



Action plan for the Downtown Strategy
BUILDING ON MOMENTUM

June 2017



MESSAGE FROM THE MAYOR



Denis Coderre
Mayor of Montréal

In the Downtown Strategy document released last spring, I pointed out how a city's downtown is where the community shows its face to the world, where it displays its values and asserts its vitality, and where it showcases its lifestyle. So, with good reason, Montrealers have once again demonstrated their commitment to the downtown area through their record participation in the public consultation conducted by the OCPM last fall. The vision of the Strategy to support the momentum of the downtown sector, and which was shared with the community, has generated considerable enthusiasm.

The future of downtown Montréal, centre of the metropolis, is not the sole responsibility of the municipal government. It involves the mobilization of all stakeholders – higher echelons of government and their agencies, institutions, public and private actors – in a collective effort to ensure that our city centre continues to stand out and shine.

Montréal invites its partners to support the momentum of the downtown sector by coming together around an action plan that is the roadmap for the next decade. Both ambitious and realistic, this action plan aims to pave the way for partnerships around structuring and promising initiatives for the benefit of the community.

Our municipal administration is making a significant gesture to ensure that the downtown area continues to flourish. This is an important step in the context of metropolitanization, where large cities must reorient their growth toward urban centres and reinvent their identities. The centre of our metropolis already has a head start in this regard.

Today, we must engage collectively so that our city centre, a reflection of our know-how, will continue to move forward, and Montréal will continue to grow as one of the world's innovative and vibrant cities.

Denis Coderre



Richard Bergeron
City Councillor –
Saint-Jacques District

Executive Committee member
responsible for the Action plan of the
Downtown Strategy



MESSAGE FROM RICHARD BERGERON

It is with great enthusiasm that I welcome the Downtown Strategy action plan. The initiatives presented here will help to sustain the momentum that has been building in the territory, particularly in the last few years.

Joining the ranks of major cities around the world, Montréal has earned a prominent position and is recognized internationally for the quality of its living environments, its distinctive character, its economic vitality and the many festivals it hosts, not to mention the unique atmosphere that permeates the city. This action plan sets out the priorities that will be achieved in the coming years to reinforce the undeniable qualities of the downtown sector.

The Downtown Strategy which presented this action plan was the subject of a public consultation by the OCPM in the fall of 2016. The almost record-breaking participation of civil society and citizens testifies two things : Montrealers' attachment to their downtown area and the wide variety of issues and themes related to this sector. The municipal government has taken note of this.

The action plan proposes tangible initiatives to be implemented between now and 2030 in order to act on several fronts, including the improvement of the public transit system servicing the city centre, the opening of the downtown area towards the river and the development of family-friendly neighbourhoods that offer high-quality schools.

Our municipal administration proposes a total of eight actions to support the momentum of our city centre and reiterates the importance of creating partnerships with higher echelons of government, the business community, developers and civil society to realize this collective project.

A stylized, handwritten signature in black ink, appearing to read 'R. Bergeron'.

Richard Bergeron





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CONTEXT

The strategic importance, scope and attractiveness of downtown Montréal, the heart of the metropolis and the main economic engine of Québec, are widely recognized. The proximity to the river, the presence of the mountain as well as the appeal of Old Montréal and the city's underground network are all elements of identity that contribute to its unique character. Support for its vitality and international influence has recently been enshrined in the Downtown Strategy, a vision document tabled by the Ville de Montréal in May 2016, to sustain its current momentum on the demographic, economic and cultural fronts.

The Downtown Strategy was the subject of a consultation conducted by the Office de consultation publique de Montréal (OCPM) in the fall of 2016, with a strong public participation and more than one hundred briefs deposited. This Strategy expresses the will to orient urban growth toward the downtown sector, but also to ensure that this growth respects, and even reinforces, the main qualities that constitute the city's strength and attractiveness. To realize this vision, the Strategy presents an action plan with structuring and tangible initiatives.

This action plan outlines the key interventions to be deployed by 2030 to implement the Strategy. To this end, it proposes actions that cover several areas under the City's jurisdiction (housing, social and community development, economic development, mobility, security, public domain development, community and cultural facilities) and, in particular, it calls for the mobilization of partners whose contribution is essential.

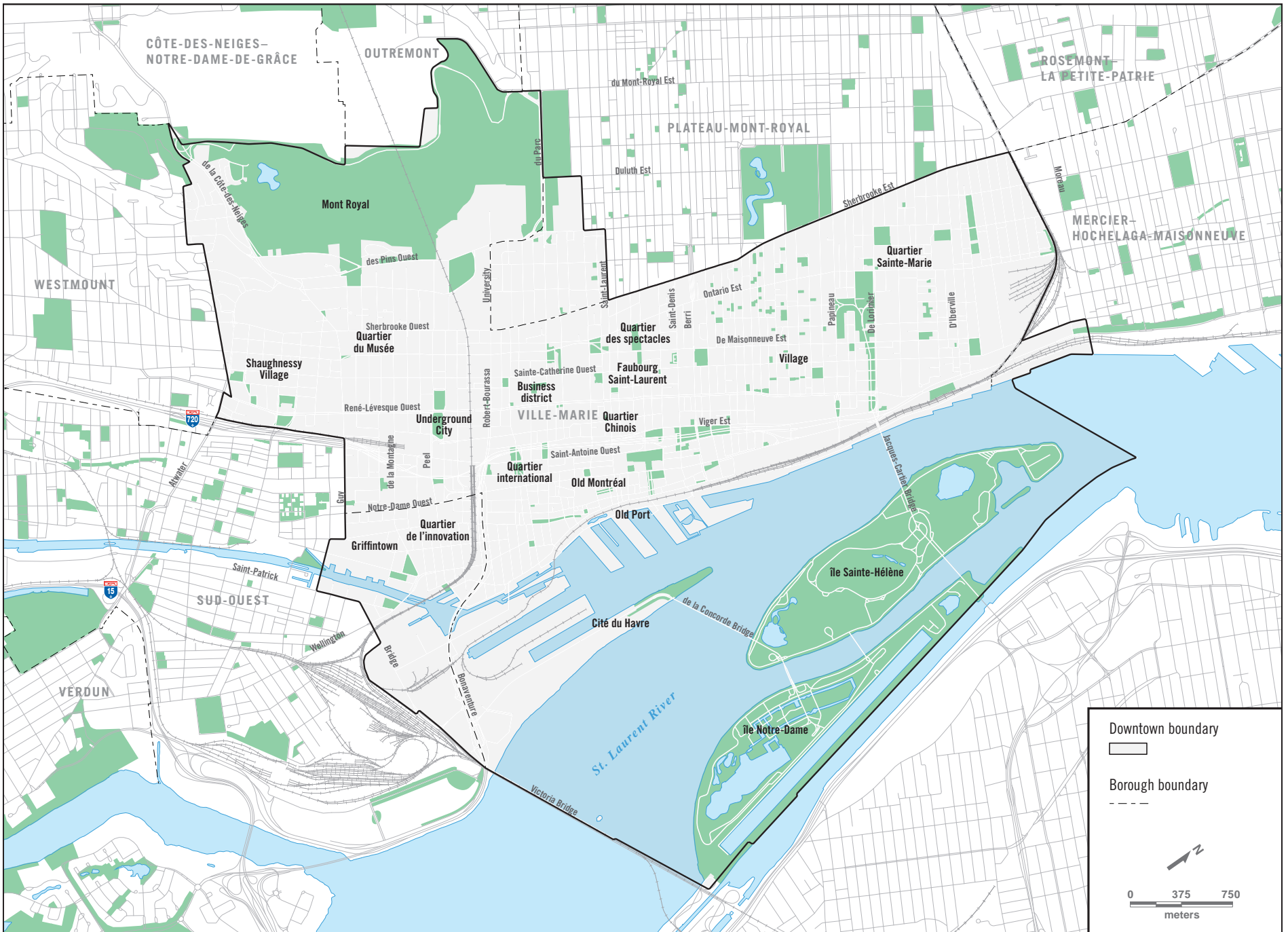
Dedicated specifically to the downtown area, this action plan will bring a significant contribution to the vitality of the centre of the metropolis. It is consistent with the City's various policies, action plans, strategies and special planning programs (SPPs) that affect the downtown sector and is in line with the orientations of the Land Use and Development Plan for the Montréal urban agglomeration. The initiatives it proposes will be added to those already announced or undertaken by the City to support the momentum of the city centre between now and 2030.

TERRITORY

The territory covered by the Strategy extends just over 18 km². It includes the entire Borough of Ville-Marie and part of Le Sud-Ouest, Plateau-Mont-Royal, and Mercier-Hochelaga-Maisonneuve boroughs.

This territory encompasses areas that are highly diverse in terms of their shape, vocation and population, including iconic places for Montréal's identity, economic and cultural sectors, large green spaces and living environments. It is characterized by great heterogeneity and includes, most notably, the Mount Royal, the Old Montréal, the Old Port, Notre-Dame and Sainte-Hélène islands, the Quartier des spectacles, the Quartier des affaires, the Quartier international, the Quartier de l'innovation, the underground network, Griffintown and old neighbourhoods such as Sainte-Marie, Faubourg Saint-Laurent and Shaughnessy Village.

TERRITORY COVERED BY THE DOWNTOWN STRATEGY



HIGHLIGHTS OF THE DOWNTOWN STRATEGY

The Downtown Strategy confirms that the city centre has been experiencing momentum in the past years, both in demographic and residential terms, and as a place of business and commerce and a cultural hub. In addition, certain sectors offer significant capacity through the presence of vacant or underutilized land or land in the process of being redeveloped. The consolidation of existing neighbourhoods, the requalification of former industrial sectors and the conversion of large institutional complexes are opportunities to make the most of this potential and meet the targets set in the Strategy.

The Strategy underscores the fact that downtown Montréal is inhabited by a diverse and growing population. The resurgence of interest in the central sectors has resulted in, among other things, a marked increase in public transit ridership, with some sections of the network leading into the city centre reaching saturation levels. Improving access to the downtown core is one of the cornerstones of the Strategy.

Finally, the Strategy aims to increase the opening of downtown to the river, the proximity of which is an undeniable asset for Montréal. In this regard, certain waterfront sectors offer opportunities for urban redevelopment that should be based on the principle of ensuring public access to the shoreline.

This vision is broken down into three major undertakings and strategic orientations grouped into four main areas :

3 transformational projects :

- Enhancing the public transit network
- Opening up downtown to the river
- Converting institutional complexes and public buildings : a model of urban regeneration

4 strategic orientations :

- Complete, inclusive neighbourhoods
- A distinctive economic engine
- Smart, sustainable mobility
- Infrastructure that integrates more seamlessly into the urban fabric

Downtown perspective 5 principles of the Strategy



PUBLIC CONSULTATION CONDUCTED BY THE OCPM

In the fall of 2016, the Downtown Strategy was the subject of a public consultation conducted by the OCPM. The *Grand rendez-vous*, thematic meetings and sessions to hear public opinions saw unprecedented participation. The OCPM's report, tabled in March 2017, supports several recommendations that are reflected in the action plan.

These recommendations address many aspects of the action plan, including :

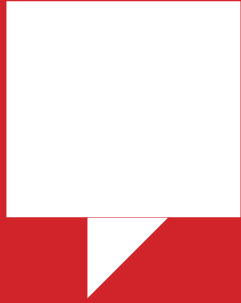
- The improvement of active transportation networks
- Accessibility to quality housing for students, families and people in precarious situations
- The adequate supply of community amenities
- Cultural dynamism
- The vitality of commercial arteries

In addition, the OCPM draws attention to the fact that urban densification should be carried out with respect for existing neighbourhoods.

The OCPM report also refers to the multiple development interventions already included in various special planning programs for the downtown area and suggests a timetable for their implementation. The Strategy's action plan is not a synthesis of these interventions, but it supports the implementation of these programs through concerted actions.







BUILDING ON MOMENTUM

IMPLEMENTATION BASED ON PARTNERSHIP

4 PRIORITY ACTIONS

1. Service downtown with an integrated and efficient public transit network
2. Undertake the transformation of waterfront sectors located at entry points of the city
3. Establish schools and provide a diversity of housing for families in the downtown area
4. Stimulate employment downtown, the economic development engine

4 COMPLEMENTARY ACTIONS

5. Make streets and public places green and user-friendly
6. Support the repurposing of major institutional complexes
7. Consolidate downtown's cultural and community networks
8. Preserve the authenticity and improve the quality of downtown's built environment



IMPLEMENTATION BASED ON PARTNERSHIP

The influence and dynamism of the downtown area are attributable to the business, commercial, cultural, tourism and educational activities concentrated in the city centre, to the residential areas that contribute to its liveliness and to the efficient public transit system that services it. The vitality of downtown Montréal benefits from the combined actions of stakeholders in civil society, governments and their agencies, companies, large organizations and institutions within its territory, which are key levers for its development.

Building on a shared vision, the implementation of the action plan for the Downtown Strategy calls for the mobilization of all the City's partners and their commitment to a collective effort. It is therefore essential that public partners, namely higher echelons of government and their agencies involved in the legislative, planning and financing aspects of the plan, as well as large property owners, support this common ambition for the downtown core. Institutional and private actors are also called upon to implement the action plan. The commitment of all these partners to the role that the downtown sector should play and their involvement in structuring projects is essential to sustaining the momentum of the city centre. In this sense, **partnership is a prerequisite for the success of the action plan.**

Adequate funding of the 2030 action plan is just as much essential. The financing strategy will have to be carried out in a context where the City has already planned major investments in the downtown area for the implementation of large-scale projects, special planning programs and other sectoral action plans adopted by the municipal administration. The 2017-2019 Three-Year Capital Works Program, for example, provides close to \$400 million for projects and development in the downtown area. Partners of the City also have projects currently being planned.

The challenge for this action plan lies mainly in the choice of interventions and the prioritization of new investments for the downtown area between now and 2030. The determination of an adequate financing model, taking into account the City's financial framework and its *Programme montréalais d'immobilisations (PMI)*, and the collaboration with the City's public partners, will help establish this financial strategy.

The action plan identifies therefore eight actions, the implementation of which requires a concerted commitment between the City and its partners, including higher echelons of government, and shared funding. The City intends to bring together partners in business, government and civil society to participate in the implementation of this action plan, according to their jurisdictions, abilities and means.

Partners

- Federal and provincial governments
- Canada Lands Company / Old Port of Montréal Corporation
- Société québécoise des infrastructures
- Caisse de dépôt et placement du Québec Infra
- Société de transport de Montréal
- Autorité régionale de transport métropolitain
- Jacques Cartier and Champlain Bridges Incorporated
- Montreal Port Authority
- Canadian Pacific
- Canadian National
- Parks Canada
- University institutions
- Chamber of Commerce of Metropolitan Montreal
- Business and merchant associations
- Quartier des spectacles Partnership
- Quartier de l'innovation
- Société d'habitation et de développement de Montréal
- Office municipal d'habitation de Montréal
- Corporation des Habitations Jeanne-Mance
- Religious institutions
- Cultural stakeholders
- Héritage Montréal
- Vélo Québec
- Ordre des architectes du Québec
- Commercial property owners and managers
- Community organizations
- Large private property owners
- Private developers
- Housing committees
- Community advocates



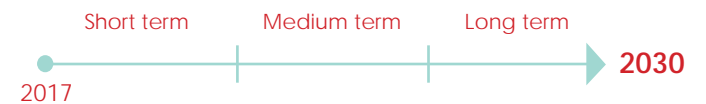
ACTIONS TO SUPPORT THE MOMENTUM OF DOWNTOWN

The action plan proposes four priority actions and four complementary actions. In order to carry out these initiatives by 2030, each action is broken down into means of implementation and for each of these, a short-, medium- or long-term time frame is determined. The full realization of these means of implementation depends on the execution of several interventions for which the timelines may vary. However, the conditions for their successful implementation will be established as soon as the action plan is tabled.

The monitoring and implementation of the eight actions are translated into targets to be reached and tracking indicators. Monitoring will be carried out throughout the implementation of the actions outlined in the plan.

The initiatives presented are accompanied by “associated” actions. These actions, which emanate from special planning programs, policies or action plans adopted by the City or that fall under the responsibility of its partners, complement the Strategy’s action plan and will also contribute to the vitality of downtown Montréal. The action plan describes the implementation of these plans by listing some of the interventions that will be carried out in the downtown area in the coming years.

Time frames



PRIORITY ACTIONS



SERVICE DOWNTOWN WITH AN INTEGRATED AND EFFICIENT PUBLIC TRANSIT NETWORK

Due to its strong attractiveness, downtown Montréal generates more than one million trips per day (1,265,000). More than half of these (53%) are made by public transit and this modal share is steadily increasing. The vitality of the city centre is intrinsically linked to its accessibility and, in particular, to the comfort and reliability of its public transportation network.

The consolidation of the network through the addition of efficient public transportation systems is therefore a priority to ensure efficient travel to and from outlying neighbourhoods and the metropolitan area. In order to do this, the Ville de Montréal works closely with its partners who are spearheading public transit projects.

Accessibility to the city centre from the South Shore, the airport and the west of the metropolitan area will be enhanced by the installation of the electrified train line (the Réseau électrique métropolitain, or REM). Accessibility from the north and east will have to be studied and decisions will have to be made to develop new, high-capacity public transportation axes in order to meet current and future demand.

Partners

- Caisse de dépôt et placement du Québec Infra
- Société de transport de Montréal
- Autorité régionale de transport métropolitain

1.1 Ensure proper integration of REM infrastructures in the city centre

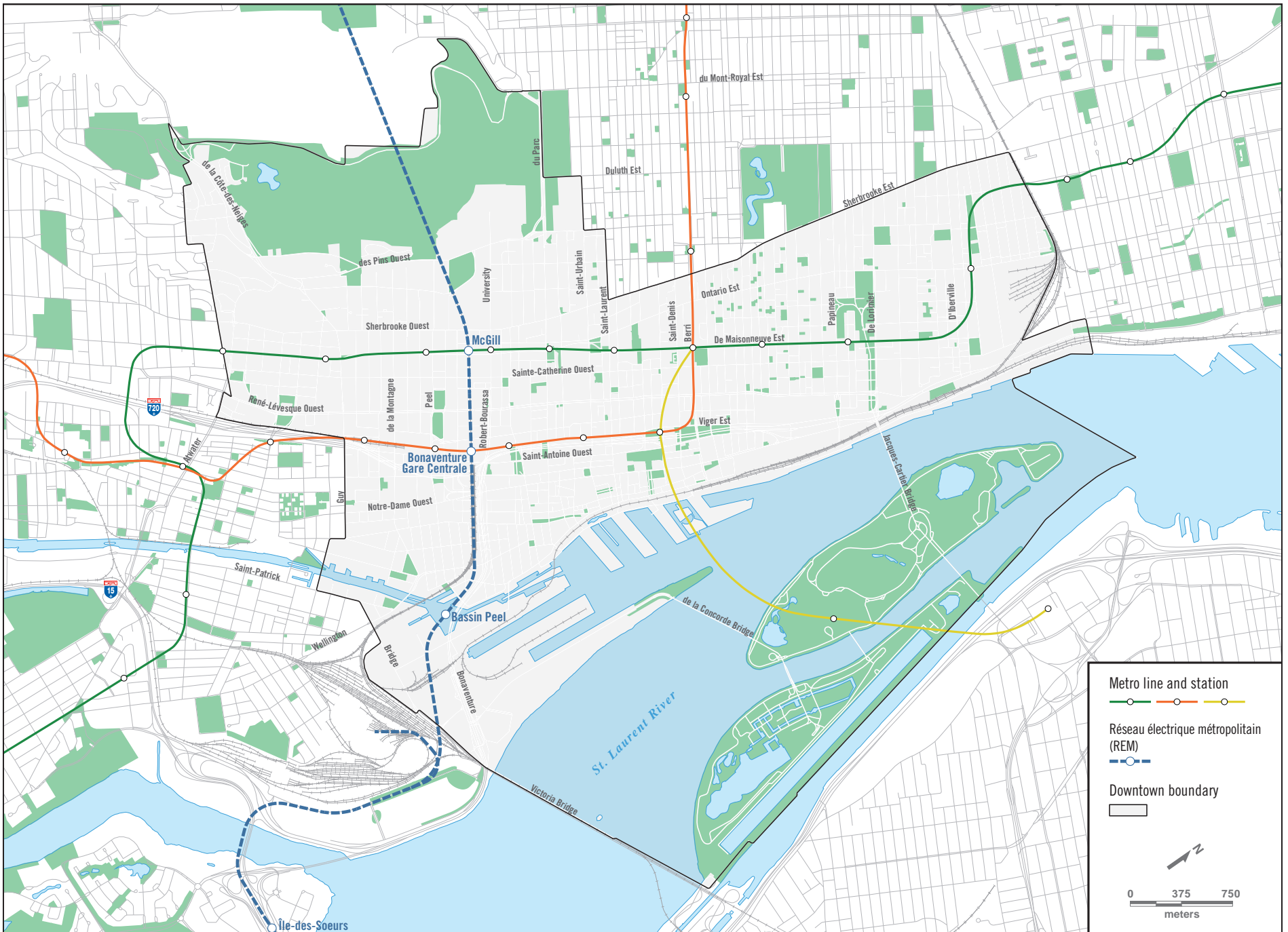
The REM project, executed by the subsidiary of the Caisse de dépôt et placement du Québec (CDPQ Infra), will have a total of 27 stations, including three in downtown Montréal. In order to ensure efficient service, it will be connected to three metro lines : the orange line (Bonaventure Station), the green line (McGill Station) and the blue line (Édouard-Montpetit Station).

The Ville de Montréal is assisting CDPQ Infra in order to ensure an efficient connection of the new network to existing metro stations and bus lines, as well as sound urban integration of the infrastructures. The Bassin Peel station, being the only newly created station, requires special oversight. Development in the vicinity of the new structures should be designed to make active modes of transportation user-friendly and safe. Similarly, the use by the REM of the enclosed railway overpass along the boulevard Robert-Bourassa involves planning for its integration into the urban fabric and taking into consideration the heritage interest of this structure.

- Oversee the architectural integration of Bassin Peel station entrances and develop the public domain in the surrounding areas
- Ensure the connection of the STM bus network to the Bassin Peel station
- Ensure the urban integration and development of the enclosed railway overpass
- Ensure consistency of interventions with ongoing or planned developments, such as the Bonaventure Project, and the Griffintown and Quartier des gares special planning programs (SPPs)

Time frame : short term

CURRENT AND PLANNED METRO AND REM NETWORKS



1.2 Enhance the public transportation network servicing downtown from the northeast and east of Montréal

The City wishes to improve access to downtown using public transit from the northeast and east in order to reduce congestion on the existing network, particularly on the orange line, to absorb the steady increase in ridership and to service Montréal's most densely populated neighbourhoods. The City is therefore supporting the expansion of the transit system in this direction. To this end, all transportation technology options will be assessed, taking into account their efficiency and their integration into neighbourhoods.

- Implement new medium to high capacity public transportation links to connect downtown to neighbourhoods in the north and east sectors of Montréal

Time frame : medium to long term

Associated actions

Implementation of the Borough of Ville-Marie's Plan local des déplacements (local travel plan)

Implementation of the Politique de stationnement (parking policy) :

- Development of sustainable mobility hubs integrating bicycles, BIXIs, taxis, self-service and car-sharing vehicles around certain metro stations and in sectors less well serviced by public transportation. The priority will be sustainable mobility hubs in the downtown area in the following sectors :
 - Griffintown
 - Cité du Multimédia
 - Sainte-Marie

Realization of the bus rapid transit (BRT) service on boulevard Pie-IX by 2022

Continuation of the commissioning of the Azur metro cars (STM)

Targets	Indicators
<ul style="list-style-type: none"> • Achieve a modal share, all types combined over a 24-hour period, of 60% for trips to downtown by public transportation by 2030 	<ul style="list-style-type: none"> • Modal share of public transit trips over a 24-hour period
<ul style="list-style-type: none"> • Increase public transit capacity to downtown by 100,000 trips per day by 2030 	<ul style="list-style-type: none"> • Number of trips per day by public transportation to the downtown sector



2

UNDERTAKE THE TRANSFORMATION OF WATERFRONT SECTORS LOCATED AT ENTRY POINTS TO THE CITY

Over the past decade, the City has undertaken large-scale urban projects that support the redevelopment of strategic sectors or improve access to the neighbourhoods that make up the downtown area. These projects include the redevelopment of the Quartier des spectacles and Griffintown, the transformation of the Bonaventure entrance to the city and that of the Champ-de-Mars sector, with the covering of the Ville-Marie Expressway.

The sectors that are entry points to the city, located to the east and west of the Old Port, will be the subject of planning work over the next few years. The redevelopment of the area near the Jacques Cartier Bridge will allow downtown to be opened up to the river and the physical barriers of road infrastructure to be mitigated. In addition, the redevelopment of the entrance to the city via the Champlain Bridge will allow new access to shorelines. The planning will also include the last major sectors of the downtown area that are already experiencing momentum, with a REM station in the Bassin Peel area and redevelopment of the Maison de Radio-Canada site.

The transformation of these sectors along the edge of downtown will be an opportunity to generate new jobs, both in the tertiary sector and the light industrial sector, and to accommodate various types of residential projects, as well as local services and facilities.

2.1 Conduct planning of the Square Papineau–Pied-du-Courant sector and begin its implementation

The Square Papineau–Pied-du-Courant sector, bordering the Centre-Sud and Sainte-Marie districts, is characterized by the convergence of metropolitan road axes : the Jacques Cartier Bridge, rue Notre-Dame Est and the Ville-Marie Expressway. At the local level, these infrastructures affect residents' quality of life, active modes of travel and access to the riverfront. The

sector also includes sites and structures that bear witness to various eras in Montréal's history : the Jacques Cartier Bridge, the Pied-du-Courant Historic Site, the Craig Pump Station and the industrial heritage associated with the Molson Brewery. Finally, the upcoming transformation of large-scale sites such as the Maison de Radio-Canada and the Molson Brewery will have a major impact on this part of downtown.

The Ville de Montréal will therefore shortly begin a planning operation in collaboration with its partners. The objective of this process will be to make the sector a dynamic urban neighbourhood while ensuring its role as a gateway to the downtown area. The desired transformation for this waterfront sector will be done in a manner to integrate them with adjacent neighbourhoods to optimize the economic and social benefits of future projects and interventions.

In this regard, the City and the Jacques Cartier and Champlain Bridges Incorporated announced the redevelopment of the approaches to the Jacques Cartier Bridge, which constituted the first step in the transformation of the entire sector.

The intervention strategy may include reweaving the urban fabric, opening up the sector to the river, redesigning rue Notre-Dame Est and the Ville-Marie Expressway, or enhancing the built heritage. The redevelopment of the sector will also aim to offer a diversity of housing and activities.

- Establish the development orientations and hypotheses and the main interventions to be carried out, in collaboration with the partners
- Conduct analyzes, heritage studies and technical and financial feasibility studies of the required interventions
- Develop an intervention program
- Carry out the first interventions

Time frame : short to medium term

Partners

- Ministère des Transports, de la Mobilité durable et de l'Électrification des transports du Québec
- Jacques Cartier and Champlain Bridges Incorporated
- Montreal Port Authority
- Canadian Pacific
- Canadian National
- Société de transport de Montréal
- Grands propriétaires privés
- Large private property owners
- Caisse de dépôt et placement du Québec infra
- Parks Canada
- Canada Lands Company / Old Port of Montréal Corporation

SQUARE PAPINEAU-PIED-DU-COURANT SECTOR





2.2 Conduct planning for the Bassin Peel–Bridge–Wellington sector and begin its implementation

Since the early 2000s, the Le Havre de Montréal sector has been the subject of concerted reflection. In 2015, it was targeted by the Land Use and Development Plan as a strategic planning area. The detailed planning for the Bassin Peel–Bridge–Wellington area is therefore part of this process.

This sector will be the subject of structuring interventions such as the transformation of the Bonaventure Expressway into a boulevard, the redevelopment of the public domain and the integration of the future Bassin Peel REM station. The approach aims to revitalize activities, as well as to improve the urban environment, commuting conditions and connections with the surrounding areas and the river.

The planning process also takes into account enhancements of heritage components in the area, including Silo No. 5, the Lachine Canal and basins, the former Riverside Pumping Station, Les Forges de Montréal and the Irish commemorative site, all of which bear witness to the birth of industrialization in Canada and will serve as landmarks in the spatial organization of the sector.

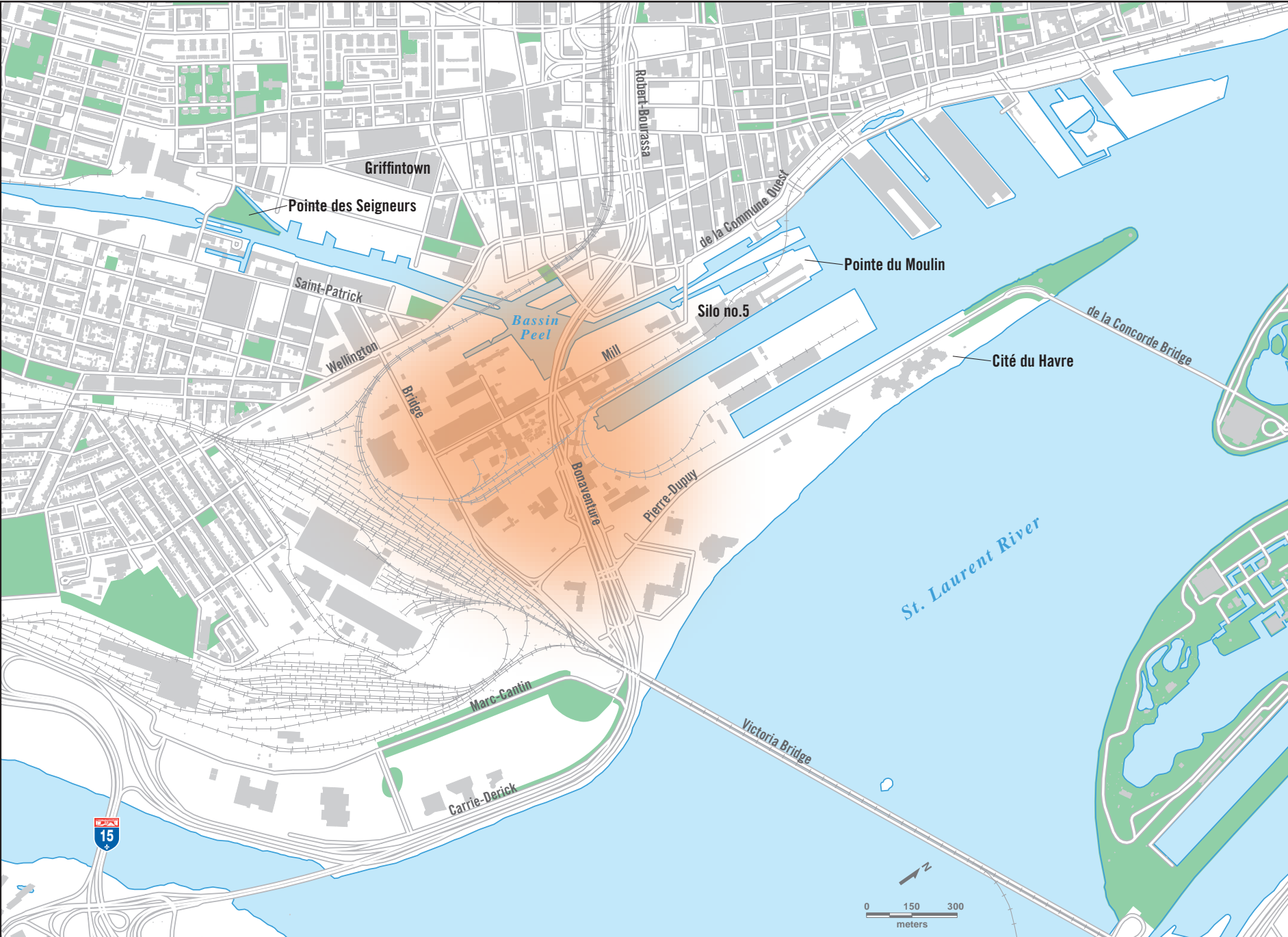


- Continue environmental characterization studies
- Establish planning hypotheses and key interventions to be carried out, in collaboration with partners
- Conduct technical and financial feasibility studies of required interventions
- Develop an intervention program
- Carry out the first interventions

Time frame : short to medium term

Target	Indicators
<ul style="list-style-type: none"> • Carry out initial interventions to redevelop entry points to the city around the Square Papineau–Pied-du-Courant and Bassin Peel–Bridge–Wellington sectors by 2025 	<ul style="list-style-type: none"> • Adopt planning documents • Include investments for these two sectors in the 2017-2019 Three-Year Capital Works Program

BASSIN PEEL-BRIDGE-WELLINGTON SECTOR



3

ESTABLISH SCHOOLS AND PROVIDE A DIVERSITY OF HOUSING FOR FAMILIES IN THE DOWNTOWN AREA

In order to ensure the long-term growth and vitality of the territory covered by the Strategy and to maintain its social diversity, the City is focusing on having families come to reside in the city centre and to remain there. To this end, it wishes to provide the downtown area with amenities and housing that meet their expectations.

The establishment of educational facilities, which is already an issue in the western sector of downtown, will become even more essential with the arrival of new families. The action plan is therefore aimed at the establishment of primary and secondary public schools throughout the territory.

In addition, residential construction downtown has seen a boom in recent years, but has focused mainly on high-end and small-scale housing. Thus, housing for families in dense environments faces important challenges, taking into account particularly the types of housing sought by families and their financial resources in the context of high costs for land. The action plan therefore proposes to encourage diversification of the residential offer to meet the needs of a variety of households, especially families.

3.1 Implement a strategy for the establishment of public schools in the downtown area

The Ville de Montréal wants to establish four public elementary schools and a public secondary school in the downtown area by 2030 in order to adequately serve current and future residents. Priority will be given to the opening of primary schools in the Peter-McGill and Griffintown sectors. The dense built environment of the downtown core will likely lead to a vertical mix and the City is encouraging the Commission scolaire

de Montréal and the Ministère de l'Éducation et de l'enseignement supérieur to review the parameters of the law in terms of the approaches applied to land-use, spatial organization and architecture.

- Develop an approach for integrating schools into a dense built environment, in collaboration with the Commission scolaire and the Ministère de l'Éducation et de l'Enseignement supérieur
- Establish two public primary schools, one in the Peter-McGill district and one in the Griffintown area, within five years
- Establish, in the medium term, one secondary and two primary public schools in high-demand sectors

Time frame : short to medium term

3.2 Adapt housing subsidy programs to the context of the downtown sector

The terms and conditions of two existing housing subsidy programs will be adjusted to reflect the particular context of the downtown sector. On the one hand, the Home Ownership Program, which helps households acquire property, directly contributes to stimulating demand. On the other hand, the Urban Housing for Families Program, aimed at residential developers, is the tool designed to stimulate the supply of family housing.

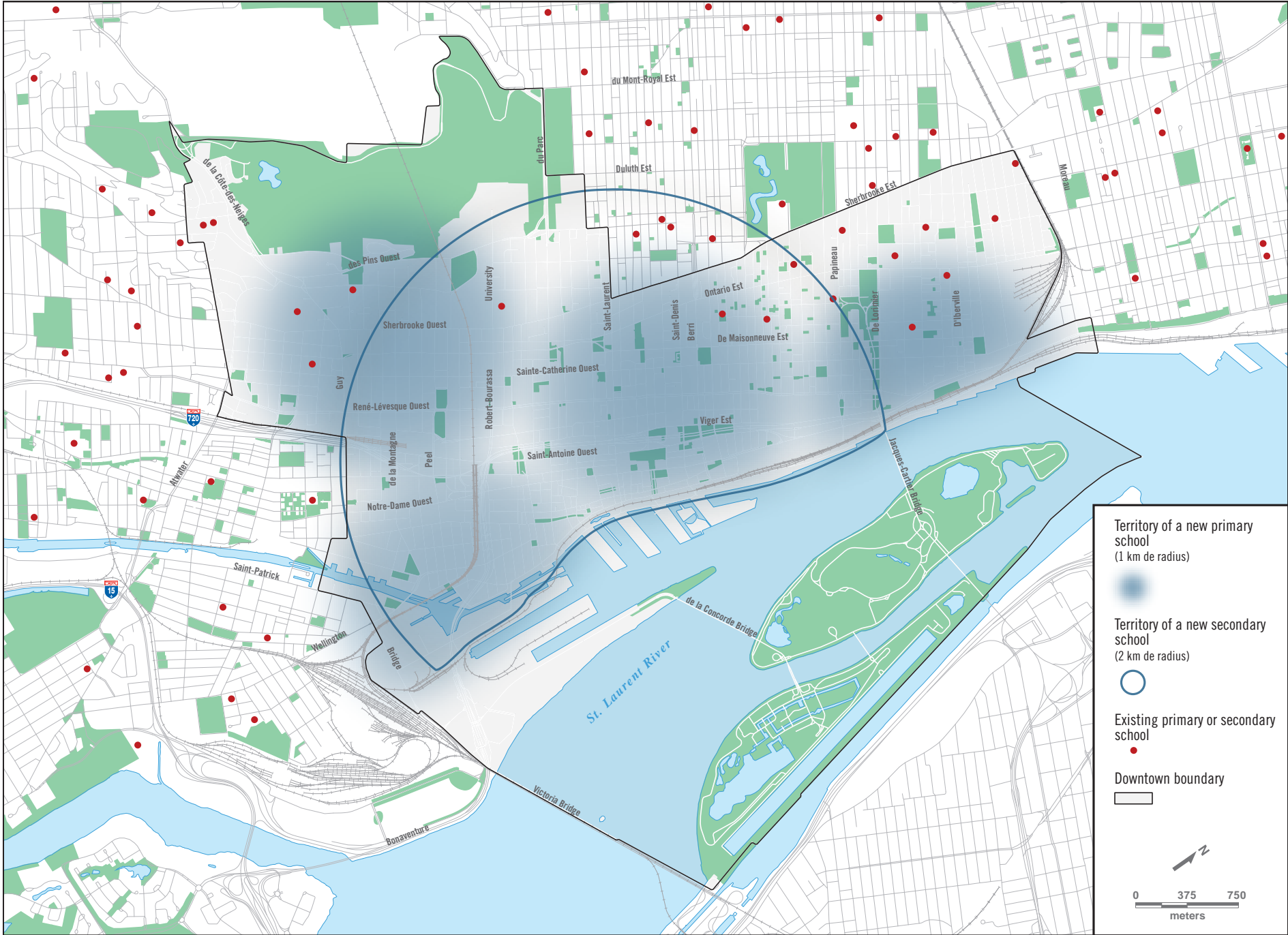
- Adjust the financial aspects and eligibility criteria, based on the specific market situation in the city centre

Time frame : short term

Partners

- Ministère de l'Éducation et de l'Enseignement supérieur
- School Boards
- Société d'habitation et de développement de Montréal
- Large private property owners
- Community advocates
- Office municipal d'habitation de Montréal
- Corporation des Habitations Jeanne-Mance

THE TERRITORIES OF NEW PUBLIC SCHOOLS



Territory of a new primary school
(1 km de radius)

Territory of a new secondary school
(2 km de radius)

Existing primary or secondary school

Downtown boundary

0 375 750
meters



3.3 Support the implementation of exemplary residential projects that combine density and a family-friendly environment

The City will support the implementation of exemplary projects, particularly in the context of converting an institutional complex, that integrate family housing, community services and green spaces. These projects will be exemplary, first, in their approach to density that integrates the needs of families with children. They will ensure the inclusion of social and community housing according to the principles set out in the Affordable Housing Strategy. They will have to focus on innovative architecture, sustainable mobility or the development of the public domain.

- Make strategic acquisitions
- Establish guidelines
- Support exemplary projects
- Explore various innovative approaches to home ownership to ensure long-term and sustainable affordability

Time frame : short to medium term

Associated actions

Launch of the financial support fund for social development in the Borough of Ville-Marie

Application of the Affordable Housing Strategy

Continue the implementation of the Plan de fidélisation des familles (plan to keep families in Montréal) :

- Develop neighbourhoods where it is good to live and grow up
- Promote Montréal : Living and growing up in Montréal

Develop of a student housing policy

Continue implementation of the Plan d'action montréalais en itinérance (action plan on homelessness) and implement the 2018-2020 action plan

Real estate development including a portion of private housing, affordable condos, a housing cooperative and commercial spaces located in the STM parking lot near Frontenac metro station (STM-SHDM)

Targets	Indicators
<ul style="list-style-type: none"> • Add 1,000 housing units with three or more bedrooms to the downtown sector within 10 years, of which a significant proportion will be affordable for a family buying a property for the first time 	<ul style="list-style-type: none"> • Portion of units with three-bedrooms or more in new construction projects
<ul style="list-style-type: none"> • Welcome 3,000 new households with children to the downtown area within 10 years 	<ul style="list-style-type: none"> • Number of households with children
<ul style="list-style-type: none"> • Provide downtown with four new public elementary schools and a new public secondary school 	<ul style="list-style-type: none"> • Number of public primary and secondary schools



4

STIMULATE EMPLOYMENT DOWNTOWN, THE ECONOMIC DEVELOPMENT ENGINE

The attractiveness of downtown Montréal depends on a number of factors, such as its international reputation, the strength of its businesses, the efficiency of public transit, the quality of public property management and affordable housing. To stimulate economic development, the City will establish dedicated measures that are focused on innovation.

The concentration of higher education institutions and research centres, the presence of the Quartier de l'innovation, the concentration of jobs linked to the knowledge-based economy and the high frequentation of the city centre create a stimulating ecosystem that must be supported and leveraged.

The Ville de Montréal wants to strengthen downtown as a showcase and as a platform for research and experimentation, particularly in terms of urban services and the environment. Innovative measures to reduce heat islands and greenhouse gas emissions will contribute to the attractiveness of the city centre, both for economic development and quality of life.

In addition, the City wants to reinforce downtown as a distinctive business centre and regional trade hub. It must continue to distinguish itself by offering a unique destination, by implementing innovative concepts and by offering a wide range of local services.

Partners

- Federal and provincial governments
- University institutions
- Quartier des spectacles Partnership
- Chamber of Commerce of Metropolitan Montreal
- Ordre des architectes du Québec
- Commercial property owners and managers
- Quartier de l'innovation

4.1 Consolidate downtown's attractiveness of as a place of business

The City intends to build on the strengths of downtown as a place of business, both in terms of security and favourable tax treatment. It also aims to develop its positioning with regard to sustainable and efficient real estate development with, for example, intelligent buildings. Finally, the City will focus on creating awareness about the quality of the design of office towers (architecture, interiors, outdoor spaces).

- Promote the competitive advantages of downtown Montréal internationally
- Promote a green and intelligent built environment
- Establish initiatives that support the quality and originality of design for office buildings

Time frame : ongoing

4.2 Support technological experimentation and urban innovation

Downtown Montréal benefits from the presence of universities and research centres and capitalizes on this synergy to respond to collective urban issues. It also benefits from the exceptional concentration of innovative companies and startups. In this context, the City wants to promote an "urban laboratory" approach. The conditions will therefore be put in place to facilitate experiments in real-life situations of cutting-edge projects related to urban infrastructure and the management of urban services.

- Promote green technological innovation
- Establish an institute for electrification and intelligent transportation (Institut de l'électrification et des transports intelligents)
- Set up a test corridor for electric and intelligent transportation
- Establish an urban prototyping centre



- Promote the Laboratoire numérique urbain (LNU, or Urban Digital Laboratory) in the Quartier des spectacles
- Deploy a fibre optic network to offer free public Wi-Fi in the city centre
- Connect research centres with small and medium-sized businesses

Time frame : short term

4.3 Support a diversified commercial offer

Downtown Montréal plays a number of roles – workplace, tourism area, living environment, urban campus – and the commercial offer must reflect these different roles. First, the City wishes to maintain the distinctive character of the downtown core by encouraging the maintenance and establishment of high-visibility businesses and by promoting the establishment of businesses that leverage new technologies with innovative concepts. The City will also continue its efforts to encourage the establishment of local businesses in every sector where population growth warrants.

- Maintain the international calibre of commerce in the business district
- Foster the establishment of innovative business concepts
- Ensure the presence of local businesses

Time frame : ongoing

Associated actions

Adoption and implementation of strategic planning for the 2018-2023 economic development of the metropolis

Adoption and implementation of the Montréal Cultural Development Policy 2017-2022, entitled, “Combine creativity and the citizen experience in the digital age”

Continue implementation of the Montréal Smart and Digital City Action Plan :

- Create an environment that facilitates the emergence of businesses in the intelligent city economic niche
- Make all mobility data available in real time
- Multiply the sources of innovation to solve urban problems

Targets	Indicators
<ul style="list-style-type: none"> • Maintain the proportion of office buildings in the downtown area at 60% in the Montréal metropolitan area 	<ul style="list-style-type: none"> • Proportion of downtown office buildings in the Montréal metropolitan area
<ul style="list-style-type: none"> • Increase the proportion of jobs in the downtown core to 25% in the Montréal metropolitan area 	<ul style="list-style-type: none"> • Proportion of jobs in the downtown core in the Montréal metropolitan area
<ul style="list-style-type: none"> • Ensure a diversified commercial offer 	<ul style="list-style-type: none"> • Commercial surface area, by type and by sector
<ul style="list-style-type: none"> • Re-establish energy consumption (GJ/m²) equivalent to or below 1990 levels (2.17 GJ/m²) in the commercial and institutional sector by 2020 	<ul style="list-style-type: none"> • Energy consumed by the commercial and institutional sector in the downtown core • Number of commercial or institutional buildings with environmental certification
<ul style="list-style-type: none"> • Establish experimental projects related to the management of urban services 	<ul style="list-style-type: none"> • Number of experimental projects in the downtown area

COMPLEMENTARY ACTIONS



Partners

- Société de transport de Montréal
- Vélo Québec
- Jacques Cartier and Champlain Bridges Incorporated

MAKE STREETS AND PUBLIC PLACES GREEN AND USER-FRIENDLY

The attractiveness of the compact and highly frequented city centre depends to a large extent on the quality of its public spaces. The modal share of active travel has steadily risen in recent years and this increase emphasizes the importance of providing a pleasant and safe network. The City is therefore aiming for an increase in spaces dedicated to pedestrians and cyclists, while reducing heat islands, increasing biodiversity and enhancing spaces along the riverfront and the canal.

The river and the mountain are important elements of Montréal's identity that serve both as landmarks and as markers of the city limits. They feature vast parks and public spaces that include Mount Royal Park, Parc Jean-Drapeau and the Old Port. The City wishes to continue opening downtown to the river by developing new riverfront parks and by facilitating access to both the river and the mountain.

The quality of the public domain and the user-friendliness of active modes of travel contribute both to commercial vitality and residents' quality of life. The action plan focuses on the rehabilitation of the main thoroughfares in the downtown area, which are both links between different neighbourhoods and significant hubs of activity due to the presence of metro stations, institutions, cultural activities, commercial complexes and offices. The revitalization of Sainte-Catherine Street, an iconic commercial artery, is already underway and has been prioritized. Montréal's status as a UNESCO City of Design will be reflected in the quality of the design of public spaces, and also in the communication tools around construction sites and in the design processes put in place. At the same time, measures to facilitate parking and delivery will be implemented.

5.1 Create and facilitate access to a network of public riverfront spaces

New public spaces will be constructed to create windows onto the river near the Jacques Cartier, Victoria and Champlain bridges. Public spaces around the Bassin Peel area will also be enhanced. Pedestrian and cycling routes to reach these spaces will be part of this planning.

- Create a new public space that opens onto the river near the approach to the Jacques Cartier Bridge and redevelop sectors around entry points to the city
- Develop a waterfront park between the Victoria and Champlain bridges by moving the Bonaventure Expressway and converting it into an urban boulevard
- Continue to enhance public spaces around the Bassin Peel and Pointe du Moulin areas, as well as spaces located from the Lachine Canal to Pointe des Seigneurs

Time frame : medium to long term

5.2 Ensure the revitalization of Sainte-Catherine Street

Downtown's major artery, Sainte-Catherine Street, will be completely redeveloped. A support program for local merchants will be set up to compensate for the impact of the construction work. The *Programme Réussir à Montréal (PRAM) Sainte-Catherine Ouest* will have two components : first, various measures (animation, communication, specific projects) will be put in place during the work and will be approved by an advisory committee comprising Sainte-Catherine Ouest business partners. After the work has been completed, a program for the renovation of the commercial spaces will be offered. In addition, an inflatable structure project, selected after a design competition, will animate and enhance the site.

- Redevelop Sainte-Catherine Ouest Street from De Bleury to Mansfield (2018-2022), then from Mansfield to Atwater
- Implement the *Programme Réussir à Montréal (PRAM) Sainte-Catherine Ouest* and the project to enhance the construction site
- Redevelop Sainte-Catherine Est Street from Saint-Dominique to Saint-Hubert

Time frame : short to medium term

5.3 Rebalance the sharing of the public domain in favour of active and collective modes of transportation and a greener environment

The City is undertaking the redevelopment of the main arteries in the downtown area by systematically integrating the expansion of sidewalks, the addition of street furniture and the planting of trees and plants. These improvements will lead to a new arrangement of different modes of transportation (trucks, bicycles, buses) and the types of uses that are present along the axis. The network of bicycle paths will also be completed with a view to creating continuous links across the territory.

- Redevelop the downtown arteries and ensure the enhancement of construction sites :
 - Phase 1 : Peel and Berri streets, des Pins Avenue
 - Subsequent phases : René-Lévesque Boulevard, Sherbrooke Street, De Maisonneuve Boulevard, Côte-des-Neiges Path, Guy Street, Saint-Urbain Street, Saint-Laurent Boulevard, Saint-Denis Street, Papineau Avenue and De Lorimier Avenue
- Develop new discovery tours (urban walks)

Time frame : ongoing





5.4 Increase the budget dedicated to maintaining the public domain

An increase in the budget dedicated to the maintenance of streets and public spaces, including cleanliness, plant maintenance or minor repairs, is necessary to mitigate the impact of the high volume of activity in the territory.

- Establish an adequate and recurring budget to ensure proper maintenance of streets and public spaces in the downtown core

Time frame: ongoing

5.5 Support measures to address homelessness

In order to optimize interventions with marginalized populations present in the public space and to improve the cohabitation between different users, the City will establish new intervention measures to address homelessness in the downtown area.

- Support interventions to address homelessness at Cabot Square as well as in the areas around Accueil Bonneau and the Village

Time frame : ongoing

Associated actions

Carry out public domain development projects :

- Griffintown : inhabited streets and four parks
- Quartier des spectacles (Place des Arts hub) : Place des Arts and Esplanade Clark
- Quartier des spectacles (Quartier latin hub) : areas around UQÀM and Place Pasteur
- Quartier des gares : Parc Ville-Marie
- Parc Jean-Drapeau
- Square Viger
- Boulevard Robert-Bourassa
- Promenade urbaine Fleuve-Montagne
- Champs-de-Mars sector
- Place Vauquelin
- Place Jacques-Cartier
- Saint-Paul and De la Commune streets
- Place du Canada and Square Dorchester
- Chinatown : rue de la Gauchetière and surrounding area
- Area around approaches to the Jacques Cartier Bridge
- Pilot projects for public access to institutional gardens in the downtown area
- Cedar entrance to Mount Royal Park

Implementation of the Borough of Ville-Marie's Plan local des déplacements (local travel plan)

Implementation of the Politique de stationnement (parking policy) :

- Creation of an environment conducive to the deployment of more sustainable mobility, in particular through the development of sustainable mobility hubs (bikes, BIXIs, taxis, car-sharing and self-service vehicles)
- Establishment of parking lots reserved for alternative modes of transportation to the automobile (bicycle, car-sharing and self-service vehicles)
- Pooling and sharing of parking lots
- Adaptation of parking space according to the seasons (bicycles, terraces, "placottoires" where people can rest, relax and chat, etc.)
- Evaluation of the feasibility of an urban distribution centre in order to foster servicing of the "last kilometre"

Continue implementation of the Plan d'action en accessibilité universelle (action plan for universal accessibility) :

- Improve universal accessibility of urban development

Targets	Indicators
<ul style="list-style-type: none"> • Develop three new public waterfront spaces by 2030 	<ul style="list-style-type: none"> • Number of public waterfront spaces developed
<ul style="list-style-type: none"> • Plant 8,400 trees in the downtown area by 2025 	<ul style="list-style-type: none"> • Number of trees planted in the territory
<ul style="list-style-type: none"> • Redevelop Sainte-Catherine Ouest, Peel and Berri streets and Avenue des Pins within five years • Redevelop Sainte-Catherine Est, Sherbrooke, Saint-Denis, Guy and Saint-Urbain streets, De Maisonneuve, René-Lévesque and Saint-Laurent boulevards, chemin de la Côte-des-Neiges, and Papineau and De Lorimier avenues by 2030 	<ul style="list-style-type: none"> • Number of kilometres of redeveloped streets
<ul style="list-style-type: none"> • Establish three sustainable mobility hubs by 2020 	<ul style="list-style-type: none"> • Number of sustainable mobility hubs established
<ul style="list-style-type: none"> • Provide homelessness intervention services in public spaces where necessary 	<ul style="list-style-type: none"> • Implementation of homelessness intervention measures
<ul style="list-style-type: none"> • Increase budget for maintenance 	<ul style="list-style-type: none"> • Budget for maintenance



6

SUPPORT THE REPURPOSING OF MAJOR INSTITUTIONAL COMPLEXES

The Downtown Strategy makes reference to the repurposing and redevelopment of institutional and public complexes in the city centre as a potential model of urban regeneration. These sites represent a unique opportunity to develop projects that integrate diversified uses and respond to the specific challenges of the downtown area, particularly in terms of housing for families and people with low incomes, as well as affordable working spaces.

The City would also like for each of these repurposing projects to include a collective component, such as community facilities, accessible green spaces, institutions, etc. In addition, the enhancement of large heritage ensembles represents, culturally, a contribution to the preservation of key elements of Montréal's identity as a society. With two of these ensembles located within the Mount Royal heritage site, their repurposing would contribute to the enhancement of the southern and eastern flank of the mountain.

Depending on the case, repurposing projects may be initiated by a period of temporary occupancy, following the relocation of current activities, and may end with the start of work for the future project. This period of transition would avoid deterioration of the buildings, and allow for experimentation with different uses and for the community to benefit from the spaces available.

6.1 Define and carry out the project to enhance the Religieuses Hospitalières de Saint-Joseph site

This iconic site in Montréal, currently being acquired by the City, will be the subject of a unique project and will become accessible to the public. The goal is to create a community, cultural and educational project that will provide a renewed venue for the Montréal community.

This repurposing will be an opportunity to showcase the built heritage and exceptional heritage landscape of the eastern flank of Mount Royal, while creating a link between the mountain and the surrounding neighbourhoods.

- Develop guidelines for the enhancement of the site
- Establish a model for governance and for partnerships
- Carry out the project

Time frame : medium term

6.2 Foster and support the Royal Victoria Hospital repurposing and redevelopment project

Most of the Royal Victoria Hospital site will to be taken over by McGill University for the development of facilities and infrastructure. The City supports the university's project, which would renew the institutional vocation of this site. The project would also provide public access to this iconic heritage site, enhance heritage buildings and would also increase the amount of green space in the Mount Royal heritage site and provide new pedestrian access to Mount Royal Park. In addition, the City will pay particular attention to projects to redevelop other parts of the site, including the Ross Memorial Pavilion and the Women's Pavilion.

- Accompany and oversee the McGill University project
- Accompany and oversee the parts of the project not included in the McGill project
- Facilitate, as needed, the establishment of temporary uses of the site

Time frame : medium term

Partners

- Ministère de la Santé et des Services sociaux
- Société québécoise des infrastructures
- Religieuses Hospitalières de Saint-Joseph
- Large private property owners
- Community advocates
- McGill University
- Société d'habitation et de développement de Montréal
- Maison de Radio-Canada
- Office municipal d'habitation de Montréal

6.3 Requalify the site of the former Hôpital de la Miséricorde

The buildings of the former Hôpital de la Miséricorde have been vacant since the transfer of the activities of the Centre hospitalier Jacques-Viger in 2007. The Centre was declared unsafe and required major renovations. The City would like to see a diversified and predominantly residential occupancy, which may include community facilities, as well as the enhancement of heritage features that may be preserved.

- Evaluate the technical and financial feasibility of the reuse of the buildings
- Conduct studies on heritage interest, an environmental assessment and define orientations for redevelopment in terms of heritage, architecture and landscape

Time frame : medium term

6.4 Oversee the redevelopment of the former Montréal Children’s Hospital site for various purposes

The submitted project proposes a mixed-use approach, including housing (nearly 1,200 units), offices, businesses and a municipal community facility, the Peter-McGill Centre. The project will include a portion of affordable housing units and more than 150 social and community housing units. It will also contribute to the enhancement of public green spaces.

- Oversee and support the redevelopment project
- Coordinate the social residential component and ensure the installation of the community facilities
- Develop public green spaces

Time frame : short term

6.5 Oversee the redevelopment of the Maison Radio-Canada site

The repurposing and redevelopment of the Maison de Radio-Canada site, which has a significant surface area, is currently under study. The objectives are to ensure that redevelopment merges with adjacent neighbourhoods, particularly by extending the urban structure, and to densify the occupancy of the site. The City would like to see residential diversity that includes affordable social housing, family housing and a variety of activities. Servicing of community facilities will also be provided.

- Accompany and oversee the redevelopment of the Radio-Canada site
- Carry out interventions in the public domain

Time frame : medium term

6.6 Ensure the repurposing of the parking lot of the Hôtel-Dieu hospital complex for social housing purposes

The northern part of the site along rue Saint-Urbain, currently occupied by ground-level parking, is targeted for the development of a social and community housing project that includes family housing.

- Continue discussions with the Gouvernement du Québec for the acquisition of land
- Define and carry out the project

Time frame : medium term

6.7 Support the repurposing of surplus pavilions of the Notre-Dame hospital and Montréal Chest Institute

The City supports the repurposing of these surplus pavilions into social housing units to meet the needs of citizens in the surrounding neighbourhoods.

- Support the various stakeholders in order to carry out the repurposing projects, favouring the inclusion of a residential component for vulnerable people

Time frame : medium term

Associated actions

Implementation of the Heritage Action Plan :

- Development of procedures to accompany governmental bodies and other partners in the elaboration of conditions for the sale of their heritage assets
- Enhancement of the exceptional built and landscape heritage of the Religieuses Hospitalières de Saint-Joseph convent site, while requalifying and re-establishing links with the surrounding neighbourhood
- Establish facilitation measures to promote transitional or temporary uses of vacant buildings

Targets	Indicators
<ul style="list-style-type: none"> • Carry out a project and occupy the buildings of the Religieuses Hospitalières de Saint-Joseph site from a cultural, community and educational perspective 	<ul style="list-style-type: none"> • Implementation of the project
<ul style="list-style-type: none"> • Integrate a community component into the conversion projects 	<ul style="list-style-type: none"> • Number of projects with an institutional, public or community component
<ul style="list-style-type: none"> • Enhance built heritage during the conversion of institutional complexes 	<ul style="list-style-type: none"> • Number of heritage enhancement projects in institutional complexes realized
<ul style="list-style-type: none"> • Encourage the transitional occupation of vacant institutional complexes 	<ul style="list-style-type: none"> • Number of transient use experiments conducted in downtown institutional sites • Occupancy rate of buildings in institutional complexes



HÔPITAL DES
HÔPITALIÈRES
DE SAINT-JOSEPH



CONSOLIDATE DOWNTOWN'S CULTURAL AND COMMUNITY NETWORKS

Downtown Montréal is the leading artistic and cultural centre in Québec. It is home to a multitude of venues for entertainment and for the dissemination and creation of art and culture, both locally and on a metropolitan scale. This cultural variety is an important asset for the city, as is the Quartier des spectacles urban project, now almost completed, which enhances Montréal's profile on the international stage.

Other aspects of cultural life are linked to the accessibility of cultural offerings to residents, the consolidation of spaces for the creation, production and dissemination of art and culture, and the enhancement of the city's heritage. The community network is also essential in an inhabited, dense and socially mixed environment like downtown Montréal.

Several churches in the area host events, particularly art-related events, rent space to community groups and cultural organizations or offer services to homeless populations. The changing vocation of churches and the difficulty of maintaining these buildings raise important heritage, cultural and community issues. The City aims to mobilize and support local stakeholders in order to preserve and strengthen the cultural and community vocations associated with the enhancement of heritage buildings. The action plan also includes the provision of local municipal cultural and community facilities.

7.1 Support community and cultural activities in downtown churches

The City will put forward an integrated approach in order to support the social and cultural role of downtown churches and ensure the preservation of this exceptional heritage. This approach will be developed in partnership with property owners, arts and culture stakeholders and the local community.

- In collaboration with its partners, establish a vision for supporting the community and cultural vocations of downtown churches

Time frame : ongoing

7.2 Install a cultural and community facility in the Peter-McGill neighbourhood

The City will provide a new community facility to the west of downtown to meet a long-standing demand expressed by the population residing in this area and to meet the expectations of the new households that establish themselves there. The Peter-McGill Centre will include a library, as well as spaces dedicated to cultural activities and community organizations.

- Ensure the realization of the Peter-McGill Centre

Time frame : short term

Partners

- Ministère de la Culture et des Communications
- Quartier des spectacles Partnership
- University institutions
- Business and merchant associations
- Religious institutions
- Cultural stakeholders
- Community organizations
- Private developers

Associated actions

- Renewal of the Quartier des spectacles Partnership's mandate and continuation of its development, programming and operation activities in this territory
- Project to redevelop the Bibliothèque Saint-Sulpice as a youth library and incubation laboratory (Ministère de la Culture et des Communications, Ville de Montréal, BAnQ)
- Transformation of the Wellington Control Tower into a cultural centre

Targets	Indicators
<ul style="list-style-type: none"> • Realize the Peter-McGill Centre project within five years 	<ul style="list-style-type: none"> • Opening of the Peter-McGill Centre
<ul style="list-style-type: none"> • Integrate religious heritage into downtown cultural and community networks 	<ul style="list-style-type: none"> • Number of social or cultural projects supported by the City in downtown churches



8

PRESERVE THE AUTHENTICITY AND IMPROVE THE QUALITY OF DOWNTOWN'S BUILT ENVIRONMENT

Downtown Montréal is one of North America's most inhabited city centres. It is composed of a mosaic of neighbourhoods with diverse identities, marked by the different periods of the territory's development and by the predominant uses over time, whether residential, commercial or for offices. It is important to preserve and enhance this multiplicity of urban landscapes, as well as the richness of the built environment.

Partners

- Société d'habitation et de développement de Montréal
- Héritage Montréal
- Housing committees
- Business and merchant associations
- Private developers

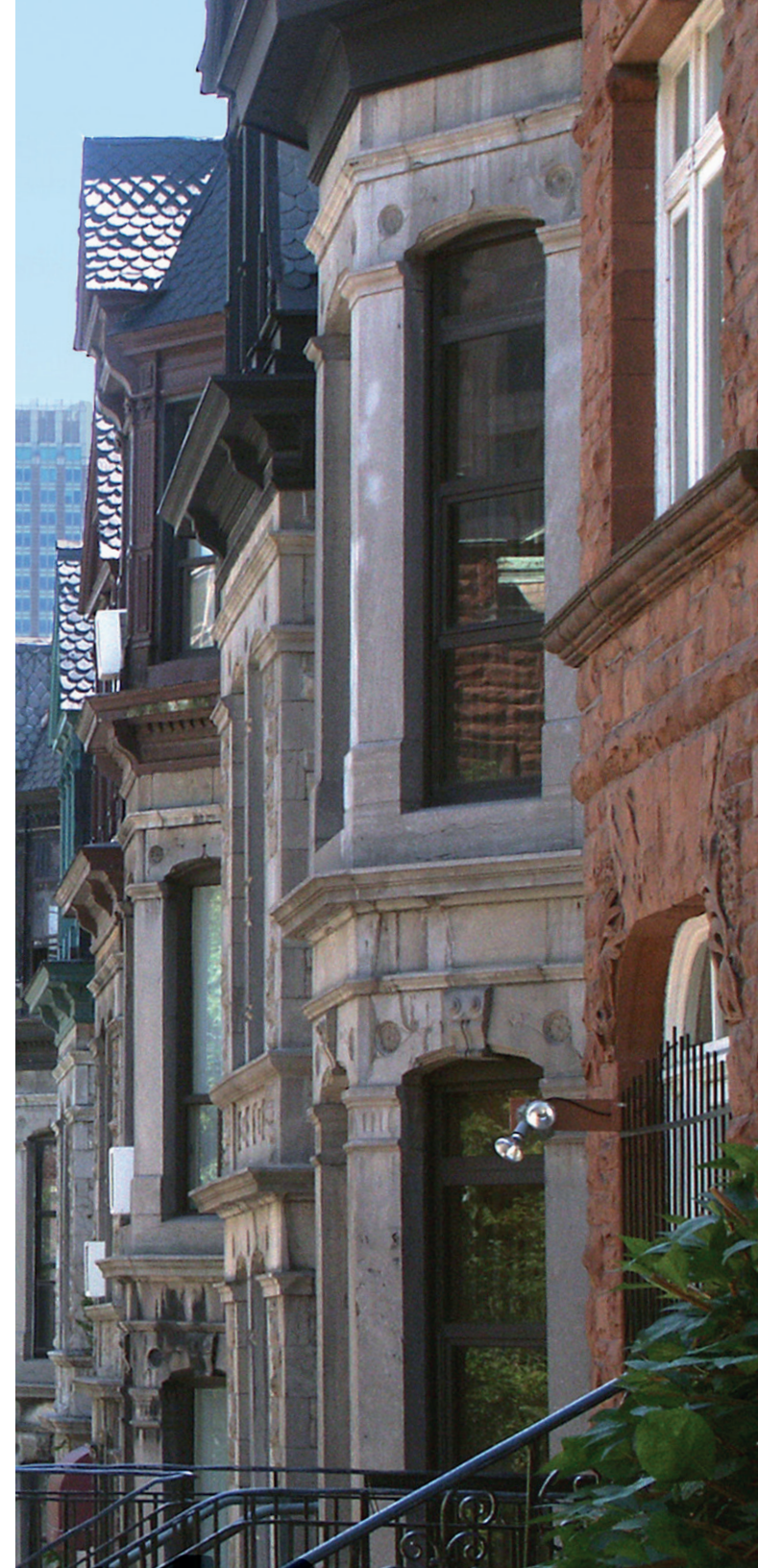
The quality of the living environment and housing stock, along with the preservation of the built heritage in all its diversity, are structuring factors for the city centre. With a view toward the sustainable management of the built environment, the City wants to reinforce its actions with regard to its maintenance and preservation, while at the same time seizing opportunities for urban renewal through adequate oversight. It will implement actions aimed at enhancing more modest heritage elements and preventing the deterioration of the built environment, particularly on commercial streets and in densely populated neighbourhoods, such as the Peter-McGill sector, the Sainte-Marie neighbourhood and the Village.

8.1 Preserve and enhance downtown's built heritage

The City wishes to ensure the enhancement of the more modest heritage elements that are present in the downtown area, which may be facing pressure due to real estate development, densification and the high value of the land. In addition, it will seek to promote the design and realization of new constructions that focus on existing built heritage.

- Promote the integration of the existing buildings of interest into contemporary projects
- Implement measures to reduce development pressure on more modest heritage buildings
- Highlight well-planned projects and underscore their exemplary nature

Time frame : ongoing



8.2 Counter the deterioration of the built environment and habitat

In terms of the maintenance of the built environment, unoccupied buildings and high-rise buildings built between 1950 and 1970, many of which are showing signs of deterioration, will be a priority for the City. Measures to address the problem of unoccupied buildings and to encourage transitory uses will be developed. In addition, a preventive screening and inspection strategy for residential high-rises with inadequate maintenance will be implemented, as well as a support program for property owners, including coercive measures.

- Implement a targeted and preventive approach for the upgrade of housing in the oldest residential high-rises in the city centre
- Establish or promote small-scale restoration assistance programs for more modest heritage buildings
- Develop measures for the enhancement of unoccupied buildings

Time frame : ongoing

Associated actions

Implementation of the Heritage Action Plan :

- Act as an exemplary owner and manager of municipal buildings
- Ensure the enhancement of more modest heritage elements and buildings
- Support the requalification of ensembles with important identity elements
- Disseminate knowledge and encourage recognition

Application the Major Residential Renovation and Renovation à la carte programs (designated sector: Centre-Sud)

Continue the implementation of the Action Plan to Combat Unsanitary Housing

Targets	Indicators
<ul style="list-style-type: none"> • Decrease the vacancy rate for heritage buildings in the downtown core 	<ul style="list-style-type: none"> • Evolution of the vacancy rate over five years
<ul style="list-style-type: none"> • Increase the number of heritage buildings restored 	<ul style="list-style-type: none"> • Number of heritage buildings restored
<ul style="list-style-type: none"> • Increase the number of heritage buildings enhanced in the context of contemporary projects 	<ul style="list-style-type: none"> • Number of heritage buildings requalified and integrated into contemporary projects
<ul style="list-style-type: none"> • Inspect 300 units in downtown high-rises annually 	<ul style="list-style-type: none"> • Number of inspections conducted • Number of corrections made

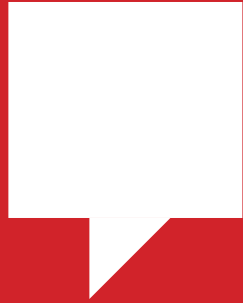


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Action plan for the Downtown Strategy