

**BUDGET 2013**

Three-Year  
Capital Plan  
**At a Glance**

**2013-2015**

Montréal 

The «2013-2015 TYCP  
At a Glance» is the  
English-language version  
of the three-year capital  
plan submitted by the  
Ville de Montréal.

# BUDGET 2013

Three-Year  
Capital Plan  
At a Glance

# 2013-2015

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# > Message from the Mayor and the Chair of the Executive Committee



Fellow Residents,

Our administration has, over the past 10 years, met many challenges in making Montréal a great 21st century metropolis. To fund its projects and fulfil its ambitions, the city has grown its Three-Year Capital Plan (TYCP) from an annual \$300 million to \$1.4 billion. Having decided to overcome decades of inadequate maintenance, our administration is taking the steps needed to equip residents with reliable and efficient infrastructure. Our goal of rebuilding Montréal on solid foundations is clear. This is not only a matter of public health and safety, but our duty to future generations.

Such efforts alone, however, are not enough. Let us be quite clear: restoring Montréal's infrastructure will require an annual TYCP of \$2.1 billion. Since the city must stay within its yearly \$600 million borrowing ceiling, we will require new funding sources to meet these needs. We must receive support from our governments. We call again upon our partners to assist Montréal in this effort.

With a total budget of \$4.1 billion, the 2013-2015 TYCP will continue to address the City Administration's priorities. The most important of these are upgrading the water and sewage systems (\$1.4 billion) and modernizing transportation infrastructure (\$1.1 billion). Together, these sectors represent more than 60% of TYCP investments. We will also pursue several projects launched in 2011 and 2012 so that they may be completed within budget.

Our administration is reasserting its total commitment to active transportation and public transit. We must promote such forms of transport to cut travelling time for Greater Montréal residents. Taking cars off the road will also cut the cost of congestion and boost Montréal's economic vitality. The city will be making massive investments to enhance active transportation opportunities and public transit services through 2015.

In addition to investments planned under the STM's TYCP, the city is overseeing several public transit projects. These include \$33 million for the Pie-IX Bus Rapid Transit (BRT) in conjunction with the AMT, \$20 million for redesigning boulevard Maurice-Duplessis to improve access to the future Eastern Commuter Line train station and \$40 million for the bike path system.

Well aware that our multiple construction sites disrupt the lives of residents, we are making every effort to reduce their impact. The city is deploying social media and other communication tools to provide residents with a maximum of information so that they may plan their trips accordingly and get around more easily. The city will also continue working closely with the Québec Government to optimize and synchronize work planned by the municipal and provincial levels.

The city is taking decisive action to ensure that young families in particular and all residents in general can live, work and play in Montréal. Over \$252 million will be invested in Montréal's parks through 2015. These green spaces, with the many activities they host and their important natural qualities, constitute some of Montréal's most distinctive attractions. An allocation of over \$110 million will allow us to continue supporting the local cultural activities that have earned Montréal worldwide renown. Nearly \$165 million will be invested in the city's athletic facilities, where amateurs and professionals practice their favourite sports in arenas, pools and centres that meet the highest international standards.

Urban beautification projects, which draw on the talents of Montréal's designers, will tap some \$71 million in funding. This spending will benefit such public areas as Old Montréal, Cabot Square, Chinatown and Pôle Frontenac. Also, over \$143 million will be dedicated to public safety. The money will be invested in hi-tech projects and in the purchase of field equipment to increase safety and help maintain Montréal's status as a safe and hospitable community.

Our administration will also promote implementation of major economic development initiatives. With investments of over \$460 million, we will support a variety of private and institutional organizations that have decided to expand and prosper in Montréal. Many large sites, such as the Outremont Campus, Griffintown and the former Hippodrome will be rejuvenated and returned to residents as multipurpose and modern neighbourhoods.

Montréal is Québec's powerhouse. Nearly 50% of the province's population lives in Greater Montréal, which generates over 50% of its GDP. A strong metropolis benefits all Québec residents and we must support our city's economic vitality. By working with the Québec Government, we hope to formulate a strategy for new wealth creation and sharing, backed by a joint municipal–provincial investment fund.

Again this year, our TYCP highlights the Administration's total commitment to our city. While ensuring strict management of public moneys, we are also raising the investment bar to meet our residents' high expectations. It is through this same approach that we will make our long-term plans for Montréal's development a reality. According to these plans, Montréal will, within 10 years, rank among the world's most admired cities for its life quality, its ability to export expertise and its innovative achievements.



Gérald Tremblay  
Mayor of Montréal



Michael Applebaum  
Chair of the Executive Committee

# > Message from the City Manager and the Treasurer

Fellow Residents,

Montréal's Three-Year Capital Plan (TYCP) outlines the main projects scheduled for municipal investment through 2015.

For the second consecutive year, Montréal has advanced its TYCP submission date. We believe this provides multiple short and long-term benefits, including better planning of work by our business units and a higher completion rate.

In line with our stated priorities, approximately 35% of the TYCP will be spent on the water and sewage systems and nearly 21% on transportation infrastructure. Some 15% will be applied to recreational and cultural facilities and more than 14% to economic development and public safety.

Under this investment strategy, the city will maintain its goal of devoting 75% of the TYCP to preservation and restoration of existing assets and 25% to development. Such a practice is essential for guaranteeing the performance and extended service life of existing infrastructure.

We have continued our TYCP dynamic prioritization process in 2012. Our intention is to get the most for our money by redirecting unused funding to undercapitalized projects. A committee has accordingly been set up to monitor the progress of the TYCP's various projects on an ongoing basis.

Protecting the city's credit rating is essential to capping taxpayer costs. The City Administration is firmly committed to keeping the debt ceiling below total budgeted revenues. This means loans to be repaid by taxpayers must not exceed an annual average of \$600 million over the long term. Such a policy enables us to draw on \$253 million in funds unused in the 2010 and 2011 TYCPs to pay for certain projects included in the 2013-2015 TYCP.

To keep taxpayer interest payments low, the city will continue paying for certain capital work as incurred. This strategy will ultimately generate big savings that can then be applied to other projects. The special Water and Road Tax Funds will also enable the city to cover a growing share of such investments as they arise.

Montréal will continue implementing the *Imagining Building Montréal 2025* strategy's overall framework, while minimizing its impact on the operating budget.

The 2013-2015 TYCP results from teamwork by all of the city's business units. Early submission of this document has required a certain flexibility from them and we thank the departments that contributed to the success of this new practice, which affords many benefits for residents. We are responsible for constantly improving the efficiency of public services provided by the city and for underlying management processes, including planning of TYCP investments, enhancement of the management plan and our total commitment to maximizing performance.

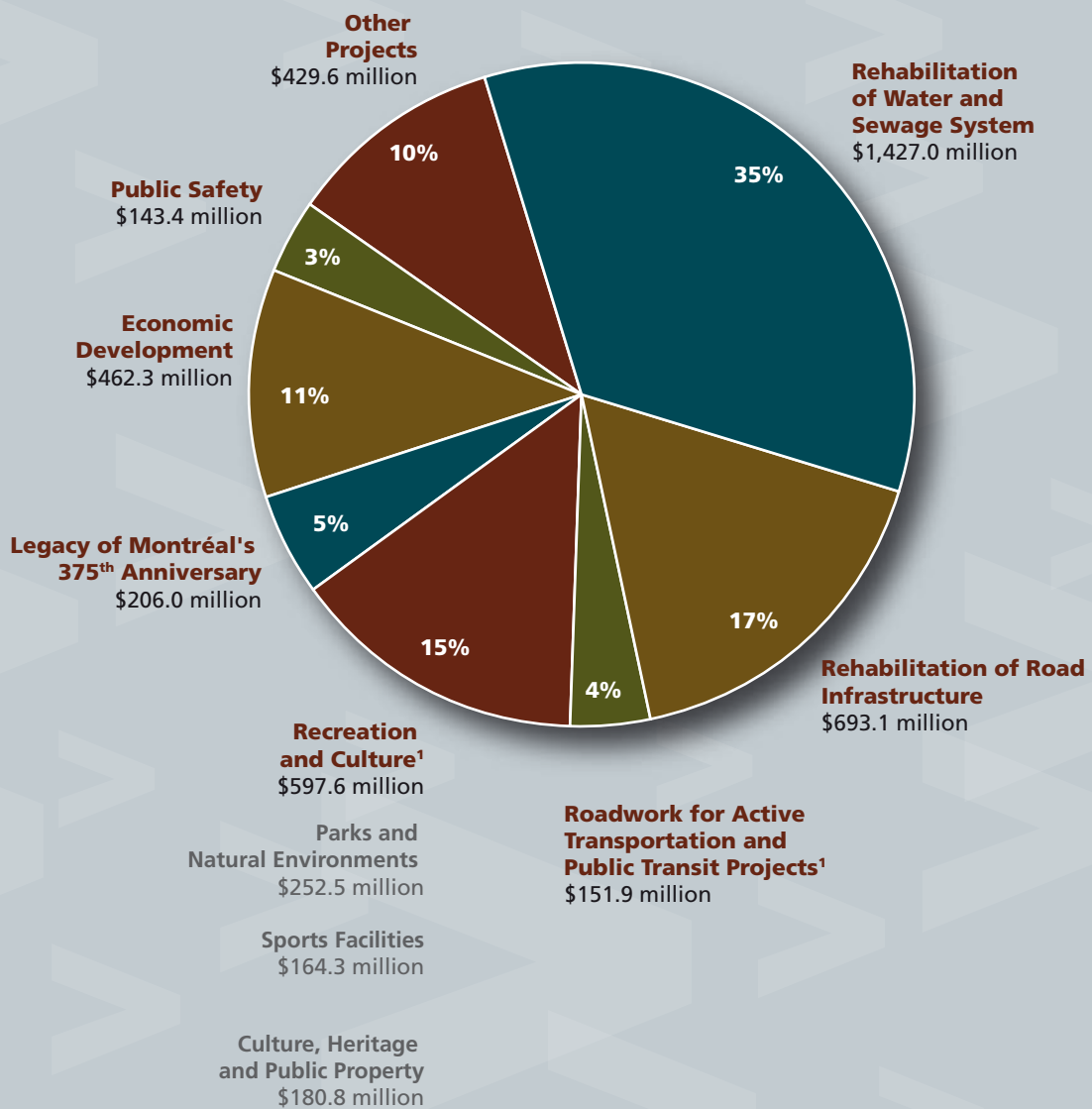


Guy Hébert  
City Manager



Treasurer and Senior Director, Finance  
Robert Lamontagne

# > 2013-2015 Three-Year Capital Plan Highlights



<sup>1</sup> Excluding Economic Development and Legacy of Montréal's 375th Anniversary projects



# > Investments to Meet Montrealers' Expectations

> \$4.111 billion 2013-2015 Three-Year Capital Plan:

- \$1.508 billion in 2013
- \$1.416 billion in 2014
- \$1.187 billion in 2015

> \$600 million ceiling on average annual loans paid by taxpayers

> Over 75% of these investments (\$3.091 billion) have been assigned to the preservation and rehabilitation of existing assets. Nearly 25% (\$1.020 billion) will be applied to development projects

## Road repair

> \$401.9 million for the repair and preservation of streets, roads and sidewalks

> \$86.3 million for the repair and preservation of bridges, tunnels and overpasses

> \$26 million for the repair and preservation of lighting systems and traffic lights

## Development of road infrastructure

> \$39.5 million for bike paths

> \$33.4 million to improve public transit through investment in the road system

## Rehabilitation of the water and sewage systems

> \$489.8 million in sewage treatment facilities

> \$482.7 million for strategic management of the water supply and sewage systems

> \$440.7 million for the drinking water supply system

## Parks and natural habitats

> \$112.6 million for Mount Royal Park, the area surrounding the Saint-Michel Environmental Complex and large metropolitan parks

> \$72.9 million for the improvement of various borough parks

> \$36 million for the preservation, acquisition, development and maintenance of natural habitats

## Sports facilities

> \$68.8 million for arena renovations and upgrades

> \$43.3 million for the construction of a sports complex in Saint-Laurent

> \$31.3 million for the construction of an indoor soccer centre at the Saint-Michel Environmental Complex

## Culture

- \$33 million for library renovation, expansion and construction
- \$30 million for the improvement of heritage buildings
- \$15 million for the acquisition and renovation of cultural facilities
- \$9.7 million for the deployment of RFID technology in city libraries

## Economic development

- \$100 million for infrastructural work required as part the Bonaventure Expressway's redesign
- \$51 million for infrastructural and development work relating to construction of the Outremont Campus
- \$34.1 million for redesigning the Pie-IX–Henri-Bourassa Interchange
- \$31.2 million for infrastructural work involved in urban renewal of the Namur – Jean-Talon Ouest sectors
- \$30.6 million for ongoing infrastructural work needed for MUHC and CHUM construction
- \$27.2 million for ongoing improvements of the Quartier des spectacles – Place des Arts sector

## Public safety

- \$77.5 million for the preservation of fire stations and buildings, replacement of vehicles and ongoing implementation of the Fire Safety Cover Plan
- \$65.9 million for the implementation of SÉRAM, a state-of-the-art voice radiocommunication system

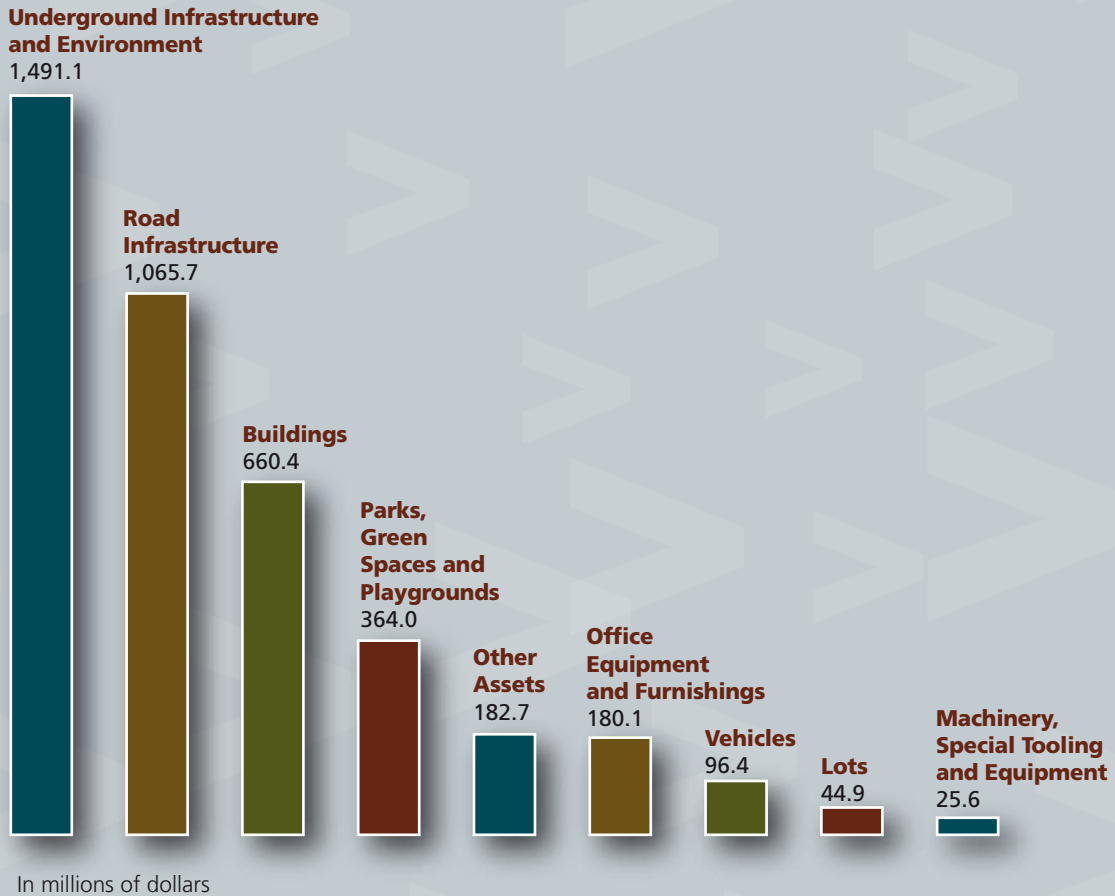
## Legacy of Montréal's 375<sup>th</sup> anniversary

- \$206 million invested in such projects as Mount Royal's trails, urban promenades, improvements to the Saint-Michel Environmental Complex, Espace pour la vie projects and redevelopment of Parc Jean-Drapeau

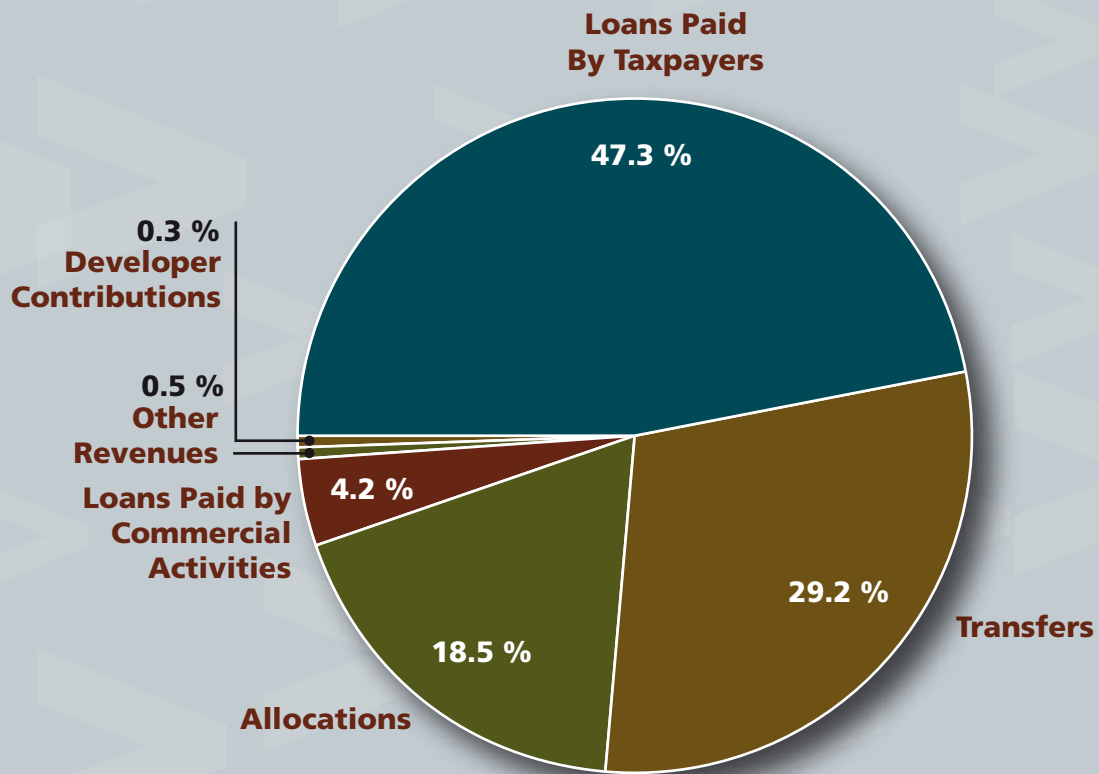
## Other projects

- \$70.8 million for the improvement of public spaces (Old Montréal, Pôle Frontenac, Chinatown and Cabot Square)
- \$33.7 million for waste management and ecocentres
- \$15.6 million for infrastructure programs supporting the development of social and community housing projects

# > Capital Acquisitions by Asset Category



# > Funding Capital Projects



# > Priority Investments

## 1 Investing in Long-Term Goals

Montréal's appearance will change substantially over the next decade. Completion of several major projects will deliver daily benefits to residents. At the present time, property markets are booming in different boroughs, vast sites are being converted into multifunctional communities (Outremont Campus, Griffintown, Namur–Jean-Talon area), key sectors of the road system (Bonaventure Highway, Turcot Interchange, a new Champlain Bridge) are being redesigned and numerous public transit projects (new metro cars, Pie-IX BRT and reserved bus lanes) are being deployed. Through diligent investment in these projects, Montréal will demonstrate its ability to innovate and excel, as it distributes the rewards of such transformations among residents.

The City Administration is fully committed to its responsibilities for this fast-paced change. By making major investments in asset preservation and development, the city is deploying all the resources needed to support projects that form part of its long-term development strategies. The \$4.1 billion 2013–2015 Three-Year Capital Plan (TYCP) will inject considerable sums into municipal infrastructure, create new active transportation opportunities and expand public transit services. At the same time, ongoing initiatives will make our neighbourhoods even more appealing, improve our city parks and introduce additional sports and cultural services. Not only do the projects we fund generate growth on their own, they spur fresh development by helping public, private and institutional organizations turn their own proposals into realities.

Over the next three years, 75% of this TYCP will fund the preservation and restoration of existing assets, while 25% will help launch new projects. This breakdown reflects the great importance that our City Administration places on preserving Montréal's vital resources and heritage. The city is also continuing to maximize its payment of TYCP capital costs as incurred. This strategy ultimately means much lower interest costs for taxpayers. The city will carry these savings over to selected projects. Montréal will also stay within its \$600 million annual borrowing target, a key factor in maintaining the best credit rating in city history.

For the second year in a row, the city is submitting its TYCP ahead of its Operating Budget. Such early filing generates savings and optimizes production as expected by the City Administration. The city plans to continue this practice which generates direct benefits for taxpayers.

## **A Critical Period for Our City**

Aware of the need to overcome many decades of accrued investment shortfalls, the city will spare no effort in providing Montrealers with safe and effective infrastructure, particularly with respect to water and transportation. During the past 10 years, Montréal's TYCP has more than quadrupled from nearly \$300 million to over \$1.4 billion per year. Such growth attests to the city's desire to upgrade its infrastructure. Despite such huge capital funding, however, the TYCP cannot on its own make up for our long-term investment shortfall.

The city would have to spend almost \$2.1 billion annually to renovate all municipal infrastructure. In other words, a \$700 million annual investment challenge remains to be overcome. The city will continue to apply its ingenuity in seeking new sources of infrastructure funding. Different avenues are under consideration, but in order to respect Montrealers' ability to pay, the city must receive financial assistance from governments to deliver the level of services residents expect.

# 2 Renovating and Upgrading Montréal's Infrastructure

**More than 60% of the 2013–2015 TYCP will be applied to our water, sewage and transportation systems. This proportion reflects the Administration's commitment to modernizing municipal infrastructure.**

## **Acquiring an Efficient Road Network**

Over the next three years, the city will spend \$1.1 billion on transportation infrastructure. We face the colossal challenge of maintaining an aging road system consisting of over 5,000 km of pavement and nearly 600 civil engineering works. Conscious of the need to take swift action on specific structures, the Administration will apply some \$108 million to high-priority bridges, tunnels and overpasses. Furthermore, by drawing on its Road Fund, the city will pay an additional \$51 million over three years on road system repairs as incurred.

While existing infrastructure must be brought back up to standard, the Administration is also supporting new projects that will boost development, facilitate urban travel and beautify the cityscape. Through 2015, \$89 million will be spent to lower the Bonaventure Expressway, transform it into an urban boulevard and revitalize the surrounding sector. The Pie-IX – Henri-Bourassa Interchange will be completely redesigned thanks to a \$34 million injection. Nearly \$23 million will be applied to projects accompanying the MTQ's reconstruction of the Turcot Interchange, the Dorval Interchange and certain infrastructure near Pierre-Elliott-Trudeau International Airport.

## **Maintaining Investment in the Water and Sewage Systems**

Water management requires responsible and secure supervision. Distribution of drinking water to 1.9 million residents is a critical challenge that the city is meeting through massive investment in modernization of its supply system. The city is not just committed to comply with the highest international standards on drinking water quality but to exceed existing regulatory requirements.

The water and sewage system repair program launched in 2004 is now in full swing. To date, the City Administration has spent \$1.1 billion on it. Of this amount, \$520 million has been used to repair the secondary sewage line and water main systems. It allocated another \$430 million to upgrade drinking water production plants and the primary water main system. Although much work remains, progress to date reflects the city's determination to supply the highest quality of drinking water and its desire to preserve this infrastructure for future generations.

In 2013, the city will inject \$420 million into its water and sewage systems. The total figure for the next three years is \$1.4 billion. These investments will focus on drinking water production facilities, rehabilitation of primary water mains and sewage lines, upgrades for sewage treatments plants, construction of retention ponds and repairs of pumping station reservoirs.

Funding for infrastructure work is a critical factor in achieving the city's targeted 15% reduction in drinking water consumption by 2015 (compared with 2000). The City Administration has met its responsibilities for financing these investments by creating a Water Tax. However, the city requires support from governments to meet its water and sewage system upgrade goals.

### **Facilitating Travel Throughout Greater Montréal**

Getting around town is a basic need and our residents' transportation experiences have countless social, economic and cultural implications. The Administration knows that the city's many construction sites disrupt our daily lives and is doing all in its power to deliver a city built on solid foundations to Montrealers as quickly as possible. The city has deployed a host of measures alongside this infrastructure work to minimize its impact. These include \$6 million for establishing a Centre de gestion de la mobilité urbaine [Urban Mobility Management Centre] that will optimize traffic in real time by controlling traffic lights along our arterial road network. The city is also using social media to reduce congestion. Montréal Circulation tweets a wide range of information on work in progress. This initiative supplements the Info-travaux service and messages posted at job sites. With its open data policy, the city is also actively supporting development of Web and mobile applications aimed at optimizing intermodal transportation within Greater Montréal. Furthermore, there has been much greater cooperation between the city and the Québec Government in coordinating infrastructural work since the summer of 2011. The new Comité de coordination des travaux [Work Coordination Committee] has facilitated planning and implementation of projects organized by both entities.

### **A City Proud of its Heritage**

Several projects over the past few years have restored sites revered for their contributions to Montréal's allure and reputation throughout the city's history. Montréal has an obligation to preserve its historic sites. Recent work includes restoration of Champ-de-Mars' archaeological ruins, revamping of Dorchester Square and complete renovation of Place-d'Armes. Such investments have yielded solid results, giving residents a greater appreciation of the public spaces that have forged Montréal's unique character. Over the next three years, \$71 million will be spent on improvements in Old Montréal, revitalization of the Pôle Frontenac district, a facelift for Chinatown and refurbishment of Cabot Square. Not only will such spending make these sites more attractive, it will restore our city's proud and rich heritage.



# 3 Solid Commitment to Active Transportation and Public Transit

The City Administration is staunchly committed to active transportation and public transit. These forms of transportation make it easier for residents to get around and contribute to Montréal's economic vitality, while reducing the waste caused by congestion. The city will do everything in its power to expand service in these areas. This commitment is clearly illustrated by investments set out in the 2013–2015 TYCP. As a major period of transition unfolds at the start of several complex projects, the need for a public transit system geared to resident needs is more important than ever before.

## Money for Public Transit

As statistics show, the city's \$400 million annual contribution to the STM has paid off. The number of trips on STM buses and metros is constantly rising. In 2011 alone, this figure leaped 4.2%. With this surge, STM ridership grew 11.4% from 2006 to 2011—better than the 8% target set in the Québec Public Transit Policy. The American Public Transportation Association awarded the STM First Prize in 2010 as "North America's Best Mass Transit Company". These achievements result from the City Administration's efforts to expand public transit service and encourage residents to take the bus and metro to get around road congestion.

The AMT is another important public transit partner. The planned Eastern Commuter Line is a key element in diversifying routes to downtown Montréal. The city closely supports the AMT in rolling out this line. In addition to a \$20 million widening and extension of Boulevard Maurice-Duplessis for a link-up with the future Rivière-des-Prairies Station, the city will spend over \$5 million to facilitate access to Pointe-aux-Trembles Station and redevelop vacant lots adjacent to the Pointe-aux-Trembles' future Quartier de la gare.

The city is also working very closely with the AMT in developing the Bus Rapid Transit (BRT) route on boulevard Pie-IX. By injecting \$33 million over three years into this project, the city is creating an integrated transportation system comprising stations, vehicles, traffic lanes, technological resources and rider information systems. Residents will benefit from rapid, reliable and comfortable bus service of superior quality. The city will contribute to this project by creating reserved bus lines along the centre of boulevard Pie-IX, forming a north-south corridor across the island, linking Laval and Terrebonne through Highway 25. Some 70,000 daily riders are ultimately expected to use the Pie-IX BRT.

## **LRT on the New Champlain Bridge**

Montréal strongly supports the installation of a light rail transit (LRT) system on the future Champlain Bridge. After announcing in 2011 that it would build a new bridge within 10 years, the federal government has an excellent opportunity to develop an LRT line connecting Montréal and the South Shore. Many municipal officials and active members of society have come out in favour of an LRT on the future bridge. Light rail would enhance transit capacity between both sides of the river and constitute a major addition to existing public transit services. An LRT would provide a significant stimulus to the metropolitan economy through the ripple effects it would generate for business and workers.

## **Active Transport for the Masses**

Active transportation is clearly the greenest way to go and the one most conducive to good health. With these advantages in mind, the city has deployed a set of initiatives to promote active transportation and encourage as many residents as possible to get around in this manner. Encouraging people to walk and cycle more means installing safe and appropriate improvements to the urban framework. The City Administration will inject some \$40 million into developing and upgrading its bike path system over the next three years. This amount supplements the \$48 million it spent from 2004 to 2011 to install 190 km of new bike paths on its territory.

Pedestrian safety is the city's top priority in promoting walking. Such safety measures include widened sidewalks and new pedestrian priority crosswalks with countdown traffic signals at many intersections. With \$41 million injected in such initiatives, they will continue to be rolled out in different boroughs—helping to make strolling around Montréal a secure and enjoyable experience.

# 4 Safer, Friendlier and Pleasanter Neighbourhoods

The Administration is committed to ensuring that Montréal is a safe and pleasant community for living and working. These values are essential to drawing and retaining such groups as young families, to ensure the city's long-term vitality. The City Administration's housing strategy employs multiple approaches aimed at attracting this target clientele. A large share of TYCP investments support municipal services desired by young families, including abundant well-equipped parks, modern local libraries and a variety of cultural and educational activities. Furthermore, as part of its efforts to make Montréal a senior-friendly city, the city will allocate over \$5 million through 2015 to renovating certain public spaces and making municipal services better suited to older members of society, while helping them remain active.

## **Better Parks for Better Living**

Residents cherish Montréal's numerous green spaces. Such areas set our city apart from North America's other metropolises. The City Administration must preserve and develop well-kept parks for the enjoyment of adults and to let children play in full peace and security.

Montréal will spend \$252 million over the next three years on its parks and green spaces. These funds will serve in upgrading playground equipment, developing green spaces, protecting natural environments and repairing urban furniture, such as bleachers, street-lights and water fountains. These investments are part of a rejuvenation process that the Administration launched in 2003 by investing \$272 million through 2011 to protect and renew the facilities of 130 parks located throughout Montréal.

Mount Royal, icon of our nature lovers' city, is located in the heart of Montréal. Some \$50 million will be allocated to further construction of a belt road around Mount Royal and development of its third summit (a 23-hectare area), renovation of Beaver Lake, illumination of the cross and protection of the mountain's heritage features.

The many parks distributed over Montréal's 19 boroughs will receive \$73 million in funding over three years. By investing in its parks' infrastructures, the city will help maintain more than 200 public activities organized in conjunction with partners, such as nature watching, hiking, skating, cross-country skiing, tobogganing, swimming and picnicking.

## Promoting Sports and Recreational Activities

The city recently launched two major sports projects: construction of the centre de soccer intérieur Saint-Michel (Indoor Saint-Michel Soccer Centre) (\$31 million) and a sports complex in the Saint-Laurent borough (\$43 million). In addition to these investments, the city will maximize the multiplier effects generated by these state-of-the-art facilities. Their innovative designs and superior quality will draw amateur and professional athletes of all ages. These dual undertakings, which are part of the city's strategy to retain young families and develop vacant urban sites, constitute a perfect addition to Montréal's existing sports facilities and will be used to bring world-class competitions to our city.

The many arenas attesting to our citizens' love of hockey have been undergoing an intensive rejuvenation process since 2010. The program will replace antiquated natural gas refrigeration systems with new ozone-friendly technologies in 34 municipal arenas. In 2011, Montréal spent close to \$8 million on its arenas, replacing some of their refrigeration systems. By 2015, the city will inject about \$91 million more into approximately 20 arenas, including those in Rosemont-La Petite-Patrie, Ahuntsic-Cartierville and Saint-Léonard.

The TYCP places special emphasis on city pools. Well aware of their importance to young families, the city is pumping substantial funding into the modernization of its swim centres to ensure they are safe for and appealing to young and old alike. For example, Montréal recently made major improvements to wading pools at the Saint-Laurent, Rosemont-La Petite-Patrie and Mercier-Hochelaga-Maisonneuve swimming facilities.

Other sites, including André-Laurendeau, Jeanne-Mance, La Fontaine and De Gaspé parks will also receive new sunshades, water play areas and family areas over the next three years, thanks to a \$2.6 million injection.

Right in the centre of the St. Lawrence River, Parc Jean-Drapeau hosted the 2005 FINA World Championships and is to do so again in 2014. The city will invest \$10 million to renovate its Olympic pool site and host the international competition in line with applicable sports standards.

## Montréal, Cultural Metropolis

World renowned for its cultural vitality, Montréal must support its artisans and increase universal access to culture. Montréal's Cultural Development Policy sets out these principles. Under this policy, the city will invest some \$110 million over the next three years to promote broader access to culture.

The city's 43 libraries constitute the bedrock of Montréal's cultural services and are now undergoing a major transformation. First, \$19 million will be invested in the construction of the new Marc-Favreau Library in Rosemont—La Petite-Patrie. This structure, along with the Bellechasse site now being developed, will be part of a vast conversion of former municipal workshops into mixed-vocation high-rise apartments and will change this large sector's landscape.

Furthermore, by integrating new information and communications technologies into its operations and completely redesigning certain institutions, the library system is seeking to enhance the user experience. The selected approach is leading-edge and client-oriented. The 2013-2015 TYCP will allocate \$50 million to meeting these goals.

These funds will serve particularly to install Radio Frequency Identification technology (RFID) throughout the library system thanks to a \$10 million investment. Libraries will be able to trace documents by establishing a joint network linked to the RFID system. This innovation will enable users to borrow a document at one library and return it to another.

The Saint-Laurent and Pierrefonds-Roxboro libraries will be redesigned to incorporate modern architectural principles. Dedicated spaces will be added for reading, group work, computer resource access and knowledge sharing.

## Investing in Affordable Housing

Montréal's real estate boom is still in full swing. Many projects that have been announced for different boroughs will be built over the next few years. The City Administration is pursuing its Access to Affordable Housing Policy among developers to ensure that a maximum number of residents can benefit from these new dwellings. By investing in excess of \$15 million through 2015, the city will ensure that it meets its goals for social and community housing programs to be offered in the Bassins du Nouveau Havre, Gare de l'Est, Golf de l'Est, Faubourg Contrecoeur, Norampac, Places l'Acadie and Henri-Bourassa housing projects.

## Ensuring public safety

The City Administration is responsible for ensuring that the police and fire departments have the resources they need to guarantee the safety of residents and responders. Montréal will, accordingly, spend \$143 million on public safety over the three-year period.

Investments of \$66 million will be used to deploy SÉRAM, the state-of-the-art voice radio communication system for all Montréal agglomeration services. SÉRAM will improve service delivery to residents by ensuring better coordination among responders, using a common voice radio communication network. This secure digital system will provide better audio quality and ensure confidentiality of voice communications, reducing risk for residents and responders.

Furthermore, the firehouse and administrative building preservation program will continue, with funding of \$20 million. Nearly \$8 million will also be spent to build two new firehouses in Pierrefonds-Roxboro and Rivière-des-Prairies-Pointe-aux-Trembles. Finally, \$34 million will be injected into fire and police vehicle replacement programs.

## Waste Management

Montréal will continue implementing specific efforts geared to reducing the quantity of waste to be buried. Over the 2013-2015 period, nearly \$34 million will be spent to build, repair and restore waste management facilities. In 2012, the city's seventh ecocentre, in LaSalle, began operation, while plans were launched to open still another such facility in Saint-Laurent. This eighth ecocentre will meet goals and recommendations of the Waste Management Master Plan adopted in 2009, will help meet reuse and recycling targets under the Québec Residual Materials Management Policy. The city also plans to modernize its waste treatment processes over the next few years. Investments of \$6 million will be applied to this task in the 2013-2015 period.

# 5 Asserting Montréal's Leadership

## Positioning Montréal on the International Scene

While the City Administration is deploying a variety of efforts to achieve its long-term goals, investments to date are producing concrete results that have boosted our metropolis' international renown. Montréal's rankings in different international categories reflect such acclaim. Our metropolis is now North America's number one host city for international association events, according to International Congress and Convention Association's (ICCA's) official 2011 rankings. Furthermore, Montréal is the 6<sup>th</sup> top American City of the Future for 2011-2012 according to the Financial Times Group. In November 2011, the New York Times called it one of the 10 "hippest" cities in the world—the sole North American community to earn this designation. In July 2011, Lonely Planet Guide readers listed Montréal third among the world's summer cities and in September 2011, Copenhagenize magazine named it the world's eighth most Bicycle-Friendly City.

These results build on Montréal's existing magnetism and bolster its exchanges with the rest of the world. Such factors help attract talented women and men who will continue asserting Montréal's leadership as a metropolis. Each year, Montréal receives an average 40,000 immigrants from 120 nations, speaking 200 languages and dialects. This input is vital to ensuring the city's demographic growth, enriching our urban fabric and energizing our economy. That is why the City Administration will continue supporting initiatives that boost Montréal's status abroad and rank it among the world's finest cities.

## Emerging Projects

Montréal's construction sector is presently engaged in a period of great activity. Many major projects are underway and the Administration must implement appropriate standards to ensure that these future structures correspond with its long-term plans for Montréal's development. The city will spend \$30 million through 2015 to assist construction of the CHUM and MUHC hospital centres. Thanks to tight teamwork with the Québec Government, the Administration will highlight the leading-edge scientific work that will be conducted in these institutions to attract world-renowned healthcare professionals and make Montréal a centre of excellence in life sciences.

Internationally acclaimed for its cultural vitality and creative expression, Montréal will pursue Phase 2 of its Quartier des spectacles by committing \$27 million to complete the Place des Arts sector's redesign. Since renovation, the Quartier des spectacles has enabled residents and visitors to experience Montreal's festivals in a new way. Montrealers and tourists can now attend large-scale events in urban settings specifically designed for far-reaching cultural activities. The Quartier's Phase 2 will further enhance these sites, for which Montréal enjoys worldwide fame.

By supporting the Québec Government in the CHUM and MUHC projects and financing work on the Quartier des spectacles, the city is stimulating property revenue increases beyond those generated by normal market evolution.

## **Conversion of Major Sites**

While preserving its heritage, Montréal is committed to restoring large underutilized urban sites. The Administration has targeted Montréal's harbourfront, the Outremont Campus, the Namur—Jean-Talon Ouest triangle and the Technoparc de Montréal for revitalization. Right at the city's centre, these areas can acquire new value with their functions integrated into the overall urban dynamic. Montréal will inject \$210 million into the construction of infrastructure on these four sites over the next three years to support this effort and assist project developers. Multifunctional neighbourhoods comprising a mix of residences, institutional structure and shops will be developed there in the next decade.

## **Legacy of Montréal's 375<sup>th</sup> Anniversary**

As Montréal's long-term development continues, we will reach an important milestone in 2017, when Montréal celebrates its 375<sup>th</sup> anniversary. To mark this event, the city will invest \$475 million from 2012 through 2017 in projects enriching our collective heritage. Many structures will be revitalized and dedicated to residents and visitors. These plans include development of a belt road around Mount Royal, further improvements to the Saint-Michel Environmental Complex, various Espace pour la vie projects and a revamping of Parc Jean-Drapeau.

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