A WORD FROM OUR LEADER  
VALÉRIE PLANTE

It is time to get to work for Montreal. My vision is also yours: get Montreal moving, and create affordable, secure and dynamic neighbourhoods for all. My vision respects the unique character of each borough which makes Montreal the city we are all proud of. I want to build the city of tomorrow, today, with you and for you.
1. FOR EFFICIENT SERVICES TO CITIZENS

FOR A DYNAMIC NEIGHBOURHOOD LIFE

1.1 Make all neighbourhoods enjoyable living spaces

a) Prioritize greening in all redevelopment projects with, in particular, planting of trees;

b) Encourage collaboration between community groups and citizens to green private spaces;

c) Extend ambitious programs like green alleyways and connected walking paths to all boroughs by encouraging citizen involvement;

d) Increase safe pedestrian and cycling routes by limiting traffic in alleys to local traffic only;

e) Encourage initiatives that occupy and make use of vacant land;

f) Improve security on wide local streets by introducing temporary, or ideally permanent, physical measures (bike paths, curb extensions, flowerbeds and trees, mid-island installations);

g) Develop public spaces and increase the number of public benches;

h) Support citizen participation in developing public spaces, through greening projects and urban furniture that supports both rest and play.
1.2 Recognize the role of the local school as an essential part of the community

a) Improve the quality of existing schools in all neighbourhoods and increase the number of schools where needed, including downtown, by making the necessary arrangements with the government of Quebec and the school boards of the island of Montreal to plan the construction and renovation of primary schools and early childhood centres (CPEs);

b) Ensure better sharing of community facilities between the city, schools and CPEs, to support socio-cultural, sport and educational activities;

c) Increase children's safety by pursuing the implementation of security measures around schools and CPEs, including on arterial streets;

d) Encourage collaboration between the city of Montreal and educational institutions to integrate training courses at the high school, college or university level to encourage academic persistence and enable the training of a skilled workforce;

e) Support schools and CPEs in their school greening projects;

f) Call on the Quebec government to reform the governance of school boards, notably to encourage the use of school infrastructure outside school hours.

1.3 Make Montreal a clean city

a) Strengthen residential sanitation inspection teams, notably by providing them with up to date technology to significantly reduce time spent searching for addresses and identifying owners;

b) Increase the number of teams responsible for sanitation in each neighbourhood.
1.4 Bring pedestrian streets to life

a) Encourage the pedestrianization of streets and the creation of public spaces. Encourage walking, and install adapted street furniture for people with limited mobility;

b) Through the pedestrianization of streets, and in concert with the cultural milieu and residents, develop an annual program of artistic and cultural activities;

c) Encourage, from June 1 to October 1, walking malls on commercial arteries, with or without sidewalk sales.
1.5 Protect and develop our sources of drinking water

a) Multiply the number of public sitting and eating areas in parks, municipal buildings, commercial streets and along bike lanes, and ensure their proper maintenance;

b) Promote public water over bottled water, and combat waste;

c) Maintain strong opposition to pipeline projects that threaten drinking water intakes in the event of a leak;

d) Oppose any diversion of the Great Lakes outside their watershed;

e) Oppose the creation of a nuclear waste dump on the Chalk River site on the Quebec border, less than a kilometer from the Ottawa River.

1.6 Protect green spaces and the mountain

a) Protect the 423 hectares of the Mount Royal ecological network;

b) Protect the last 13 streams and the last wetlands of Montreal as well as the banks, and upgrade the streams channeled or not channeled in the development of these sites;

c) Preserve institutional gardens, notably in downtown (for example, the mother house of the Grey Nuns, the old Marianopolis College and Dawson College);

d) Protect in full the woodlands and former West Island farmland in Pierrefonds-Roxboro and Sainte-Anne-de-Bellevue, where 483 hectares of woodland and agricultural landscapes are threatened in the short term by low-density residential projects;

e) Protect small residual natural environments in dense areas, such as Anjou woods and the bois des Pères;

f) Limit cycling activities to existing paths on the mountain.
1.7 Adopt an effective noise policy

a) Modernize noise regulations and regulations on permitted noise levels, taking into account technological advances, to implement more comprehensive measures that are better adapted to the urban environment;

b) Create a noise observatory whose work will be used, at the Montreal level, for the drafting and coordination of the most innovative policies (acoustic expertise requirements, tightening thresholds, regime of fines and penalties, expertise-driven mediation, co-ordination with urban planning by-laws, etc.), awareness-raising and noise measurement at the island level;

c) Incorporate sound considerations, with wind and sunshine studies, into the planning of real estate projects, SOPs and all related planning tools;

d) Map out “calm zones” in the city, the auditory equivalent of cool areas, and establish measures to safeguard their tranquility. Set targets for the creation of new calm zones in areas where they are lacking in the city;

e) Require Aéroports de Montréal, Transport Canada, Transport Québec and the Port of Montreal to provide objective and transparent data on air, road and maritime traffic and the noise generated by transportation activities in Montréal;

f) Require the Port of Montreal to provide objective and transparent data on maritime traffic and noise from port and transhipment activities in Montreal.

1.8 Promote urban agriculture and healthy and local diets

a) Strengthen the Montréal agri-food economy and combat food deserts by improving networks between food production, processing, storage and distribution, by encouraging the incorporation of food production into industrial and commercial buildings, and by encouraging the establishment of urban greenhouses;

b) Encourage agricultural best practices, including supporting local production of seeds and seedlings and the use of non-damaging fertilizers and pesticides;

c) Promote permaculture by, among other things, developing islands of young trees in parks and city green spaces;
d) Enrich biodiversity by prioritizing native, perennial and honey-producing plants in the city’s pasture lands, parks and green spaces;

e) Enable innovative livestock projects by adopting regulations to permit urban beekeeping and other types of livestock;

f) Stimulate the supply of healthy, local and affordable food by supporting public markets and agricultural kiosks and supporting the use of parks and public spaces as pick up points for food baskets from local producers;

g) Encourage citizen agriculture and food processing by supporting community and collective gardens and community kitchens;

h) Reinforce the agricultural character of non-urbanized sectors of the West Island and Île-Bizard by adopting a regulatory framework favourable to agricultural activities and by supporting innovative and ecologically responsible agricultural projects;

i) Create a fiscal framework favourable to the establishment of farms in Montreal.
1.9 Make waste removal more efficient

a) Adapt the collection of waste and the means of collection for buildings to account for local realities;

b) Enable the financing of individual and collective composting initiatives, in order to avoid the transport of compost to treatment plants where possible;

c) Integrate businesses into municipal waste collection;

d) Build compost and biomethane facilities, which have been postponed for years;

e) Complete the network of ecocentres;

f) Systematically provide two-stream collection (recyclable and non-recyclable) in public areas.

1.10 Waste recovery and reducing landfill

a) Analyze the potential for waste recovery;

b) Increase requirements for the reuse of building materials, particularly in the context of legal demolitions and municipal operations;

c) Actively study options to stop incineration of sewage sludge;

d) Create a program to encourage repair and upcycling of objects to combat the culture of disposable objects.

1.11 Improve 311 service

a) Adopt measures to make the 311 service more effective and ensure better follow up on complaints;

b) Make data collected by the 311 service available through the city’s open data portal;

c) Create a mobile data sharing (crowdsourcing) application for 311.
FUNCTIONAL INFRASTRUCTURE

1.12 Better manage work sites

a) Reduce construction on streets by ensuring coordinated and integrated construction projects between all public services (Hydro-Québec, Gaz Métro, Commission des services électriques, etc.);

b) Require an information display near any major construction site, whether public or private, indicating the nature of the work, its duration and information for a contact person;

c) Establish standards for site maintenance and management for all major construction projects, whether public or private, in order to minimize impacts on the local environment;

d) Require that any construction site occupying public space ensure the safe circulation of pedestrians, cyclists and persons with reduced mobility, and that, when a construction site encroaches on several lanes used by diverse forms of transport, active and collective forms of transport are prioritized;

e) Ensure more openness and transparency in the evaluation of work sites and in the work of the Service de la performance organisationnelle;

f) Modify tenders to ensure that work sites are not left inactive (without workers) for several days;

g) Take into account respect for deadlines, quality of work and reduction of work site nuisances in evaluating the performance of managers responsible for construction sites.

1.13 Reorganize investment in road infrastructure

a) Implement proper road asset management through a preventative response plan based on the assessment of the minimum acceptable threshold, allowing intervention before potholes appear;

b) Create interactive databases on the state of infrastructure, allowing timely preventative maintenance and thus extending the lifespan of surface infrastructure;
1.14 Adopt better snow removal practices

a) Prioritize sidewalks, paying particular attention to areas of high pedestrian traffic, commercial streets, public transit lanes, school zones, access to health and childcare facilities and areas reserved for people with reduced mobility;

b) Ensure the clearing of all sidewalks in the territory of the city within a three hour leeway, and provide the necessary equipment to the boroughs to attain this objective;

c) Provide funding to the boroughs based on actual snowfall (adjusting at the end-of-season with a compensatory fund);

d) Adapt snow clearing policies to the impacts of climate change by preparing for different types of operations based on snowfall;

e) Reduce loading operations during thawing periods to minimize impacts on infrastructure and pavement;

f) Conduct an in-depth study of the impact of deicing salts on infrastructure and use the best products, equipment and practices in order to reduce their impact on public and private infrastructure, and on the environment. Join the Stratégie québécoise pour une gestion environnementale des sels de voirie;

g) Produce and publish a comparative study of snow removal practices around the world. Based on the results of this study, implement a new snow removal policy and establish performance benchmarks to facilitate monitoring. Produce an annual report to inform citizens, and take into account their comments and suggestions in order to continually improve the snow clearing service;

h) Offer a snow clearing assistance service to people with reduced mobility.

c) Design structures adapted to climatic conditions by using treated materials which also typically contain recycled materials;

d) Implement best practices for the planning and execution of construction work;

e) Systematically evaluate the potential to improve the public right-of-way when conducting extensive reconstruction of streets (active and collective transport, greening, universal accessibility).
1.15 Invest in water infrastructure

a) Guarantee that water-related infrastructure will remain public and under the direct control of the city;

b) Increase in-house expertise to ensure the sustainability of this highly-strategic network and the quality of drinking water and wastewater treatment;

c) Accelerate the repair and replacement of water-related infrastructure;

d) Perform more frequent checks on the network to prevent major breaks. Planned repair and replacement work costs roughly ten times less than emergency work;

e) Reduce the rate of leakage in the water system in order to comply with the Stratégie québécoise d’économie d’eau potable;

f) Adapt the drinking water and wastewater networks to account for the impacts of climate change, notably heavy periods of rain;

g) Optimize drinking water plants operating over capacity, particularly in the West Island, to reduce network redundancy, operating and capital costs;

h) Be attentive to emerging contaminants (chemicals, drugs, hormones, nanoparticles) that may end up in drinking water;

i) Aim to eliminate overflows (sewer overflows in the St. Lawrence River and the Rivière des Prairies) by installing the planned retention basins, and increasing permeable surfaces in the territory of Montreal;

j) Be transparent with the public when there are incidents of spillover or planned spills;

k) Review the development of potentially flood-prone areas (where runoff occurs) and encourage “water square” type developments in the basin area.
1.16 Green the city and reduce “heat islands”

a) Increase the green canopy by 25 per cent by 2025;

b) Implement a real strategy to control the emerald ash borer and other insect pests, including private land and natural areas, and ensure that all felled trees are replaced;

c) Massively increase the number of trees planted throughout the city, particularly where “heat islands” are located;

d) Require white roofs on all flat roofs on residential, public, and commercial buildings during new construction and repairs. Promote green roofing;

e) Encourage greening of streets and alleys in each borough into localized green spaces or linear parks and integrate them into a network of green corridors. Prioritize streets linked to municipal parks or nature parks, as well as those located near a public transit network.
f) Support citizen initiatives to transform concrete areas in front of their property, including parking spaces;

g) Establish a minimum percentage of permeability in any paved or otherwise artificially designed space;

h) Expand pedestrian and cycling access to roads (or reduce the width of streets) to allow for better development of the city’s biodiversity, and use these rights-of-way for rainwater retention;

i) Collaborate with institutions, particularly schools, to reduce “heat islands;”

j) Assess the feasibility of using pale-coloured street coverings;

k) When building new buildings or enlarging a main building, impose a minimum number of new trees in residential, industrial and commercial areas, including parking lots, and a minimum percentage of greening on the ground;

l) Require that the surface of outdoor storage areas in residential areas be covered with honeycomb or other permeable and reflective material.
A SAFE CITY FOR ALL

1.17 Improve the transparency and accountability of the police force

a) Modernize the accountability and transparency processes of the Service de police de la Ville de Montréal (SPVM) with four to six public safety committee meetings per year, as is already done in the cities of Toronto and Vancouver. Delegate to the city council the power to declare an emergency meeting if the mayor or the executive committee fails to act. The SPVM, the Service de sécurité incendie de Montréal and the Direction de la sécurité civile will be held accountable to the public by answering questions from the public and elected officials and by holding consultations;

b) Require the SPVM to cooperate fully with the Bureau des enquêtes indépendantes (BEI);

c) Accelerate the online publication of SPVM open data.

1.18 Modernize the police force and make it more efficient

a) Stop the costly practice of using police officers on overtime to manage traffic around construction sites and instead use civilians for this job;

b) Promote the sharing of information between various police forces and municipal services: decompartmentalize services in order to counter criminal organizations, which have no borders and use technological advances to their benefit;

c) Provide the SPVM with modern and efficient technology and software;

d) Establish a stable and efficient telecommunications system that integrates all emergency services.
1.19 Develop a police culture that is more respectful of citizen’s rights

a) Adopt a more ambitious equality access program (PAE) to make the SPVM a police force whose personnel fully reflect the cultural diversity of the Montreal population;

b) Revise the policy of massive police deployments at large gatherings (demonstrations and others);

c) Require that police properly apply their rules of engagement. Ensure that adequate training is provided and that senior management of the SPVM make it a priority;

d) Require that police properly apply their rules of engagement. Ensure that adequate training is provided and that senior management of the SPVM make it a priority;

e) Strengthen policies to combat racial and social profiling, in partnership with the affected communities.

1.20 Develop a culture of proximity and prevention within the police force

a) Provide ongoing training to all police officers and investigators in the urban reality of vulnerable populations and the specific realities of Montreal, such as homelessness for example;

b) Reorient PDQs to a neighbourhood policing model by allocating adequate resources (particularly in terms of the number of police officers) and creating targeted programs in neighborhoods with particular challenges.
1.21 Make Montreal a city 
free of exploitation and sexual violence

a) Set up consultation bodies in all boroughs to bring together community actors, the SPVM, elected officials and public servants, and improve the social support offered to people working in the different spheres of sex work, in a global approach to accessibility, prevention and urban mediation;

b) Adopt a policy and action plan to address street harassment against women and people of diverse sexual and gender identities;

c) Adopt a policy and action plan to counter sexist or discriminatory advertising, especially in sensitive areas (schools, daycares, recreation centres, youth centres, etc.);

d) Revise policies around the granting and verifying of licences for businesses in the personal care sector, and adopt a coherent policy for all boroughs;

1.22 Modernize the fire service

a) Provide the Montreal fire department with the authority to dispose of combustible materials in vacant buildings;

b) Modernize the fleet of fire trucks by relying on smaller trucks;

c) Modify the living arrangements in fire stations to account for the increase in the number of women on these teams.

1.23 Make public safety a priority

a) Create a true culture of public safety throughout the city;

b) Better identify industrial risks in the territory, in particular mobile sources linked to the transport of hazardous materials;

c) Develop response strategies and better prepare for historically underestimated risks (like earthquakes) or those that will increase with climate change (like floods and heat waves).
1.24 Make Montreal a city free of cruelty to animals

a) Prohibit any promotional or commercial event that causes physical or psychological suffering to an animal;

b) Replace calèches with activities free of cruelty to animals;

c) Invest in awareness campaigns about human responsibility towards animals;

d) Prohibit the transfer of lost or abandoned animals to laboratories for research or commercial purposes. Make it mandatory that they be transferred to rescue organizations instead;

e) Prohibit permanent tethering, or tethering for an excessive length of time.

1.25 Recognize citizens’ attachment to their companion animals, and offer services accordingly

a) Increase the number of dog runs across the city to make it a local service;

b) Create an animal service that is decentralized or easily accessible by public transportation and managed by the city or a non-profit organization;

c) Adapt the limit on number of pets to the type of building and types of animal;

d) Allow exceptions to the limit on animals to promote adoption and avoid killing of animals.
1.26 Better control of animal behaviour and countering overpopulation

a) Provide support for animal sterilization, particularly for disadvantaged or homeless clients, and introduce a mobile sterilization unit;

b) Prohibit the opening of new pet stores and require existing pet stores to offer animals for adoption;

c) Forbid the breeding of animals without a permit;

d) Require all boroughs to participate in CSRM programs (capture, sterilize, release, maintain);

e) Maintain mandatory licensing, and encourage permanent identification of animals. Offer incentives for good behaviour, for example by offering discounts on the price of licences;

f) Increase licence fees for unsterilized dogs and cats;

g) Support education programs in schools to educate young people about the responsibilities of animal owners, animal communication and proper behaviour around animals (to prevent bites);

h) Implement a bylaw that will truly enhance public safety and reduce the number of bites, regardless of the breed or appearance of the dog. Include provisions ensuring the welfare of the animal.

1.27 Control urban wildlife

a) Establish a policy for the management of wildlife and indigenous or naturalized urban biodiversity (beavers, foxes, raccoons, coyotes, mink, falcons, squirrels, etc.);

b) Implement ethical and effective best practices for the control of invasive or harmful animals.
AN EXCEPTIONAL CULTURAL LIFE

1.28 Make cultural citizenship a Montreal value

a) Recognize that culture emerges from everyday life, as well as from professional practice within recognized fields;

b) Reinvent the municipal library to become a hub for learning, networking, francization and employment;

c) Continue the deployment of liaison officers in each borough by adjusting borough budgets accordingly;

d) Include the use of public spaces in cultural policies;

e) Enhance the practice of amateur art (Choirs, theatre troupes, visual arts, etc.) by giving it a place within community centres and other municipal facilities;

f) Create a centre for amateur art and recreation that is central and easily accessible;

g) Enhance the cultural contribution of small private artistic social economy venues by adopting, if necessary, support programs designed to promote them;

h) Better integrate anglophone, allophone and Indigenous artists and audiences into the Accès culture network;

i) Integrate hybrid events and those that fall outside of the existing categories into opportunities for support and recognition, whether emerging (varieties of street art) or established (gastronomy, textile and fashion).
1.29 Make culture a major and essential component of society, integrated into the social, economic and environmental dimensions of sustainable development

a) Ensure that each borough has a cultural policy and action plans developed through a consultation process open to citizens, as well as an advisory group (composed of representatives from the school and community as well as from the variety of artistic practices) to ensure compliance and implementation of the action plan;

b) Encourage urban planning services to reflect on the constraints encountered in creative entrepreneurship and propose solutions;

c) Recognize culture as an agent of social development by integrating it into action to combat poverty and exclusion;

d) Create programs to support cultural enterprises through the economic development department (eg, the PRAM culture for the SDCs);

e) Encourage the organization of the cultural sector on a social economy basis by granting it preferential treatment (eg. relief on municipal taxes). Encourage access to property for cultural enterprises on the same basis;

f) Review property taxation for certain cultural uses (eg. artist’s studios);

g) Support the city and boroughs in increasing creative activity by creating cultural commissioners to accompany creators, artists or organizations in their search for traditional or innovative funding formulas;

h) Increase the budget of the Conseil des arts de Montréal by $20 million, as its support is the best vehicle for the inclusion of diversity. Index funding to inflation from this new threshold;

i) Limit the price of admission to museums to $10 for youth.
1.30 Recognize the knowledge industry as well as the vibrancy of the field of scientific research as essential, structural components of Montreal culture

a) Create an office of higher education to coordinate municipal action with the activities of research and teaching at universities;

b) Create a Montreal scientific culture day;

c) Create a “scientific culture” prize;

d) Integrate municipal representatives of the knowledge sector (Espace pour la vie, Botanical gardens, science centre, parks service) into a program broadcast by the communications service;

e) Accept, in the same way as artists, scientists in residence in the Maisons de la Culture;

f) Integrate scientific content into public space historically reserved for art and history.

1.31 Cultivate the digital expertise of citizens

a) Position libraries as digital learning centres for the entire population;

b) Establish partnerships with schools to integrate media arts into the curriculum;

c) Extend wireless coverage (parks and public squares, transport network, shopping streets, BAM, etc.) and invest in charging stations for phones in public places;

d) Promote open data.

1.32 Foster digital creation

a) Provide proactive leadership by conducting an analysis of the strengths and weaknesses of the sector in order to fill gaps with partnership tables, fairs and exhibitions, support programs and communication and pooling platforms, according to identified needs;

b) Create a “one-stop” portal to showcase the digital creative industry and all its local impacts;
1.33 Putting digital Montreal on the map internationally

a) Create a major festival;

b) Organize economic missions abroad (especially in the United States and the francophonie) to promote Montreal’s digital and social assets.

1.34 Value land and buildings as essential components of culture

a) Create a “transitional occupancy division” to take over unoccupied land and buildings and reduce the vacancy rate of available spaces. This division will be responsible for working with real estate management organizations in order to structure the supply and demand through a standardized framework;

b) Formally integrate cultural districts into the City of Montreal’s urban plan. Establish mechanisms for collaboration between the urban planning and culture services in order integrate cultural development guidelines into the planning and management tools of the city;

c) Grant permission for additional uses of the headquarters of cultural organizations, in order to promote the economic viability of these organizations while encouraging their integration in their neighbourhoods;

d) Adopt a Montreal architecture policy.

c) provide the Bureau du développement durable with a mandate to improve the collection of technological waste (peripherals, devices, components);

d) Put in place an action plan to mitigate the impact of the digital divide on the employability of Montrealers and the economic development of the city.
1.35 Protect Montreal’s heritage

a) Protect Montreal’s architectural, natural and cultural heritage by applying existing regulations, refusing to modify them piecemeal to serve the interests of developers, and taking the lead in the creation of pools of public and private investors dedicated to the safeguarding of our collective heritage;

b) Preserve, for public and community purposes, heritage buildings owned by the city;

c) Protect schools with heritage value in Montreal. Better supervise and finance the maintenance and restoration or expansion of these schools;

d) Preserve the inestimable collective heritage of places of worship, preserving their public, community, cultural and social character and taking the necessary steps to secure the involvement of the government of Quebec in jointly supporting this type of projects;

e) Increase the number of inspectors specializing in heritage buildings in the boroughs;

f) Create a digital registry of vacant or vulnerable heritage buildings, updated on a quarterly basis, through close collaboration between the heritage office and the office for a smart and digital city;

g) Allow the temporary or partial occupation of vacant heritage buildings to provide better protection and maintenance;

h) Harmonize the fire department’s list of dangerous buildings with and the registry of the city’s vacant or vulnerable heritage buildings;

i) Explore the possibility of offering the city a right of first refusal in the sale of a property (building or land) by a religious congregation;

j) Enhance Montreal’s heritage through fact sheets, interpretive plaques, special events, etc.;

k) In collaboration with the government of Quebec, assist the owners of “modest” heritage buildings, by enhancing and extending the scope of current grant programs.
1.36  Strengthen coercive measures against negligent owners

a) Impose heavier fines on landowners who poorly maintain or allow degradation to the heritage buildings under their control, drawing on what is being done in other major cities;

b) Create a tax on vacant buildings and ensure it is higher for those that are of heritage value;

c) Expropriate, after a certain period of vacancy, owners who do not properly maintain or the allow degradation of buildings they are in charge of;

d) Encourage the reuse and renovation of heritage buildings so that they can be quickly made accessible to the community through the creation of community spaces and social housing.

1.37  Preserve workshops for artists and artisans

a) Conduct a census of the buildings currently housing workshops of artists or artisans;

b) Impose a moratorium on the conversion of workshops for artists and artisans and other places of creation to residential zoning, which are often located in industrial fringes, notably along the railways and the Lachine Canal;

c) Promote the purchase, or long-term lease, of spaces for artists and other artisans as cooperatives or non-profits, in order to preserve and protect spaces dedicated to cultural creation from the speculative real estate market;

d) Prepare a policy for the preservation of creative spaces and places for cultural workers - self-employed workers and small businesses - that revolves around culture and contribute to its promotion;

e) Consider twinning artists workshops with affordable housing.
QUALITY SPORTS AND LEISURE SPACES

1.38 Make the city’s parks active living environments, contributing to healthy lifestyles for families, youth and seniors

a) Improve the attendance, visual appeal, security, accessibility and animation of events in parks, in all seasons;

b) Reintroduce the position of park warden or allow and support the organization of citizen groups who wish to animate events, secure and supervise their park. Give the boroughs the means and capacity to protect their parks;

c) Create an infrastructure program for the renovation and modernization of park chalets. Park chalets should be an anchor in the neighbourhood and contribute to the creation of active and dynamic parks that serve all Montrealers;

d) Ensure the installation and modernization of playgrounds, playing fields and exercise areas for all ages;

e) Create a funding program for innovation in the design and renovation of “natural” parks for children as well as “free play” parks;

f) Support the creation of citizen associations for the promotion and maintenance of parks, and institute public or community consultations on the future of local parks.
1.39 Improve access to sports and recreation for all Montrealers

a) Create a fund to ensure access to sports and recreation activities offered by boroughs for all children (0-18 years), all seniors (65 years and older) and persons with reduced mobility, particularly in disadvantaged neighborhoods;

b) Promote and improve accessibility of sports and recreation services in order to strive for greater gender equity and promote gender equity in the use of these services;

c) Make registration in sports, recreation and culture activities easier by computerizing and centralizing the system;

d) Extend the opening hours of libraries and sports and recreation centres.

1.40 Greater investment in infrastructure for sports

a) Maintain and enhance arena and swimming pool rehabilitation programs;

b) Invest in the repair and maintenance of all outdoor sports facilities, depending on the needs of each borough.
1.41 Make Montreal the North American benchmark for cycleways

Create an actual program of cycleways and provide the program with the necessary resources to implement them throughout the territory of Montreal.

1.42 Invest in infrastructure that enhances riverbanks and streams, and create a “waterfront” intervention framework

a) Facilitate and encourage access to the St. Lawrence River, the Rivière des Prairies and the lakes surrounding Montréal by improving the riverfront parks, creating and maintaining beaches, wharves, walks and trails, and setting up adequate facilities for Blue Route users;

b) Continue to develop PPUs around former riverfront village hubs in order to encourage development in a manner that enhances their heritage;

c) Work at the level of the agglomeration to ensure that the connected cities also work in this direction, so the “waterfront” is not divided by administrative boundaries;

d) Define the edge of the island as a landscape, and adopt protective measures (for example, not allowing billboards, construction of office or residential towers, reducing industrial uses or their environmental footprints, etc.);

e) Develop an action plan for the preservation of riverfront biodiversity;

f) Provide adequate public transit service around the island, and support river shuttle services;

g) Create a harbour bath in collaboration with the Old Port of Montreal;

h) Create a running water park on île Notre-Dame in collaboration with the Canadian Olympic Committee;

i) Advertise the perpetual waves on the river to respond to the demands of surfers;

j) Support citizen actions to reclaim the river banks.
2. AFFORDABLE AND QUALITY HOUSING FOR ALL

2.1 Develop comprehensive, dynamic and vibrant urban neighbourhoods

a) Build residential buildings that are universally accessible, on a human scale, whose height and size respect the architectural environment of the neighborhoods, the wishes of the boroughs and the expectations of the population;

b) Plan residential areas on the PPU model - including calculating potential land value and investing these funds in advance in land consolidation, maintenance of public space and elimination of nuisances;

c) Encourage diverse uses to respond to the different needs of citizens;

d) Integrate green spaces into residential units, such as pedestrian green lanes built with and for residents;

e) Create new parks and playgrounds, prioritizing neighborhoods where they are lacking. Parks and playgrounds must be designed to be universally accessible;

f) Encourage density around commercial arteries to facilitate active travel and ensure their vitality;

g) Plan areas of employment on active travel routes within these districts;

h) Encourage density on a human scale where possible;

i) Plan diversified, affordable and accessible shopping centers and services accessible on foot, located close to public transport and new residential developments;

j) Ensure safe public space for all through traffic calming measures and redevelopment of intersections;
2.2 Stop the exodus to the suburbs by building new neighbourhoods

k) Implement an urban greenbelt project that, like the Green and Blue Trails of Greater Montreal, would link the neighborhoods to each other through green corridors, consisting of streets and green lanes, arranged for walking and cycling, as well as parks;

l) Systematically evaluate sites that belong to the city to prioritize the development of community projects (social and community housing, parks, libraries, community gardens, etc.) on municipal land over their sale.

2.2 Stop the exodus to the suburbs by building new neighbourhoods

a) Rapidly carry out major projects already planned, all of which are served by public transport;

b) Carry out an inventory of all religious buildings and initiate discussions with the religious congregations before they are put up for sale;

c) Revise current projects in order to increase access to active and collective transport;

d) Provide technical support and financial incentives to developers to accelerate the completion of these projects and ensure that they are financially accessible, particularly to first-time homeowners;

e) Systematically reserve land for community use in major development projects, including for the establishment of schools;

f) Introduce tax incentives to convert the areas around metro and commuter train stations into dense, transit-oriented neighbourhoods.
2.3 Implement a comprehensive policy for sustainable affordability

a) Adopt an inclusivity policy and require all projects of five units or more to include 20% social housing (OMHM, cooperative, non-profit) and 20% in sustainable affordable housing (rental or condominium) managed by non-profit partners. Include in the regulation the possibility for developers to compensate through a payment to the social housing fund when inclusion in units proves impossible;

b) Invest in land acquisition and decontamination and negotiate with other levels of government a bipartite or tripartite decontamination program;

c) Promote sustainable access to property through a down payment assistance program and a reduction in the price of the property at the outset;

d) Establish, in collaboration with the Government of Quebec, long-term rent supplement allowances for social and affordable housing projects;

e) Evaluate the mandate of the SHDM and ensure that Montreal has a strong real estate arm that meets the needs of social and affordable housing. Also seek out opportunities for partnerships with other not-for-profit corporations whose mission is access to housing or affordable property;

f) Establish a land trust to protect the city’s land for long-term use and allow for long-term leasing to social and affordable housing partners;

g) Better regulate the platforms for renting of houses between individuals in order to reduce the pressure of real estate on neighbourhoods and ensure the quality of life of residents;

h) Request that the government of Quebec modify the AccèsLogis program to reflect the current costs of constructing units and purchasing land in Montreal;

i) Advocate for provincial and federal investment in social and community housing programs;

j) Negotiate with other levels of government and religious communities for the acquisition of surplus land or buildings.
2.4 End spot zoning

a) Ending systematic «spot-zoning» and establishing a level playing field for developers through an up-to-date urban plan;

b) Ensure that the city is in charge of the redevelopment of the few large areas still available in its territory;

c) Develop a space management plan, and subsequently offer developers, through a call for tenders, the right to construct and sell the dwellings provided for in the plan;

d) Have the Inspector General assess zoning changes and land swaps with the city to ensure they follow ethical guidelines.

2.5 Promote sustainable buildings

a) Enhance energy efficiency requirements for new construction and major renovations;

b) Promote the incorporation of renewable energy technologies into the construction of new housing units, as well as the use of recycled and sustainable materials;

c) In new neighbourhood developments, plan the orientation of the streets to optimize passive solar heating of buildings, and evaluate the possibility of installing an urban heating and cooling system;

d) Encourage the establishment and use of a deconstruction service and a place for the recovery of used building materials;

e) Require sustainability in respect to the design and aesthetics of new buildings to avoid architectural environments without interest or character.
2.6 Improve municipal inspections, sanitation and safety

a) Implement a preventative and targeted inspection program to address unsanitary housing. Create a new team of 30 specialized inspectors whose goal will be to inspect 20% of Montreal’s rental housing every five years;

b) Promote the notification and identification of cases of unsanitary conditions and ensure adequate follow up of substantiated complaints, notably by linking the City’s work with those of municipal (SIM, DSP, health network) and community-based organizations;

c) Revise the amounts of fines and the judicial follow up so that these measures are more coercive;

d) Implement awareness and prevention campaigns to counter bed bug, rodent and other vermin infestations;

e) Put in place an incentive plan of grants for maintenance and renovation, to prevent unfair rent increases;

f) Issue certificates of compliance, which would be included in the housing information registry;

g) Make the findings in cases of unsanitary conditions, including bed bugs, and cases of recidivism public and easily accessible via an online registry;

h) Study the options in order to put in place a system to self-finance the inspection program.
2.7 Address the housing needs of Montreal families

a) Develop a borough by borough profile of the housing needs of families;

b) Declare a minimum threshold for family housing (three bedrooms and more) to be included in all public and private housing projects, based on the needs of each borough.
2.8 Address the housing needs of specific groups

a) Ensure the development of at least 300 new units per year to respond to the needs of people at-risk of or experiencing homelessness and people in need of particular services (situations of violence, certain disabilities, etc.);

b) In partnership with local organizations, develop a profile of the adapted housing needs of persons with reduced mobility. Regulate the minimum threshold for adapted housing to be included in all housing projects based on those needs;

c) Encourage and facilitate the development of new affordable housing units for students in order to free up large houses for families;

d) Put in place a “one-stop shop” portal for universal accessibility in order to inform people, organizations or intervenors of the availability of an accessible, adapted, or adaptable housing unit;

e) Strengthen the aid for residential building renovations, for example, the “Major Residential Renovation” program, to make more buildings universally accessible.

2.9 Better protect real estate

a) Encourage landlords to renovate their properties by putting in place credits or temporary tax freezes or via a direct subsidy program which would limit the increase in rental costs for renters;

b) Create a foreign buyers tax in order to limit the impacts of speculation.

2.10 Make housing data public

a) Study the creation of a database on housing that would include the price of housing, complaints and follow ups on cleanliness, the number of bedrooms, tax assessments, as well as complaints and follow ups at the Régie du logement;

b) Encourage all measures that aim to improve the transparency and dissemination of this data.
3. FOR A MOBILE AND DYNAMIC CITY

3.1 Develop a new Transportation Plan with the goal of mobility for all Montrealers

a) Following an in-depth investigation of departure and destination points, propose an ambitious metropolitan transportation plan whose objective would be for all Montrealers to be no more than 10 minutes away from public transit, and 45 minutes from their destination. Include the needs of persons with reduced mobility in this planning and prioritize areas where employment is concentrated;

b) Achieve this goal within 20 years by deploying the means of transportation best suited for each neighbourhood: metro, LRT/tramway, commuter train, rapid bus service, trolley, taxi-bus, river shuttle, etc.;

c) Enlarge the BIXI network, prioritizing the areas around public transit hubs, in order to facilitate the complementarity of modes of transportation and to take into account the goals of the 10-45 plan;

d) Collaborate with taxi companies so that they offer vehicles adapted to the needs of persons with reduced mobility in their regular fleet.

3.2 Reduce the maintenance deficit of roadways and promote the best uses of cars

a) Significantly reduce the maintenance deficit of roadways in Montreal. About 45% of the entire network, so more than 1800 km, is in bad or very bad condition, which leads to enormous direct and indirect costs for Montrealers;

b) Promote the best uses for cars, which include car sharing, self-service vehicles, car pooling and taxi services in order to respond to the mobility needs of Montrealers, while reducing the number of motorized vehicles required;

c) Eliminate bonuses given to the SPVM officers who meet or surpass the quota set for tickets given out;
d) Establish a plan to develop reserved lanes for “green” vehicles and carpooling (in addition to taxis or buses) on certain main routes during rush hours;

e) Broaden the parking tax to include large, non-residential, off-street parking lots everywhere on the island of Montreal.

3.3 Create a sustainable transportation fund

Create a Sustainable Transportation Fund supported by all the sources of financing of public transit and active transportation.

3.4 Substantially increase the level of public transit service in Montreal

a) Build a new diagonal metro line, that would go from the south-west towards the north-east of Montreal, to reach the densely populated neighbourhoods of Saint-Michel, Saint-Léonard, Montréal-Nord and Rivière-des-Prairies, as well as the eastern parts of Plateau-Mont-Royal and Rosemont-La Petite-Patrie. This new line would not only link currently underserved neighbourhoods, but would also diminish the pressure on the orange line and reduce the number of transfers for users;

b) Significantly reduce metro stoppages by increasing budgets linked to the maintenance of rolling stock, by accelerating the replacement of old metro cars and by increasing the resilience of the network;

c) Substantially increase the level of service and the punctuality of buses and assure the fluidity of transportation by bus (reserved lanes, signal priority and synchronization of traffic lights) as well as those of alternative modes of transportation;

d) Maintain and improve commuter train services;

e) Accelerate the work on universal accessibility in order to guarantee persons with reduced mobility access to the entirety of the network, including the metro system, by 2030;
f) Pursue development projects on the current network in Montreal by prioritizing the extension of the blue line towards the east and the (expected) lengthening of the orange line from Côte-Vertu station to the Bois-Franc train station, and plan projects to better serve, with high quality public transit, underserved neighbourhoods, notably Lachine, LaSalle, the west of Notre-Dame-de-Grâce, Pierrefonds-Roxboro, and the eastern portion of Notre-Dame street to Pointe-aux-Trembles.

3.5 Harmonize public transit fares and implement a social fare

a) Implement a social fare for public transit for low-income people;

b) Make public transit permanently free for children 12 years and under who are accompanied by an adult;

c) Put in place a single payment card for all alternative modes of transportation: train, metro, bus, BIXI, LRT, taxi, etc.;

d) Limit increases in the regular fare as well as the frequency of increases.

3.6 Ensure that the Réseau électrique métropolitain (RÉM) is truly at the service of Montrealers

a) Require that the RÉM be a part of the Agence régionale de transport métropolitain;

b) Maintain the public property of the Mont Royal tunnel and implement a framework of shared responsibility by facilitating the cohabitation of the networks (commuter trains, Via Rail, etc.);

c) Maintain the public nature of the network;

d) Integrate the fares of the RÉM within those of the Agence régionale de transport métropolitain;

e) Ensure that citizens have a place within the governance of the network in order to promote public input and continuous consultation.
3.7 Develop a four seasons Montreal bike path network

a) Accelerate the development of the four seasons Montreal cycling network to allow people to travel by bicycle efficiently, pleasantly and safely. Favour unidirectional protected paths on arteries and take into account winter maintenance in the design of new developments;

b) Set up bike lanes between dense neighbourhoods and employment, education, services, and commercial centers. Prioritize neighbourhoods that are isolated, underserved by public transit, or disadvantaged;

c) In order to improve the safety of cyclists and the cohabitation of all road users, in winter as well as in summer, significantly improve the marking of bike paths by using long-lasting paint. Mark the most used bike paths with green paint (on the arterial network);

d) Clearly identify priority for bicycles via placards and markings on certain selected local streets whose speed limit is 30 km/h;

e) Significantly increase the amount of four seasons secure parking for bicycles, namely in new construction and commercial buildings, near schools, metro stations, shops, and attractions such as the Quartier des spectacles;
f) Put pressure on CP in order to get pedestrian/cyclist rail crossings put in place where needed. Readapt and secure railway underpasses and viaducts by order of priority based on need and level of use;

g) Upgrade certain dangerous cycling routes. For example, ban left turns on certain intersections of de Maisonneuve boulevard;

h) Cost the goal of increasing the share of cycling in daily commutes and determine an appropriate and recurrent budget;

i) Choose the roads to add bike paths to based on the level of use and existing car traffic;

j) Take advantage of major repairs to transform bike lanes into bike paths;

k) Study the possibility of offering BIXI service all year long;

l) Increase the number of bicycle friendly streets;

m) Promote the integration of bike racks on buses and commuter trains, particularly for peripheral routes that travel long distances.
3.8 Implement a real “Vision Zero” in order to guarantee the safety of pedestrians and cyclists

a) As soon as an incident that causes the death or severe injury of a pedestrian or cyclist occurs, conduct an evaluation of the site at which the incident occurred and secure the premises as soon as possible;

b) Revise the entirety of the arterial network in order to identify the arteries that can be limited to 40 km/h, and limit all subsidiary and local streets to 30 km/h;

c) Put in place physical improvements that induce these speed limits: narrowed lanes, curb extensions, medians, mid-block extensions, facilities for cyclists, synchronized traffic lights, tree planting. Narrow the width of lanes and systematically apply five meter clearance from intersections;

d) Make sure that there is enough space for pedestrians on sidewalks and guarantee a minimum sidewalk width through regulation;

e) Increase the crossing time for pedestrian signals and adapt this to the periods with most pedestrian traffic, in particular to ensure safe access to parks and public places;

f) Install photo radar devices where necessary;

g) Make better use of lighting: avoid glare and shadowed areas; direct light towards the ground instead of towards the sky;

h) Build new multifunction walkways in order to allow pedestrians and cyclists to more easily overcome road, railway, and geographic obstacles;

i) Put in place pedestrian crossings based on the needs identified by pedestrian paths;

j) Put in place an awareness and promotion campaign modelled around the “Dutch Reach” (the Dutch method of opening a car door) in order to truly tackle the problem of dooring.
3.9 Facilitate walking

a) Improve the layout of roads during repairs by putting in place safety measures for pedestrian movement such as curb extensions, countdown counters and medians in order to reduce pedestrians’ exposure to risk, particularly for persons with reduced mobility;

b) Implement the Pedestrian Charter;

c) Create a fund for walking infrastructure.

3.10 Improve the transportation of goods

a) Review truck routes;

b) Improve transport logistics;

c) Review delivery times;

d) Make safety devices (convex mirrors, side bars, cameras, etc.) mandatory;

e) Contribute to the creation of urban distribution centres (UDC) accompanied by significant financial and regulatory measures to guarantee comparative advantages to these UDCs;

f) Ensure more transparency in the transport of goods by train and monitor this issue.

3.11 Oversee the arrival of autonomous vehicles

Ensure that Montreal puts in place the necessary conditions for the deployment of autonomous vehicles.
4. FOR A THRIVING ECONOMY

A SUSTAINABLE AND FORWARD-LOOKING ECONOMY

4.1 Envision a plan of economic development centred on growing sectors

a) Strengthen the fashion and finance sectors;

b) Support the development of the information technology and communications, life sciences, green technologies, and aluminum sectors;

c) Maintain Montreal's world leadership in aeronautics, cinema, and transportation of goods;

d) Develop new niche industries such as video games, electric and intelligent transport, artificial intelligence, green chemistry, creativity and open-source software.

4.2 Support the PME MTL (small and medium-size businesses) network

a) Improve financial support for the PME MTL network;

b) Make Montreal a world leader in starting and growing small and medium-size businesses;

c) Attract and retain a skilled labour force in Montreal.
4.3 Encourage the development of the social economy

a) Strengthen Montreal’s world leadership in collective entrepreneurship by allocating the necessary resources for starting and growing businesses covered by the provisions of the Loi sur l’économie sociale du Québec;

b) Make the social economy one of the central principles of the economic development strategy of Montreal;

c) Encourage the creation of business collectives recognized by the Loi sur l’économie sociale du Québec to respond to needs of the city and its residents, and prioritize social economy businesses in the awarding of city contracts;

d) Adjust the regulatory framework to accommodate the special circumstances of small businesses and social economy projects and recognize their contribution to the community.

4.4 Develop an industrial development action plan

a) Revitalize derelict zones and industrial parks;

b) Redevelop and modernize the infrastructure of industrial parks, prioritizing sustainable practices such as decontamination and greening;

c) Ensure access to industrial parks by mass transit;

d) Preserve areas of light industrial activity outside of major industrial parks, where they do not encroach on residential zones. Such smaller industries are often vital to the local market;

e) Encourage the establishment of agricultural infrastructure (such as greenhouses) upon industrial and commercial buildings as a tool of economic development and energy efficiency.
4.5 Encourage entrepreneurship

a) Support incubators and accelerators of business;

b) Support the École des entrepreneurs;

c) Encourage skills development, using the FabLab model;

d) Encourage the growth of an entrepreneurial culture by increasing the availability of collaborative workspaces;

e) Support innovative companies working in industrial clusters by encouraging gradual agreements for collaborative testing opportunities in the fields within the jurisdiction of the City of Montréal.

4.6 Recognize the essential contribution of universities, cégeps, trade schools, and continuing education centres to the growth of knowledge and to economic development

a) Strengthen Montreal’s status as a leading university centre in North America;

b) Formulate an ambitious policy to retain university graduates in Montreal;

c) Work with the universities to better address the demand for student housing;

d) Make the necessary interventions with the provincial government to speed up the recognition of credentials from foreign institutions;

e) Partner with Montreal’s institutions of higher learning to augment research and development activities;

f) Be an active participant in the development of business incubators at the college and university levels;

g) Take the necessary steps with the Ministry of Education to develop training programs adapted to particular needs in Montreal, for example training artisans who will be able to renovate the city’s numerous heritage buildings according to current codes.
4.7 Develop tourism in Montreal

a) Encourage the development of recreational and cultural tourism by continued support of existing events and development of new ones;

b) Develop the areas surrounding St. Joseph’s Oratory;

c) Install a multilingual tourist information network in the metro, train stations, bus stations and ports to promote the cultural, commercial, and recreational destinations in each part of the city;

d) Create a uniform system of tourist signage in the city centre to make navigation easier for visitors;

e) Install internet access points in the main metro stations and tourist sites to better inform visitors and promote the city;

f) Establish a short-term fare for combined STM and BIXI services;

g) Install public toilets in tourist areas and metro stations.
**VIBRANT COMMERCIAL ARTERIES**

**4.8 Minimize the impact of construction projects on businesses and their clients**

a) Plan public and private construction projects and sites respecting the realities of commercial arteries (standards of management, design and appearance of construction sites, noise and dust reduction, etc.);

b) Compensate businesses affected by construction projects (offering tax relief) and minimize practices that can cause damage;

c) Appoint liaison agents who communicate directly between the city, business owners, and construction managers.

**4.9 Reduce bureaucracy and cut the red tape**

a) Following the example of the Québec government, create a committee to reduce bureaucracy specifically for businesses;

b) Simplify relations between businesses and the city administration by offering a business service centre in each borough, by establishing a “business 311” telephone line, and by making it possible to apply for certain permits online.
4.10 Establish better support and a fairer tax system for small and local business

a) Adjust the tax rate according to type of commerce or community organization and its location; adopt a “Robin Hood”-type program such as the one in Québec City, where the tax burden is more equitably spread amongst supermarkets and large-scale retailers, smaller businesses located on commercial arteries, and nonprofit organizations;

b) Allow small businesses to spread out their tax payments;

c) Ensure the affordability of commercial spaces and help business owners buy their spaces;

d) Adopt a commercial development plan in order to ensure a diversified range of local businesses and limit commercial sprawl;

e) Improve financial aid for business renovation (such as the PR@M-Commerce) to encourage measures for universal accessibility;

f) Provide financing for the purchase of commercial buildings by nonprofit organizations that can then offer long-term affordable commercial spaces to a mix of business types, and protect these buildings from market speculation. Such nonprofits would be required to hold public consultations to take local community needs into account;

g) Create a commercial property division within an existing service, such as the SHDM (Montreal Housing and Development Corporation).

4.11 Make smart investments in public spaces in commercial sectors and areas

a) Create public areas on commercial arteries and include features such as public toilets, fountains, and artwork;

b) Develop a signature style of street furniture for each commercial centre, in collaboration with the city’s design office;

c) Rethink waste collection operations to avoid garbage piling up in the streets;

d) Develop programs for entertainment and animation of public spaces.
4.12 Create a “made in Montreal” brand

a) Conceive a strong trademark to raise awareness of local products and to raise Montreal’s visibility as a leader in locally-based commerce;

b) Recognize the talent of Montreal’s artists and artisans.

4.13 Create new public markets

a) Develop new public markets close to commercial arteries so that each can profit from the presence of the other;

b) Use public markets as a testing ground for new independent businesses;

c) Encourage the sale of local products;

d) Include citizen and local decision-makers in the governance of public markets.

4.14 Adopt a Montreal “nightlife charter”

a) Designate a “Nightlife Administrator”;

b) Encourage more cultural venues and the growth of the culture industry and nightlife in Montreal;

c) Adopt noise-control regulations to ensure a mutually respectful cohabitation between residents and establishments, and to establish a code for mandatory soundproofing;

d) Ask the provincial government to update the laws for alcohol licensing;

e) Study the particular needs of shift workers and modify certain services accordingly, for example by extending the hours of public transit.
4.15 Better maintain commercial buildings

a) Establish a code of maintenance and hygiene for commercial properties, especially between tenancies, to discourage neglect;

b) Create a registry of available commercial spaces;

d) Encourage temporary use and temporary installations in empty commercial spaces.

4.16 Keep track of commercial development indicators and make this information public

a) Study consumer behaviour (purchasing, origin, buying power, means of transport, etc.) and consumer perception;

b) Keep track of changes in commercial offerings, vacancy rates, and business numbers;

c) Analyze the rental value of commercial properties according to the area and the type of business.

4.17 Encourage the sharing economy

Plan a sharing economy summit with the goal of creating a strategy of best practices.

4.18 Encourage alternative and interdependent forms of economy

Help to put in place local systems of exchange that encourage mutual aid and integration into society.
5. A HEALTHY DEMOCRACY

5.1 Improve services to citizens by introducing a new culture of accountability among elected representatives and senior officials

a) Ensure that city services are provided to citizens at the nearest location with the capacity to do so effectively;

b) Ensure that citizens get quality service and answers to their questions, at both the borough and city levels;

c) Foster and encourage cooperation between boroughs, including the pooling of services between boroughs where beneficial to citizens.

5.2 Maintain local democratic bodies

a) Respect the local democratic bodies of borough councils;

b) Respect the will of Montrealers for any change in the governance or the electoral framework of Montréal;

c) Require the Government of Quebec to correct the inequity suffered by the citizens of the Borough of Ville-Marie, who do not elect their borough mayor and two of their councilors;

d) Enhance the channels for citizen engagement and input on development projects or zoning changes, small and large-scale;

e) Promote participatory budgets.
5.3 Value the Role of the Standing Committees of City Hall

a) Transfer certain current responsibilities of the Executive Committee to the standing committees of the Municipal Council;

b) Ensure fair representation of the different political parties in committees;

c) Increase the transparency of debates in standing committees, including through webcasting and increased public meetings, particularly for the Public Security Commission.

5.4 Make data and debates public

a) Continue and accelerate the deployment of the central and district council broadcasting;

b) Continue and accelerate the sharing of City data.

5.5 Expanding voter status

As in many cities around the world, explore the possibility of extending the status of qualified electors able to vote in municipal elections in Montreal to any person residing in Montreal for at least 12 months.
5.6 Ensure Montreal’s international presence

a) Develop a strategy for Montréal’s international presence, accessible to all citizens, in order to develop the city’s expertise and economy, support the attraction and retention of head offices and international organizations in Montréal, to stimulate international tourism and to represent the city on international issues affecting Montrealers;

b) To produce, for each international mission involving a representative, a mission report integrating the objectives pursued in accordance with the international strategy, a financial report and an estimate of the qualitative and quantitative impact of the mission.

5.7 Promote participatory democracy

a) Encourage the introduction of co-design processes with citizens and users when investing in the development of sports, cultural and recreational facilities, parks and public places, and in local street development projects;

b) Put in place a pre-consultation process for large-scale real estate projects, before the CCU study;

c) Make OCPM consultations mandatory for real estate projects of more than 25,000 square meters;

d) Establish joint standing committees that include citizen representatives in the boroughs.
HEALTHY MUNICIPAL MANAGEMENT

5.8 Limit residential property tax increases to inflation only

To carry out the Projet Montréal program without raising general property tax accounts beyond the inflation rate.

5.9 Reduce the tax burden on Montreal homeowners and tenants

a) Provide financial flexibility for the city through better management and prioritization of administrative and investment expenditures. Place services at the heart of Montréal’s priorities and decisions;

b) Make representations to the Government of Québec in order to recover a portion of the Québec sales tax (QST) collected in Montreal’s territory;

c) Implement taxation measures that are more equitable than those currently in place and that will promote sustainable economic development in the city;

d) In the longer term, initiate a thorough reform of the Montreal tax system to avoid penalizing the «good» owners and to reward desirable behavior;

e) Applying the concept of «fair tax» in property taxes to provide a respite for small owners (both residential and commercial) who care for their property.

5.10 Make the city an exemplary employer

a) Achieve gender parity within city employees, in terms of number, but also in terms of employment, tenure and hierarchy. Implement the necessary programs to do this;

b) Achieve an ethno-cultural representativeness similar to that of Montreal society;

c) Adopt continuing education programs and review promotion criteria within the municipal administration to promote the advancement of people from underrepresented groups to management positions;

d) Establish a policy of family-work balance for all employees;

e) Promote in-house expertise and management work for high value-added public works;

f) Ensure a minimum wage of $15 per hour for employees and subcontractors;
g) Take the necessary steps with the Government of Quebec to raise the minimum wage to $15 per hour;

h) Ask the Québec government to subsidize members of the social economy, NPOs and collective entrepreneurship projects so that they can remunerate their employees at a minimum of $15 per hour;

i) Require that at least one place be reserved for a young person under 35 years of age on each board of directors of the associated organizations and para-municipal societies.

5.11 Review the method of awarding city contracts

Reform the method of awarding contracts by defining, among other things, qualification criteria for companies. These criteria include design competitions, an assessment of the quality of past performance of firms, their achievements, social commitment, sustainable development policies and codes of ethics.

5.12 Use the purchasing power of the city and boroughs to support the local economy

a) Encourage businesses that are located in Montreal using the powerful economic tools available to the City of Montréal and the boroughs to support the local economy;

b) Split tenders where possible from a legal point of view in order to promote the participation of small and medium-sized companies;

c) Make greater use of the many self-employed people living in Montréal. These people may be mobilized to meet temporary labor shortages or to provide smaller services.
AN INCLUSIVE CITY

5.13 Value the richness of Montréal's diversity

a) Organize awareness-raising campaigns to promote diversity in Montreal and counter racism;

b) Develop and support events that value the richness of Montreal's diversity and create links within this diversity. A reminder of the historical contribution of immigration to the various neighborhoods is one example, considering in particular that 47% of the residents of the agglomeration have at least one parent born outside the country;

c) Work to create, in partnership with the other levels of government, an International Museum of Immigration in Montreal with a pedagogical, cultural and social vocation, reminding everyone of the identity of Montreal, an intercultural city;

d) Develop a sensitive and local approach to the supervision of places of worship based on the experience of the boroughs, affirming the right of each person to practice his/her religion and approaching places of worship according to the responsibilities of the city (parking, dynamism of commercial arteries, waste management, etc.);

e) Recognize the unique status of the Indigenous population and establish a Municipal Office for Indigenous Affairs, preferably led by a person from that community;

f) Develop and support communications on municipal services in the languages of cultural and Indigenous communities to facilitate their integration in Montreal and provide access to multilingual instructions to facilitate the participation of these communities in elections.
5.14 **Build on social development**

a) Produce an action plan for the City’s Social Development Policy by investing the necessary funds to combat poverty and strengthen social cohesion within diverse communities;

b) Commit to monitoring, supporting and evaluating the progress of the Food Policy Council, which aims to provide all Montrealeans with access to healthy eating by fighting food deserts by 2025;

c) Promote the importance of Montréal’s social development needs, particularly in the context of subsidiary funding, to other levels of government;

d) Support and acknowledge the consultation processes in the various neighborhoods.

5.15 **Incorporate gender analysis into all city policies, programs and projects**

In line with the government’s gender equality policy, incorporate gender-based analysis (ADS +) into all city policies, programs and projects, in order to discern preventively the distinct effects on women and men that these policies, programs and projects could have.
5.16 Adopt an approach tailored to the diverse realities of homelessness

a) Strengthen local support networks throughout the city, maximizing the use of public and community resources and, where necessary, filling in territorial gaps, in particular with a view to improving measures to prevent chronic homelessness;

b) Promote solidarity in each neighborhood by setting up an interactive map to recognize and disseminate mutual aid initiatives from businesses and citizen groups;

c) Develop and promote the 211 service so that, in response to social needs related to homelessness, social responses are promoted as much as possible, rather than police intervention;

d) Provide police training adapted to the realities of homelessness to all SPVM and STM officers, to avoid the criminalization of homeless people and to prevent physical or deadly interventions;

e) Require the SPVM to produce a biannual report on social and racial profiling and file it with the Public Safety Commission and the municipal council;

f) Reserve a total of 3,000 new social housing units over 10 years for homeless and at-risk persons;

g) Ensure an exhaustive inventory of the rooming house stock in all the boroughs concerned as well as dynamic monitoring to ensure their preservation;

h) Increase the number of paid employment contracts for socio-occupational rehabilitation at $15 / hour;

i) Implement a pilot program, in partnership with the specialized agencies and the trade union groups concerned, which will promote the hiring by the City of persons coming from vocational integration paths;

j) Conduct thoughtful planning to be inclusive and honor the principle of «city law» in all urban projects (right to move in public space, to occupy a place in the city, to be visible in the urban landscape, to speak);

k) Provide strong leadership to other levels of government to ensure that resources at all times meet the needs of the population.
a) Adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples;

b) In consultation with and in cooperation with Indigenous organizations, develop a formula that recognizes the history and rights of Indigenous peoples, noting that Montréal is located on unceded Indigenous territory, to be spoken at the beginning of each council meeting as well as during protocol events;

c) Following consultation and collaboration with Indigenous organizations, establish and implement an ambitious Indigenous toponymy strategy;

d) Following consultation and collaboration with Indigenous organizations, establish an advisory body on reconciliation in Montreal;

e) Provide training for all city officials and elected officials on the history of Indigenous peoples;

f) Encourage the creation of Indigenous businesses and the use of Indigenous businesses in any contract awarded by the City;

g) In collaboration with Indigenous organizations, maintain and make available a directory of Indigenous organizations and services;

h) In collaboration with Indigenous organizations, develop an Indigenous tourism strategy by highlighting historic places of importance related to the history of Indigenous peoples and highlighting authentic Indigenous cultural products through a pilot labeling project to identify and distinguish these products;

i) Take the necessary steps with the provincial and federal governments to ensure the implementation of all calls for action by the Truth and Reconciliation Commission of Canada;

j) In collaboration with Indigenous organizations, develop and make available educational tools on the history of Indigenous peoples, Indigenous rights, and past and contemporary Indigenous contributions to Montreal;

k) Encourage businesses in Montreal to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation and to apply standards and principles in the context of organizational policies and the main operational activities affecting Indigenous peoples, their lands and resources;
5.18 Make Montreal an even more welcoming place for LGBTQ people

a) Affirm that Montréal is an open city, defending LGBTQ rights and aiming at the full inclusion of LGBTQ people in all spheres of society;

b) Combat homophobia and transphobia and ensure safe and inclusive living environments for LGBTQ people, with particular attention to trans people;

c) Provide financial support for the LGBTQ cultural life in all its diversity and ensure access to suitable premises for local organizations.

5.19 Realize the status of Montréal as a sanctuary city

The designation of a sanctuary city as currently advocated by the City of Montreal is misleading because it is inconsistent with the Canadian legislative reality. We must ensure that the designation of Montréal as a sanctuary city, adopted by city council in February 2017, is translated into concrete actions and real changes in practices.
PROGRAM
2017

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