

# Growing Up in Montréal



## Montréal's Family Policy 2008



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# Concrete actions to promote growing up in Montréal

We have committed ourselves to promoting family life in Montréal in order to ensure that the next generation is more present than ever in our city. This policy spells out our commitment in clear, concrete terms.

Our goal is to provide families with an environment where children and parents alike can enjoy an exceptional quality of life, an environment that is safe and pleasant from every point of view. We firmly believe that Montrealers of all backgrounds must have access to housing and modes of transportation that meet their needs, and to services that enable them to reach their full potential in Montréal.



With its *Growing Up in Montréal* policy and the related action plan, Montréal is actively pursuing four main goals, specifically, those of:

- **making the family and young people the focal point of the initiatives taken by all players and municipal partners;**
- **strengthening and developing the quality of life enjoyed by families living in Montréal, by taking local characteristics into account;**
- **setting a “Montréal Family Target” to be met by 2012, with regard to retaining young people between the ages of 25 and 44;**
- **promoting intergenerational ties and support.**

By implementing this policy, the city plans to act at four levels of the urban living space: my home, street, neighbourhood and city. Accordingly, the policy discusses the issues involved, the challenges to be met and the many assets Montréal offers at each of these four levels. The city has also adopted a new approach by making each of its decisions from a family vantage point, decisions regarding, for example, financial assistance to promote home ownership (my home); beautification and motor vehicle traffic (my street); neighbourhood services and green spaces (my neighbourhood); and transportation and the environment (my city).

Since the fall of 2006, Montréal has concentrated its efforts on developing this family policy and the related action plan. These two documents are the result of close collaboration between the boroughs, elected officials, community organizations, residents and families, all of whom have helped set our course and define our goals. Together, we have developed a plan that will benefit the city, its families and its young people.

With this family policy, we have laid a solid foundation that will secure Montréal's future!

A handwritten signature in black ink, reading "Gerald Tremblay". The signature is stylized with a large, sweeping 'G' and 'T'.

Gérald Tremblay  
Mayor of Montréal

Montréal is an exceptional place to raise a family. By means of this *Family Policy*, the city administration hopes to publicize this fact and to enhance what our metropolis has to offer families. Every day, our children and young people enjoy the privilege of living in vibrant neighbourhoods where everything is within walking distance. They have an opportunity to open up their minds to the world through contact with young people from different cultures. They have access to an extraordinary variety of cultural, sports and leisure activities and a vast choice of schools, all in a safe environment. Public transit, large green spaces, bike paths and a multitude of projects related to sustainable development allow them to benefit from the advantages of both city life and nature.



*Montréal's Family Policy: Growing Up in Montréal* is the result of the thoughtful input of hundreds of individuals. It reflects the concerns and priorities of the boroughs and community organizations. It is the outcome of a dialogue with all the parties actively involved in its development, from local task forces to the Committee of Elected Officials, in each of the 19 boroughs.

In the fall of 2007, the draft policy underwent a public consultation process conducted by the Office de consultation publique de Montréal. I now wish to take this opportunity to thank all those people who have participated, in one way or another, in the preparation of this policy.

Montréal is an ideal place to grow up and thrive. To all our young families, we say, "Help Montréal grow and it will help your children grow!"

A handwritten signature in black ink, appearing to read 'M. Beaudoin'.

Marie-Andrée Beaudoin  
Mayor of the borough of Ahuntsic-Cartierville  
Executive Committee member responsible for family matters



## 1. A Commitment to Families

The family policy is the result of a dialogue between all the parties actively involved in this issue, from local task forces to the Committee of Elected Officials, including the residents who took part in the public consultation process. This dialogue confirmed that the family occupies an important, indeed a vital, place in the type of society Montrealers are seeking to create.

The needs are now clear. *Montréal's Family Policy: Growing Up in Montréal* constitutes a commitment, that of placing the well-being of the family and young people centre-stage in all decisions made by Montréal's corporate services and the boroughs. The city therefore invites all its partners to take action to achieve the goals it has set:

- making the family and young people the focal point of the initiatives taken by all players and municipal partners;
- strengthening and developing the quality of life enjoyed by families living in Montréal, by taking local characteristics into account;
- setting a "Montréal Family Target" to be met by 2012, with regard to retaining young people between the ages of 25 to 44;
- promoting intergenerational ties and support.

To achieve these goals, Montréal will draw on its assets, particularly its vibrant neighbourhoods with their nearby services, the wide variety of housing options, and its exceptional level of safety, which exceeds that of other world metropolises.

Montréal has a duty to itself, but also to Québec as a whole. As Québec's economic and cultural heartland, whose activities are largely concentrated in cutting-edge sectors, Montréal finds itself competing on the world stage in terms of innovation. The city therefore needs a young, creative population that is constantly being replenished. In fact, the standard of living of the next decades of Montrealers and of Quebecers in all regions of the province hinges on this. We bear the responsibility for maintaining an optimal population level in Montréal and nurturing a young, well-educated and homegrown future generation that is proud to identify with Montréal.

### What the city offers Montréal families

Montréal makes 14 commitments to its families. Each one concerns a specific urban space, from the narrowest to the broadest sense, moving from **my home, to my street, neighbourhood and city**. *Montréal's Family Policy* seeks to take action on these four levels in order to further improve the urban living environment, and to make it more welcoming for families and more stimulating for young people's development, from early childhood to adulthood, and for their grandparents.

### My home

1. A large, affordable dwelling with three bedrooms, owned or rented.
2. A yard, balcony or deck that is large enough to permit outdoor activities year-round.
3. A quality dwelling that safeguards my family's health.

### My street

4. A block of fresh air: a tree-lined street, and a redeveloped laneway that has had its greenery restored and provides a play area for my children.
5. A street that my children can cross safely because traffic moves at a slower pace (lower speed limits).

### My neighbourhood

6. A school that my children can reach in total safety.
7. A green space or park that is a short walk away, clean and well-maintained.
8. A vibrant village-like core that is also a short walk or bike ride away, where you can find most of the essential neighbourhood services: bakery, grocery store, fruit store, cafe, etc.
9. Community facilities in good condition and located nearby, where my family members can be physically active, play, have fun, use their imagination and learn; and quick access to all information pertaining to the municipality.
10. An innovative form of partnership that mobilizes neighbourhood resources in initiatives that will help prepare my children for school, provide them with the skills they need for the future, and help them form relationships with others and ultimately carve their niche in the world.

### My city

11. An efficient public transit system within 500 m of my home that enables me to go to school, work or elsewhere, in the daytime and evenings.
12. A clean, safe, snow-cleared public space, Montréal already ranks as the 5th safest city in North America.
13. A centre for knowledge and culture that offers world-class services and activities: university education, concerts, shows, museums, nature museums, etc.
14. A green city with a clear focus on sustainable development and offering access to urban nature in the form of big parks and protected natural environments.

Drafted in accordance with the commitment to make all the above available to Montréal families, the *Family Policy* constitutes the city's reference document, while the *Plan d'action famille de Montréal* (Montréal's family action plan) sets out the actions that the corporate services and boroughs are committed to taking between 2008 and 2012. The *Plan d'action corporatif* (corporate action plan) presents all the actions planned at each of the four levels, as well as the departments responsible for each action and the implementation schedule.





## 2. Assets Worth Recognizing, Strengthening and Developing

Montréal is endowed with valuable assets that have the capacity to meet families' expectations. This fact serves as a source of inspiration for our action plans, which highlight the many strengths of our urban environment.

### 2.1 My home

**High-quality and varied housing inventory.** From heritage buildings to contemporary-design structures, Montréal has housing and properties to suit every taste. Despite perceptions to the contrary, large segments of Montréal's housing inventory are extremely well-adapted to the needs of parents and children. Two-storey houses and single-family dwellings, row houses, duplexes and other "plexes" give direct access to courtyards and gardens in vibrant, well-located neighbourhoods. Yet construction of new residential projects remains inadequate to meet families' needs.

### 2.2 My street

**Very real safety of our streets and neighbourhoods.** The level of security enjoyed by Montrealers is exceptional in North America. The city and its partner agencies in the boroughs work together to reduce sources of insecurity: by improving traffic control, applying zero tolerance to unruly behaviour in public places, controlling street gangs, running the *Opération Montréal.net* program aimed at removing graffiti, and positioning school crossing guards along school corridors.

### 2.3 My neighbourhood

**A generally healthier environment.** Recent studies have shown that urban centres, especially those that have an efficient public transit system and that encourage walking and cycling, create a set of conditions that significantly promote better health. Residents are more likely to walk to work, school, recreation centres, and the library, and to do their errands.

**Network of parks and green spaces.** Some 1,000 neighbourhood and area parks provide a variety of spaces and activities that meet the needs of the families who visit them daily. Our 17 large parks are well-distributed and pleasantly located in a variety of landscapes— islands, mountain, woodlands and riverbanks—that are accessible to all. The collective creation of parks over the past 25 years should be a source of great pride and a reason to identify even more closely with the city. Montréal families already enjoy these parks, and they still hold great potential for attracting young Montrealers.

**Lively neighbourhood service cores.** Urban cores offer an array of commercial, institutional, community and municipal services in close proximity to residential streets and accessible on foot or by bicycle. Developed around former village centres or more recent urban creations, these shopping and restaurant areas also boast public services, such as CLSCs and community agencies. The borough's reception and information offices, and sometimes the mayor's office, are located here. The church and church hall continue to be welcoming places for young and old alike to meet and enjoy social activities. The school, swimming pool, library and community centre are often less than a block away. More and more, these urban cores, or "village cores," as some refer to them, offer a reason to identify with a particular neighbourhood and have become the pride of local residents. Several of these cores are of historical value, but what truly impresses is their vitality and constant ability to adapt to change, notably through the presence of residents of all origins.



**A vast network of bike paths.** With its 400 km of bike paths, Montréal ranks well among bicycle-friendly cities. Residents can use the network to cycle to and from work and school, enjoy a family outing or take an early evening ride with their children. The city's transportation plan outlines its intentions to develop this network.

**Outstanding sports and leisure facilities.** An Olympic host city with infrastructures prized by the international sports elite, Montréal also has an array of sports facilities that all citizens can use, including 94 swimming pools, 36 arenas, 40 sports centres, 200 outdoor skating rinks and more than 1,200 sports fields of different kinds. Whether for playing sports competitively or for pure pleasure, there is something for everyone.

**A solid community fabric: partnership networks.** Generations of productive and generous people have woven the fabric of the community agencies that work each day to better the lives of Montréal families. These networks are everywhere in Montréal and have developed a wealth of experience and know-how. They are the borough's lead partners in assisting families, and vital partners in terms of maintaining our quality of life. Institutional and private partners such as schools, CSSSs and foundations are equally essential components.

## 2.4 My city

**Quality of life in Montréal.** The quality of life available in Montréal is frequently recognized as being one of the best in the world. We must act to retain this status.

**High-performance public transit system.** We have a well-designed public transit system that is a cut above others in North America. The Montréal metro is among the most attractive and efficient in the world, but after more than 40 years of service, major investments are needed over the next few years to upgrade the service offered. The transportation plan, which was tabled for consultation in the summer of 2007, addresses the need to improve and expand Montréal's public transit system as an essential condition for the city's sustainable development.

**Ethnocultural diversity.** The city's cultural diversity is a source of human development and enrichment for all those who live here. Montrealers see the city as a bridge to a broad diversity of cultures and lifestyles. For more than a century, city residents have experienced this exposure to diversity through successive waves of immigration. Today, Montrealers view this diversity as a window to the world and an opportunity to enrich their lives. Many parents choose to live in the city precisely because of the contact with diversity in all its forms—racial, religious and cultural—and because of the valuable educational environment it creates.

**An international city.** Most young people who pursue their studies recognize the importance of joining international exchange and cooperation networks. With its status as an international city, Montréal offers them an entry point into these networks, and subsequently, a faster track to an international career.

**City of knowledge.** For a city its size, Montréal offers an outstanding range of educational services. Diversity and quality are the order of the day—from childcare services through to CEGEP and our four universities. The public and private school systems compete resourcefully to provide high-level vocational training and general education. Completing the picture are the city's libraries, a wide variety of day camps and nature museums.

**Exceptional cultural offerings.** Montréal is a world-class cultural metropolis. Its broad diversity and openness to the world contribute to making the city a place where creative talent is valued—a cultural space in its own right. Montréal has a wealth of cultural offerings whose originality and quality give it special appeal.

**A clear environmental commitment.** Most big cities are directly involved in efforts to stop climate change. Generally speaking, they have assets that allow them to reduce their environmental footprint, such as higher population density, which in turn reduces car use and overall energy needs. Ongoing efforts to reduce and recycle garbage, to encourage responsible consumption and reduce greenhouse gas emissions are among many initiatives that are vigorously supported and valued by the younger generation.





## 3. The Issues

### 3.1 Improving service to families currently living in Montréal

**A city of 255,405 families and 431,515 children: 20% of the families and children in Québec.** The more than quarter of a million Montréal families with children (255,405 in 2006) account for 20% of all the families in Québec, and the 431,515 (2006 figures) Montréal children represent 19.6% of all young Quebecers. In 2005–2006, 241,792 Montréal children represented 22% of the province's student population. The number of young people is expected to increase slightly between now and 2026 on the island of Montréal.<sup>1</sup>

**The family: a fundamental value, but experienced differently.** The extended family occupies an important place in the lives of a large number of residents from our ethnocultural communities. The ways in which we serve our Montréal residents must factor in, and in many instances, draw inspiration from this fact, and thus build intergenerational ties and support.

**35% of Montréal families are lone-parent families.** Women head 83% of these families. A higher concentration is noted in five boroughs, where lone-parent families accounted for 40% to 46% of families with children in 2006. Lastly, a concentration of lone-parent families exceeding 60% of all families is observed in over 200 city census areas<sup>2</sup>, and in 29 of these areas, the rate climbs to 100%.

### 3.2 Retaining young families

**A fragile demographic balance.** In spite of this large, varied and enriching presence of families in Montréal, and even with the immigration influx from abroad, the city struggles to maintain its relative demographic weight within the metropolitan community. Its capacity to retain and sustain young families is undermined by, among other things, the increase in real estate prices, the costs of housing and the exodus to the suburbs. As well, there are currently unfavourable perceptions, despite the advantages of family life in Montréal, particularly with regard to safety, and despite statistics showing a net decrease in crime and the fact that Montréal ranks as the fifth safest city in North America. In the five years between 2001–2002 and 2005–2006, Montréal recorded a net loss of 52,000 persons between the ages of 25 and 39, and of 32,000 children ages 14 and under, who went to live in the suburbs north and south of the city. Yet the presence of young families is necessary for Montréal to maintain a demographic dynamism and to ensure a balance between the different age groups.

### 3.3 Strengthening young Montrealers' identification with Montréal

Studies indicate that young Montrealers identify with their city<sup>3</sup> and that those individuals who were born in Montréal are significantly more likely to want to live in or move back to the city. We can therefore tap into and endeavour to strengthen a strong sense of belonging, which in many cases has deep historical roots.

(1) Based on a "Continuing Trends" scenario from the Institut de la Statistique du Québec.

(2) Census units of Statistics Canada that include 400 to 700 persons: a block of homes in a densely populated neighbourhood.

(3) According to a recent survey conducted by the Conseil jeunesse de Montréal.

### 3.4 Reversing the perception of the economic value of moving to the suburbs

Often young families compare nothing other than the cost of buying a home in Montréal and in the suburbs. Yet they would be better advised to make their choice based on all economic aspects. In Montréal, home values increase at a much faster pace, for example. Another factor to consider is the cost of buying and running a second car and of transportation in general in the suburbs, not to mention the value of time spent with the family as opposed to travelling. In addition, home ownership assistance programs are in place to support the choice to live in the city.







## 4. Challenges Facing the City and the Community as a Whole

While the city has many assets that can meet expectations, we also face a number of challenges.

### 4.1 My home... or the housing challenge

Montréal has a long history of involvement in the housing field. The city's sustained efforts in the areas of social, community and affordable private housing, coupled with an ongoing dialogue with all the stakeholders, including promoters, contribute to the vitality of a remarkable, socially diverse city. Yet the housing situation is still in need of specific actions to better serve Montréal families, and to attract, earn and keep the loyalty of young Montrealers. Achieving these goals will require imagination and the mobilization of the players in all sectors.

### 4.2 My street... or the challenge of slowing traffic to ensure pedestrian and cyclist safety

The boroughs' family task forces and the data prepared by the Montréal police department suggest that reducing speed, reducing through traffic in residential areas and ensuring more prudent behaviour on the part of both drivers and pedestrians would be the greatest contribution we could make to helping parents with young children, as well as pedestrians and cyclists, feel safer. The city has already taken action in the first regard by adopting an overall strategy involving a number of joint actions, including the deployment of 133 additional traffic officers. But we also face two collective challenges: those of taking a serious look at both our driving habits in town and how we get around.

### 4.3 My neighbourhood and city... or

#### - the challenges posed by our transportation system

The main challenges facing the community include a good public transit system that can serve employment centres, educational institutions and the boroughs' internal activities, as well as a fully developed network of bike paths and a pedestrian-friendly public space. These challenges are issued to the community as a whole because they require the collective investment of funds and a reassessment of our personal habits. A good transit system teaches children lifelong behaviours because it enables them to adopt active lifestyle habits and become responsible users of shared resources. A good transit system also gives teens the freedom to travel around the city, and parents some peace of mind, as they no longer have to worry about their "teen" behind the wheel of a car at night.

#### - the challenge of ensuring a sense of security

Several things we have control over collectively can also help ensure a sense of security. Above all, we can reduce nuisance behaviours in public places and parks, prevent street gangs from forming and step up the fight for clean public spaces.

**- the challenge of consolidating our facilities and introducing a family-oriented approach in matters concerning leisure, culture, sports and green spaces**

Despite the high calibre of our leisure and sports programs, the big shortfall in spending is flagrant: several of our facilities will have to be closed if we do not invest in them in the short term. Our cultural, leisure and sports facilities are all in need of repair, renovation and consolidation.

Continued efforts must be made to enhance our parks and green spaces so that they meet the needs, so often expressed by residents, for contact with nature, and for places to meet and do activities. Greening the outdoor areas of our city also poses a considerable challenge.

**- the challenge of mobilizing local players to work together to foster children's development**

Obtaining the collaboration of partners always poses a challenge. Individually, each partner is already acting to promote children's well-being. However, no doubt the results would be that much greater if the schools, boroughs, CSSSs (health and social services centres), community partners and others were to build solid partnerships. The city is currently seeking to rise to this challenge and puts the challenge to its partners as well.





## 5. Goals and Guidelines

### 5.1 Working on behalf of all families

**Development of full potential of families.** The *Family Policy* targets all families with young children living in Montréal. It seeks to maintain the existing conditions or introduce new conditions that promote the development of the full potential of family members.

### 5.2 The family in its many forms and the extended family

**A family with children, in all its diverse forms.** This policy adopts the following definition of family: an adult and at least one child for whom the adult is responsible, both living under the same roof. It places great importance on young people and includes all forms that “resident” families take in today’s world without expressing preference for any specific form. These various families have different faces, including the big families of many recently immigrated ethnocultural communities, but also different kinds of blended families and all their different configurations over time; families comprising one adult, sometimes a grandparent, who is in charge of a child; or even families with no biological connection; or same-sex families with children. Often the family includes a young adult in his or her early twenties, and sometimes a child with a disability. This definition therefore differs from the definition of households used in the census, which may comprise no children.

**Extended family.** The Montréal family is, however, more than this: it includes uncles, aunts, grandparents, and older brothers and sisters who have already left home but who remain supportive and provide occasional or regular assistance to the parents of the “resident” family in their roles of father and mother. The extended family is the family network mobilized around children’s needs. Our definition of family therefore includes the “family network” because of the role it assumes in relation to the resident family, as a support in raising infants, children, teenagers and young adults.

### 5.3 Aiming for sustainable development

Given that Montrealers’ health, the quality of the living environments in the different neighbourhoods and our collective ability to ensure long-term prosperity depend upon it, the city has chosen to involve a wide range of Montréal organizations, which reflect the city’s diverse resources, in the process of developing and implementing *Montréal’s First Strategic Plan for Sustainable Development*. The *Plan de transport* (transportation plan) also confirms the city’s decision to pursue sustainable development in accordance with the city’s Master Plan.

### 5.4 Ensuring families the “right to the city”

Special attention must be paid to anything that may stand in the way of families benefiting from the human development context created by the very existence of the city, which UNESCO calls the “right to the city.” The major hindrances are poverty, lone-parenting, disabilities, limited mobility, difficulties accessing culture and difficulties integrating. In this regard, the action plan is based on all the concrete inclusion provisions contained in the policies, strategies and plans currently in effect, without adding any new measures to the provisions already set out in these documents.

## 5.5 Taking the fullest possible action within our jurisdiction

*Montréal's Family Policy: Growing Up in Montréal* and the *Plan d'action famille de Montréal* (Montréal's family action plan) fit in perfectly with the current sharing of responsibilities with the higher-level governments. Accordingly, they act exclusively but fully within municipal jurisdictions in regard to the following matters, which are often cited as being of specific benefit in the fight against poverty and are significant in terms of ensuring the "right to the city": housing, work-family balance, health, environment, education, the fight against poverty, a favourable economic climate and representation.<sup>(1)</sup>

(1)

- **Housing:** The city is solely responsible for controlling housing sanitation; it contributes financially to social and community housing, and through a delegation of authority, administers government housing programs.
- **Work-family balance:** The city (central services and boroughs) is adapting, and must continue to adapt, its municipal service schedules as well as its sports and leisure activity programs to be more favourable to families; it is promoting public transit and is committed to improving this system; it is also promoting work schedule flexibility measures available to municipal employees, to set an example in this regard.
- **Health:** Through its Master Plan and by-laws, the city (central services and boroughs) is solely responsible for ensuring urban development and sports and leisure offerings that foster health.
- **Environment:** The city bears several responsibilities with regard to the environment, including management of residual materials, food inspection, drinking water production and wastewater treatment, as well as controlling industrial waste. It is also responsible for monitoring ambient air quality and watercourse quality on island territory. Moreover, the city (central services and boroughs) passes relevant by-laws, particularly concerning the use of pesticides and environmental nuisances, such as the unnecessary idling of vehicle motors.
- **Education:** The city's cultural programs constitute an educational offering in their own right: nature museums, libraries and *maisons de la culture* (cultural centres). Our large parks also offer education about biodiversity and environmental stewardship. The city works with school boards to ensure children's safety to and from school, and hopes to optimize such collaborative efforts in the area of leisure, sports and cultural offerings to enable children to achieve their full potential.
- **Fight against family poverty:** The city is active in this area through the Integrated Urban Revitalization (IUR) program and other programs financed by the Québec government's plan to combat poverty.
- **Favourable economic climate:** The city helps to attract companies that offer quality jobs, and to keep them in Montréal.
- **Representation:** On an ongoing basis, the city assumes the role of spokesperson and advocate for the general and specific needs of Montrealers before the various levels of government to ensure that they assume their full responsibility to Montrealers.







## 6. The Key Players and Their Roles

### 6.1 The key players

**Local communities: administration and civil society.** Borough administrations and civil society partners have leading roles to play. They have been called upon from the very start to join in the effort. To succeed, the action plans must, above all, be community projects. Everyone has a part to play in reaching the goals. Boroughs will be doing their share, but as part of a joint effort. Associations, businesses and stores are also asked to do their part. For example, some stores in Montréal provide an area where children can play while their parents shop. Another example of community effort is Integrated Urban Revitalization (IUR) projects in which all the local leaders become involved in relaunching an entire neighbourhood. Finally, associations may also lead the battle to make people feel safer because they know how to disseminate information to their members that tells the real story and encourages a more positive perception.

Community groups and multi-network round tables, each in their own way, occupy a key place in supporting families and enriching family life in Montréal.

**City employees.** All city employees are called upon to do their part to ensure the well-being of families and the development of young Montrealers. The daily gestures made by each and every one of us can impact, and in fact, do impact on the lives of families: for example, an engineer who rebuilds a street by widening the sidewalks and a blue collar worker who paints school crosswalks have as much impact on the quality of life enjoyed by Montréal families and young people as leisure activity leaders or nature museum experts.

**The Montréal community and its networks of partners.** A similar collaborative effort between partners, this time involving the entire city, is needed to address major issues such as the cost of housing, dwelling size, safety, transportation, the environment, physical activity and culture. Community networks, business networks, and merchants associations, as well as major Montréal institutions, are invited to make a commitment to support the family.

**Montréal schools and the healthcare network.** Schools and CLSCs play a very important role in local dynamics. Within the context of the application of this policy, the hope is that CLSCs and neighbourhood schools will work in closer collaboration at the local level to create a synergy within the community that is conducive to families. Numerous ties exist already, but much more remains to be done.

**The Québec government.** For more than 15 years now, successive Québec governments have kept on target, calling on municipalities to adopt action plans for families. Montréal depends on the active collaboration of the Québec government to do this. The city will be putting the necessary efforts into the areas under its jurisdiction, but the Québec government is also a major player by virtue of its constitutional responsibilities and the activities carried out by its networks, mainly in matters concerning education and the fight against poverty.

## 6.2 Their roles

**Housing.** It is essential that the government continue to invest in the programs needed in Montréal, and that it respect and support the city's goals, which give priority to social diversity and a balanced approach in order to meet the different needs.

**Employment.** The variety of jobs available in Montréal is another factor in favour of living on the island. However, all public institutions, starting with governments, can do more to support innovation and employment.

**Integration and retention of immigrants.** The current formula adopted in Québec's immigration regionalization policy, which seems to pit Montréal against the regions as a place for immigrants to settle, is unnecessarily antagonistic and should allow more room for research into how best to integrate immigrants.

## 6.3 Governance

*Montréal's Family Policy: Growing Up in Montréal* calls on all the city's administrative units to play a part, and on the community as a whole to work together to make Montréal a family city as outlined in the action plan. The action plan details the thousands of actions taken daily by community organizations, businesses and companies, public service networks, the central services and the boroughs, on behalf of families. This policy will allow us to build on these actions.

### Political level

One member of the Executive Committee is responsible for implementing, following up on and updating Montréal's family action plan. This member is assisted by an associate city councillor as well as two committees: a committee of elected officials and a family committee.

The Committee of Elected Officials comprises elected officials from each of the 19 boroughs and members of the Executive Committee who are implicated by virtue of their particular responsibilities. Over and above their individual contributions, the elected officials from the boroughs liaise with their borough's family task force (link with the community) and with their borough (link with the borough administration and operational units). For their part, the members of the Executive Committee ensure that the actions identified in the family action plan correlate and are consistent with the major related concerns and corporate services.

The Family Committee is made up of a dozen or so of the mothers and fathers who have been actively involved in the borough consultations or the consultations held by the Office de consultation publique de Montréal.

### Administrative level

The planning, coordination and follow-up of the family action plan is entrusted to an assistant General Manager. That person will be assisted by a project manager dedicated exclusively to the family action plan. This manager will in turn be assisted by a steering committee that will help him or her, among other things, optimize the plan and support all city personnel involved. This steering committee will comprise essentially the associate city councillor on family matters, borough directors and senior administrators from corporate services.

### Yearly reporting

Success will depend on the continued mobilization of all players and regular yearly reporting to the borough council (regarding local action plans) and to city council (regarding the collective action plan).

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