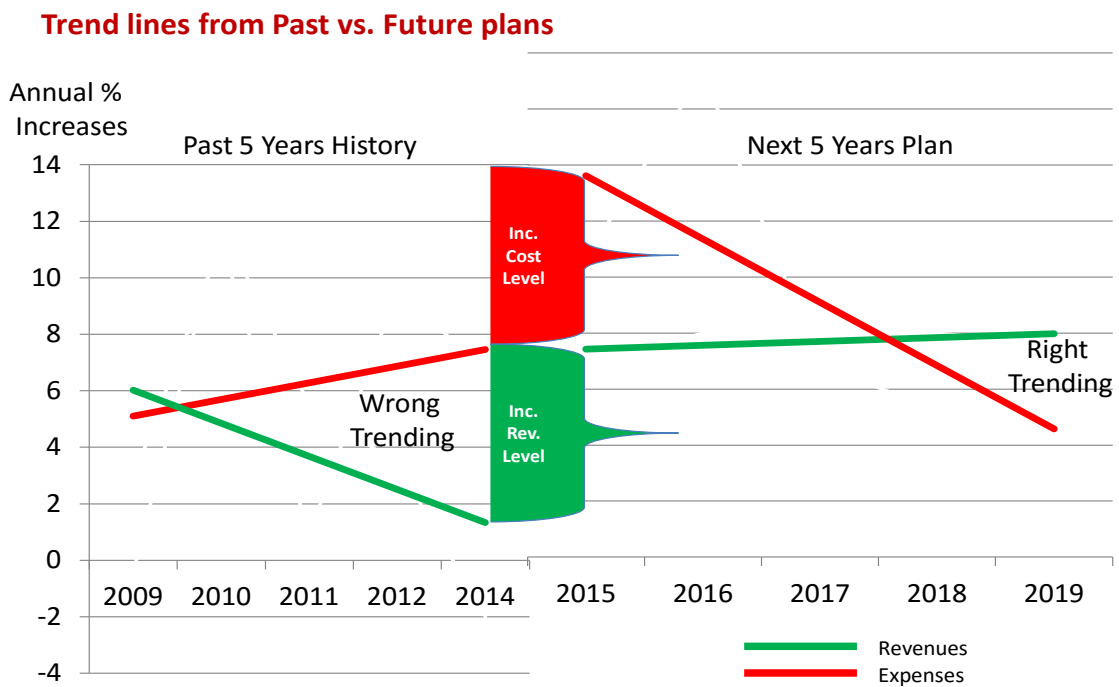
Factor	Best case	Most Likely case	Worst case
CPI	1%	3%	5%
Download cost % ann inc.	2%	6%	10%
L.T. Debt int. Rate- new	3%	4%	6%
L.T. Debt int. Rate-existing	3%	3%	3%
Real Estate Value ann. Inc.	10%	5%	(5)%
# of residents (yr.5)	7,000	6,500	5,500
# of households (yr.5)	3,500	3,250	2,750
mill rate/\$100- target (yr.5)- current .96	.85	.96	1.05
Town revenues from Strategic Projects (5 yr run rate)	\$600,000	\$400,000	\$100,000
Costs of Strategic Projects (5 yr run rate)	\$600,000	\$910,000	\$1,300,000

**Sensitivity Analysis**



While it is prudent for the managers of any long term plan to be aware of the potential downside risks of many of the key factors performing negatively, the reality is that town council and the administration would take very different actions very early on in the plan period if, in fact, these factors were as negative as shown in the worst case scenario above. These would include cutbacks and/or delays in strategic and base plan spending and borrowing as well as intensification of non-strategic town asset sales, before any need for further measures such as tax increases would be looked at.

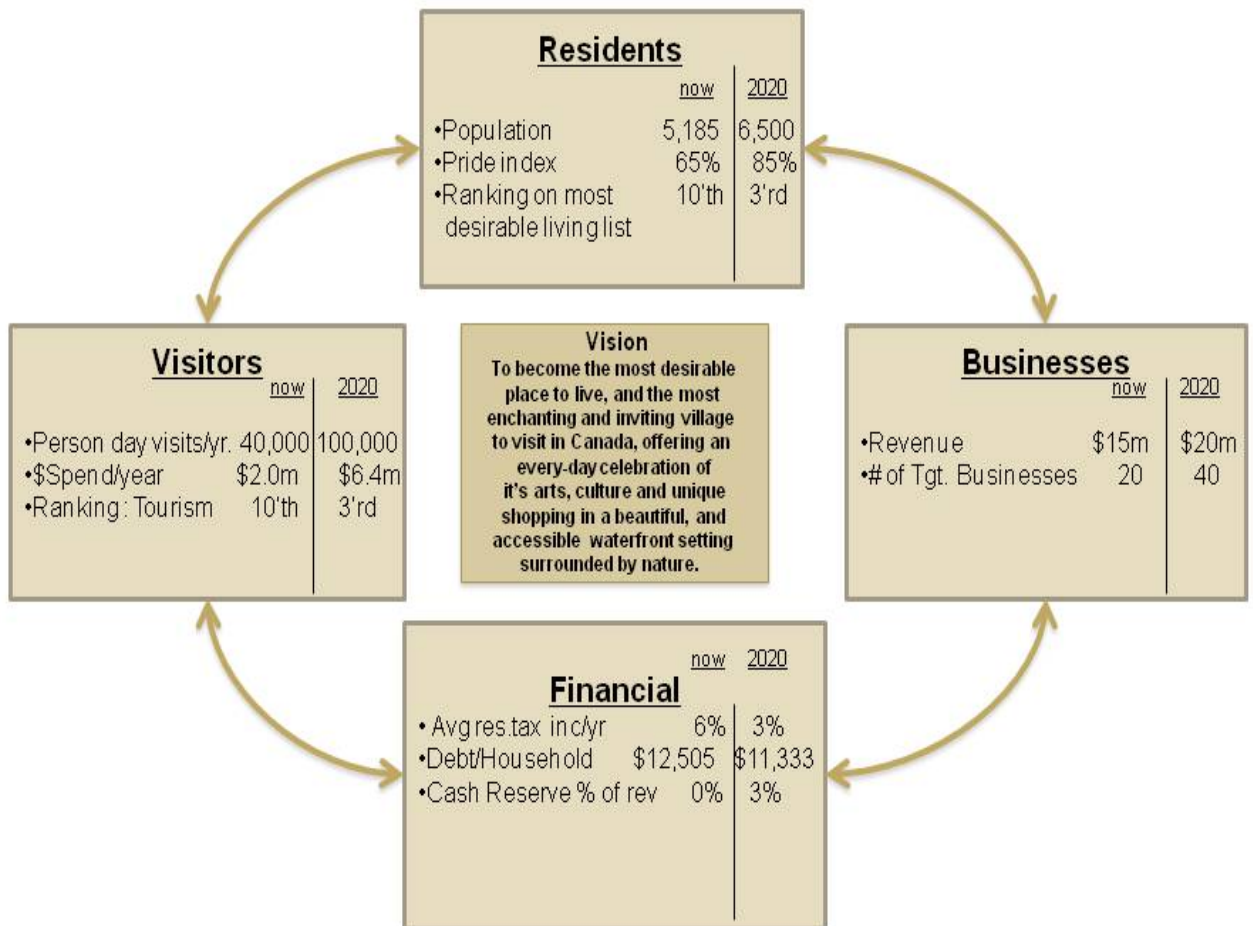
The reality is that the Town must implement a balanced budget each year, and this is the context within which council and administration will view and act on any negative economic scenarios. Conversely, better-than-expected economic conditions will allow council and administration to look at the potential to accelerate strategic projects and/or improve resident tax levels and other advantages to an even greater extent than envisioned in the Strategic Plan. The chart below illustrates how the planned financial picture will improve from the trends of the past 5 years.



**VII. Our Scorecard**

Any plan can only be managed if it can be measured. The goals that are set to be measured must relate clearly to the Vision established and must be leading indicators of real progress towards its eventual success. The Town has, therefore, established clear, challenging and realistic targets for each of its constituents- residents, visitors and local businesses, as well as complementing these with financial goals that will benefit the residents and businesses as well.. These are depicted in the following diagram:

**A Balanced Scorecard Perspective on Performance**  
**Our most important goals for our most important stakeholders**



# Appendices

**Appendix 1- Residents' input to the Strategic Vision and Plan- detailed and categorized**

**Appendix 2- Detailed Financial Plan information**

**Appendix 3- details on "What It Will Look Like" - branding, logos, artists drawings, pictures etc.**