



Montréal Geared Up for Tomorrow

**2018 Summary Report
on the 2018–2022 Economic
Development Strategy**
January 1 to December 31, 2018

June 2019

Montréal 

Innovative projects under way in several areas of Montréal

● Territorial development projects

- 1 Industrial-port zone
- 2 Écoparc industriel de la Grande Prairie
- 3 MIL Montréal
- 4 Cabot (4,000 Saint-Patrick Street)
- 5 Industrial innovation corridor
- 6 Driverless shuttle pilot project

● Innovation and commercialization complexes

- 7 Hodge-Lebeau (Advanced manufacturing)
- 8 Technoparc Montréal
(Life sciences and health technologies)

Municipal aid programs

● PR@M – Artères en chantier:

- 9 Saint-Paul Street East
- 10 Saint-Denis Street
- 11 Notre-Dame Street West
- 12 Jarry Street East
- 13 Gouin Boulevard West
- 14 Laurier Street West
- 15 Saint-Hubert Street

● PR@M – Commerce:

- 16 Masson Street
- 17 Notre-Dame Street (Lachine)
- 18 Vieux-Pointe-aux-Trembles
- 19 Quartier Latin
- 20 Mont-Royal Avenue
- 21 Fleury Street East
- 22 Monk Boulevard
- 23 Wellington Street
- 24 Sainte-Catherine Street
and Ontario Street East
(Hochelaga-Maisonneuve)

● Design and architecture competitions

- 25 Place des Montréalaises
- 26 Creating a Biodiversity Corridor in Saint-Laurent
- 27 Simon-Valois Shared Space
- 28 Expansion and Renovation of L'Octogone Library

Notes:

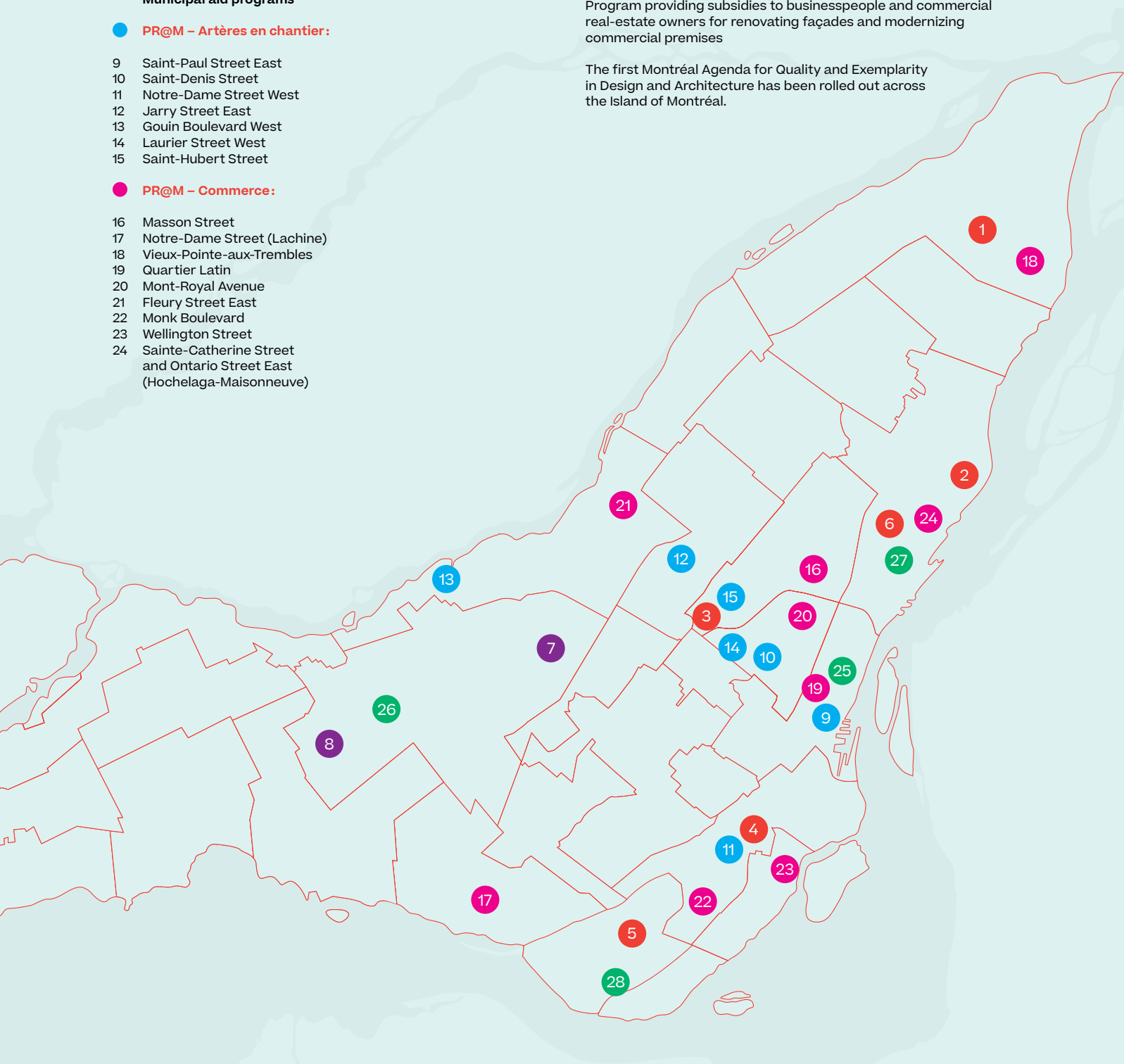
PR@M - Artères en chantier:

Program providing financial assistance to businesspeople and commercial real-estate owners affected by major underground infrastructure work on commercial thoroughfares

PR@M - Commerce:

Program providing subsidies to businesspeople and commercial real-estate owners for renovating façades and modernizing commercial premises

The first Montréal Agenda for Quality and Exemplarity in Design and Architecture has been rolled out across the Island of Montréal.



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Highlights

Support for businesses

4,150

Nearly 4,150 Montréal businesses supported

\$178 M

Over \$178 million in private real-estate investment in projects funded under municipal assistance programs

100

100 organizations supported

490

More than 490 social-economy enterprises supported

81

81 companies supported through the “Parcours”

- Parcours Innovation PME MTL
- Parcours Développement durable PME Montréal
- Parcours C3
- Cabinet créatif

59

59 designers (and 200 products) selected for the 5th edition of the CODE SOUVENIR MONTRÉAL gift items catalogue

90

90 companies took part in international missions to several countries (Japan, Spain, China, U.S. Portugal)

40

More than 40 Montréal design and architecture firms supported for international outreach at some 20 activities within the UNESCO Creative Cities Network

180

More than 180 participants at SÉRI Montréal 2018
→ Encouraging emergence of projects and business partnerships promoting development of research results, entrepreneurship and competitiveness of businesses

6,000

More than 6,000 attendees at Expo Entrepreneurs 2018:
– 47% women
– 89 organizations dedicated to supporting entrepreneurship

6,400

More than 6,400 attendees at Startupfest 2018:
– 36% women
– 45% representatives of startups

PME MTL, Montréal's business support network

\$19 M

Nearly \$19 million in funding for Montréal businesses

325

325 companies funded

3,500

Over 3,500 jobs created or maintained

\$82 M

More than \$82 million in investments made by the businesses supported

490

Over 490 social-economy enterprises supported

The year 2018 at a glance

The year 2018 was pivotal for the economic development of Montréal, Québec's metropolis. It was marked by several important achievements:

- Montréal's economy enjoyed record performance: GDP grew by 3.6%, a high-water mark since the 2008 recession. And the number of jobs was the largest ever recorded on the territory of the agglomeration: 1,058,500
- The first joint economic planning agreement since the awarding of metropolis status to Montréal was reached with the Government of Québec. The agreement hinges on five strategic directions:
 - > Promote business growth
 - > Stimulate private and collective entrepreneurship
 - > Invest in knowledge and workers
 - > Highlight the economic hubs in the city
 - > Raise the city's profile across the country and on the international stage
- Unveiling of Montréal: Geared Up for Tomorrow, the City of Montréal's 2018–2022 Economic Development Strategy, the first since the creation of the Service du développement économique in 2014
- Launch of eight action plans supporting the Montréal: Geared Up for Tomorrow strategy, which directly address the joint economic planning orientations
- Engagement of partners and the entire economic development ecosystem around the Economic Development Strategy

The City of Montréal views the outcome of the first year of joint economic planning very positively. Highlights included:

- The unveiling of eight action plans that directly respond to the needs of entrepreneurs, joint economic planning and the Montréal: Geared Up for Tomorrow strategy:
 1. Doing Business in Montréal – Action Plan for Entrepreneurship
 2. Maximizing Montréal – Action Plan for an Efficient Network
 3. Inventing Montréal – Action Plan for Knowledge and Talent
 4. Moving Montréal Forward – Action Plan for International Economic Affairs
 5. Weaving Together Montréal – Action Plan for Social Innovation
 6. Living Montréal – Action Plan for Commerce
 7. Building Montréal – Action Plan for the Economic Development of the Territory
 8. Creating Montréal – Action Plan for Design
- Development and implementation of structure-enhancing projects and initiatives that directly address the economic challenges of the metropolis
- Restructuring of the Service de développement économique so as to optimize the impact of the City of Montréal's actions in economic development and ensure a shift to client focus, through strengthening of the team's expertise and cohesion

A number of projects were rolled out over the past year and major economic development work began. The City already boasts several achievements, just six months after announcing its action plans:

- Lessening of the tax burden on retail businesses through a lowering of the property tax rate for the first \$500,000 of assessed value
- Ongoing payments under the program to support Montréal's economic vitality (PR@M – Industry)
- Adoption of the Artère en transformation program, providing direct subsidies for collective actions and renovation of commercial buildings located on thoroughfares affected by worksites
- Adoption of a financial assistance program for retailers aimed at easing the financial impacts of major infrastructure work
- Continuation of PR@M – Commerce with identification of three new commercial districts eligible for the program in 2019
- “SÉRI Montréal” event held, under the theme “Logic, Ethics, Esthetics,” bringing together experts from the academic and business fields to spark partnerships targeting monetization of research results
- Launch of the “Accélérer l'entrepreneuriat” call for projects, with a \$2 million budget, aimed at supporting the most innovative initiatives by entrepreneurial support organizations
- Implementation of the Cabinet créatif, a coaching program enabling 15 creative and cultural firms to enhance export capacity
- Support for development outside Québec of Montréal-based companies at the following events: Urbani T (Toronto, Canada), Magic (Las Vegas, United States), SXSW (Austin U.S.), WebSummit (Lisbon, Portugal), Entretiens Jacques Cartier (Lyon, France)
- Organization of a social-economy trade mission to the 2018 GSEF in Bilbao, Spain
- Addition of a further \$17 million to the PME MTL investment funds, bringing the total available budget for the funding of businesses to more than \$51 million.
- Creation of 40 positions in the PME MTL Network (a \$17 million investment)
- Creation of an initial complex for innovation and commercialization (CIC) in the life sciences and health technologies sector

- Organization of several major trade missions: Japan (multisector), Bilbao (social innovation), China (multi-sector), Los Angeles (film and visual effects), etc.
- Transportation industry agreement signed between Montréal and the City of Los Angeles
- Support provided to international events promoting the city's international reputation (e.g., Movin'On, Conference of Montréal)
- Consultations and engagement around the first Montréal Agenda for Quality and Exemplarity in Design and Architecture
- Development and rollout of a toolbox for worksite spatial planning aimed at better “Delimiting, Directing and Informing”
- Organization of the RDV Accélérer MTL event on October 24, 2018, with a view to engaging the economic development ecosystem around the Montréal: Geared Up for Tomorrow strategy and its eight action plans (more than 700 attendees from various industry sectors and areas of activity)

Two reports on economic development were submitted to the City:

- The Report of the Advisory Committee on Development of the Action Plan for Commerce; the conclusions were incorporated into the Action Plan for Commerce
- The Report of the Advisory Committee on Economic Development of the Territory, which will continue to nurture the City of Montréal's territorial economic development actions

The year 2018 was essentially one of consultation and planning, with some structure-enhancing projects launched. Multiple projects and work stemming from that planning will get under way during the period 2019 to 2022.

A message from the Mayor

The year 2018 proved to be historic for the economic development of the City of Montréal.

In April, we launched Montréal: Geared Up for Tomorrow, our 2018–2022 Economic Development Strategy, and its eight action plans. The action plans include initiatives touching on such areas as the economic development of the territory and the quality of its built environments, knowledge and talent, entrepreneurship, and internationalization of our businesses.

I am especially proud of our success in engaging stakeholders in the ecosystem to implement these innovative projects. They are projects that meet the needs of Montréalers. Projects that bring us together.

This year, our administration has adopted a true roadmap, taking a giant step toward strategically aligning all of the city's priorities. The goal is for our metropolis, designated a UNESCO City of Design, to become a leader in the industry segments of the 21st century, as well as a model for economic growth that is inclusive and sustainable.

Montréal's economy is doing exceptionally well. The job market continues to post record results, with nearly 1.1 million people employed as of December 2018, and we have attracted world-renowned companies in key sectors like artificial intelligence and videogaming. We need to build on that momentum and keep on mobilizing the ecosystem to shift the city's economic development into high gear.

In 2018, we reached a joint economic planning agreement with the Government of Québec, a first since Montréal was granted the status of metropolis.

Joint economic planning has strengthened collaboration between the City and the Québec government. It has helped better align our respective actions and maximized economic benefits.

I thank the Government of Québec as well as all stakeholders involved directly and indirectly in the City of Montréal's economic development, and I take this opportunity to reiterate how enthusiastic I to continue this close co-operation.

Recognition of our metropolis status and our jurisdictions is helping Montréal take flight. At last, our city can fully play its role as the economic engine of Québec—and the entire province is coming out a winner!



A stylized, handwritten signature in red ink, representing Valérie Plante.

Valérie Plante
Mayor of Montréal

A message from the Executive Committee Member responsible for Economic and Commercial Development, Housing and Design

We are exceedingly proud to present this report on the notable progress made since the launch of the 2018–2022 Economic Development Strategy and its eight action plans.

The strategy is historic, and the action plans are ambitious and targeted. They are the result of a rigorous analytic approach, for which we sought the involvement and advice of the players in Montréal's economic development ecosystem. We had pledged to work with those players in an effort to meet their needs, and we kept that promise. The RDV Accélérer Montréal event provided the opportunity to engage the city's entire business ecosystem around the pursuit of our goals.

The past year has been decisive for setting up a collaborative and working framework with the Government of Québec and, especially, for launching a number of ambitious projects that are going to make a difference in the community.

Two of the major achievements that I wish to emphasize are our new commerce programs. First, a *financial assistance program for businesses located in areas affected by major construction*, to reduce the financial impact of work—the first of its kind in Canada! Second, a *program for thoroughfares undergoing major work*, which aims to strengthen the retail offering, maintain customer traffic during work periods, and promote economic recovery after work is complete.



We also contributed to the Parours Développement durable (Sustainable Development Path) Montréal project. With the involvement of recognized organizations, this initiative is providing some 75 small and medium-sized enterprises (SMEs) with a structured coaching process between 2018 and 2021.

One reflection of the special importance that we ascribe to the Parours, as well as entrepreneurs' customer experience, is the initial call for entrepreneurial ecosystem projects that we issued last summer.

We also entered into an agreement with Institut Néoméd to implement a life sciences and health technologies innovation and commercialization complex. A \$1.5 million financial contribution will be paid over a period of four years. Lastly, \$17 million was invested to better support PME MTL, the City of Montréal's business support and guidance network. And we are only just getting started: implementation of our action plans will continue until 2022.

While 2018 has allowed us to build a framework for collaboration, adopt a shared vision and orientations, and launch some ambitious projects and programs, many more projects will continue to see the light of day: so the best is yet to come.

It is with great enthusiasm that we view our continued collaboration with the provincial government, businesses, and the economic development community.

Together, we will enhance Montrealers' prosperity, and make our metropolis even more dynamic and competitive.

Robert Beaudry

Executive Committee Member responsible
for Economic and Commercial Development,
Housing and Design

Introduction

Montréal had an outstanding year in 2018.

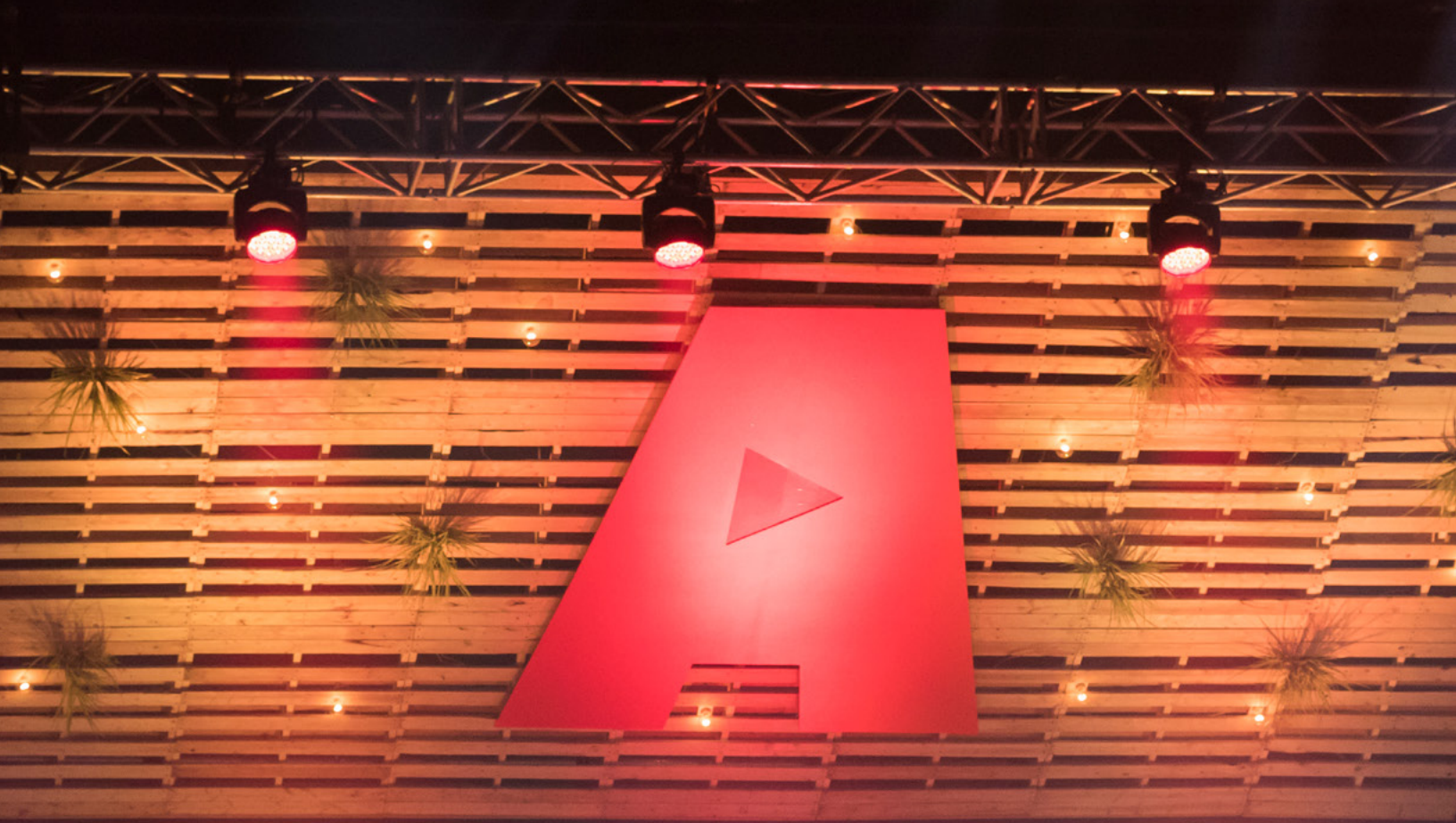
The city posted record economic and employment growth and is continuing to attract international talents and investments.

The past year also marked the first joint economic planning exercise by the Government of Québec and the City, as well as the first economic development strategy since the creation of Montréal's Service du développement économique in 2014.

More than ever, Montréal benefits from the right levers, assets and engagement by all players to realize its ambition to be a leader in the industries of the future, and in sustainable, inclusive economic growth.

Several events have been held since the April 2018 launch of the 2018–2022 Economic Development Strategy. The City unveiled eight action plans in support of those strategic orientations. It adopted a true roadmap for economic development and introduced innovative programs that directly address the concerns of Montrealers.

This report describes the steps and actions that the City of Montréal has taken since the launch of the Montréal: Geared Up for Tomorrow strategy, and summarizes the activities undertaken, during the period January 1 to December 31, 2018.





Montréal

A metropolis playing its role as an economic driver to the fullest

Montréal: An effective economic driver

With economic strength out of proportion to its demographic weight, Montréal is the economic engine of the entire province: the economy of the Montréal urban agglomeration accounts for 35% of the overall Québec economy, while its population represents only 24% of that of the province.

More than that, Montréal is a world-class metropolis. With its higher-education institutions, research centres, and culturally diverse, cosmopolitan population, Montréal is an incubator of talent, a knowledge-based economic centre, and a cultural metropolis.

These assets, combined with its strategic geographical location, have also helped the city become specialized in high-added-value sectors of tomorrow, including artificial intelligence, clean technologies, as well as life sciences and health technologies. Montréal boasts one of the most diversified economies in all of Canada.

Montréal continues to play a key role in attracting investment and high-added-value activities: in 2018, several companies chose to set up shop in Montréal or expand their expertise in leading-edge sectors here, including Google, IBM, Thales, Facebook, and Havas Group, to name only a few. With a strong concentration of researchers specialized in deep learning, the city has become one of the planet's most attractive hubs for artificial intelligence research, and a choice destination for investment in this area.

Montréal also continues to be a magnet for talent. It welcomed more than 60% of immigrants to the province in 2017 and ranks among the world's top student cities.

The City administration is working closely with local economic players and partners to help strengthen Montréal's role as an economic driver. Collaboration by one and all has been a decisive factor in growing the city's economic success, reach and influence.

The joint economic planning agreement entered into by the City and the Government of Québec in 2018 has made it possible for those stakeholders to co-ordinate their economic development actions. And the entire province is reaping the rewards.

Record economic performance in 2018

Montréal had a very good year economically in 2018. The increase in gross domestic product (GDP) from 2017 to 2018 was an estimated 3.6%, with total GDP value reaching more than \$135.6 billion—the highest level since the 2008 recession.

The per-capita GDP picture was also bright: this statistic improved by 2.4% between 2017 and 2018.

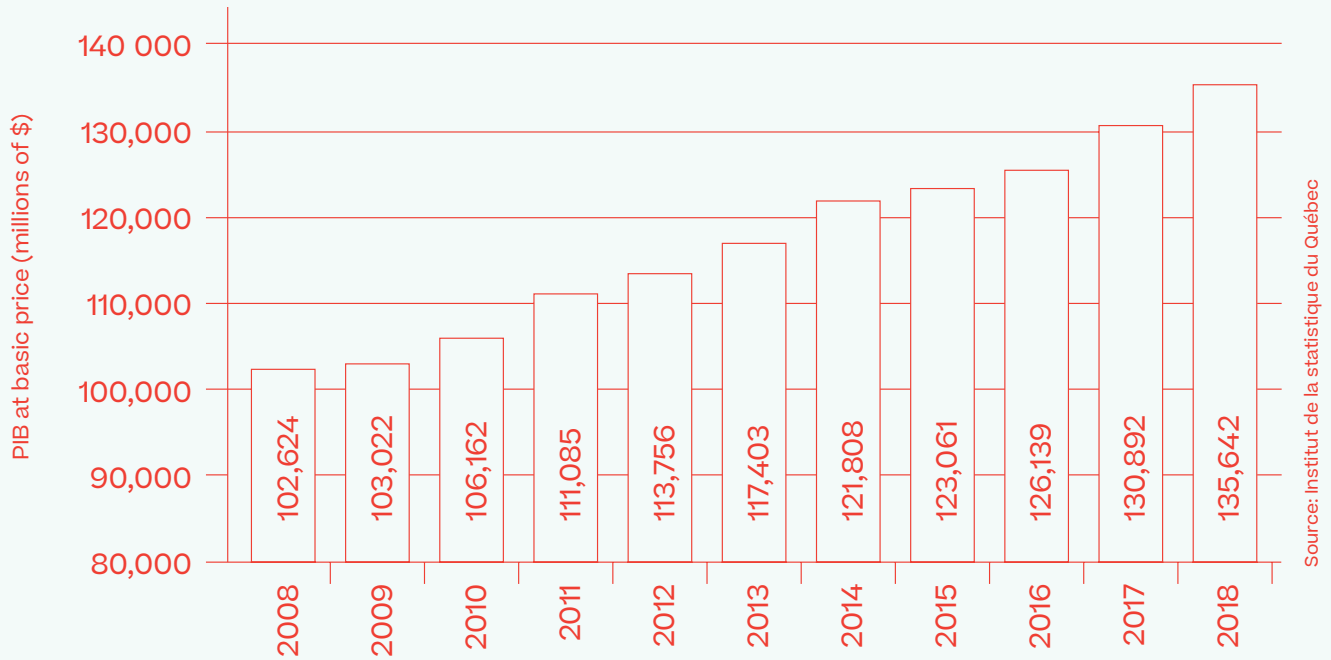
That wealth creation has also translated into exceptional employment numbers. The number of jobs is the highest ever recorded on the territory of the agglomeration since data began to be compiled. Montréal had a total of 1,058,500 people working at year's end, which is 22,600 more than in 2017. Importantly, 82% of jobs held by Montrealers in 2018 were full-time positions, the highest percentage seen since 2005.

The population of the Montréal agglomeration has exceeded 2 million since 2016. Demographic growth, fuelled mainly by immigration, has reached a rate of 8.5% over the past decade, with some 158,425 new residents having settled within the territory.

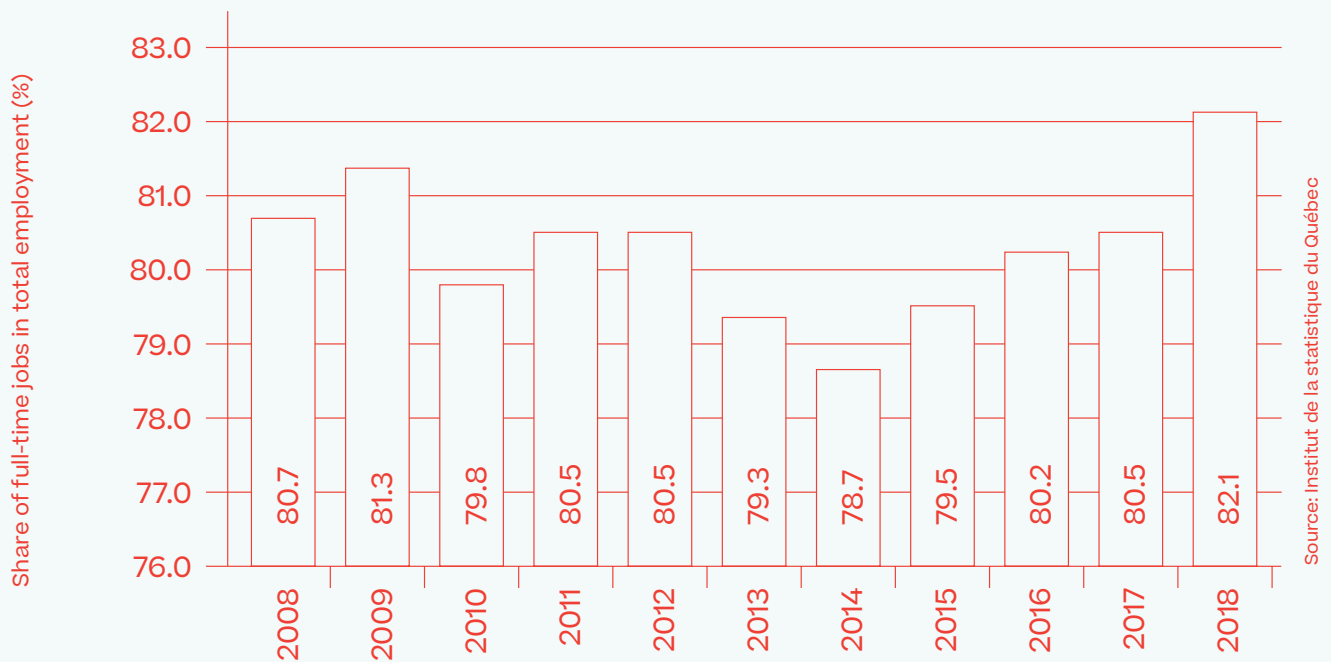
Given the vigorous job market, the issue of workforce availability is becoming a pressing one. The increase in immigration is certainly to Montréal's advantage. It is important, however, to ensure we have a labour force that effectively meets the needs of the city's employers.

The City's actions stemming in part from the Action Plan for Knowledge and Talent aim to achieve a better match between the needs of the job market and the available workforce, to the benefit of the entire economy.

GDP at basic price Montréal agglomeration



Share of full-time jobs in total employment (%) Montréal agglomeration





Overall context

New powers and joint economic planning to better develop the metropolis

Montréal's status as a metropolis and new powers

Joint economic planning is part of a historic context: on September 21, 2017, Montréal was officially recognized as Québec's metropolis.

That status is enabling the city to strengthen its role as the driver of the entire province's economy.

Montréal now benefits from a more flexible legal framework that also considers the specific economic and social characteristics of the metropolis. It has been granted new powers and levers for economic development, including the abolition of a cap on subsidies to businesses, and increased powers to grant credits and levy taxes. The City of Montréal also has new powers over immigration (in such areas as consultation, mobilization, and participation in the definition of labour needs on its territory) as well as management of heritage and housing with a view to improving its citizens' living environment.

Concurrently, the Government of Québec and the City signed the "Réflexe Montréal" framework agreement, defining their respective commitments with regard to the recognition of the city as Québec's metropolis.

Under that agreement, in addition to financial assistance that will total \$50 million for the year 2021–22, the parties agreed to establish joint economic planning so as to align their actions and ensure more coherent economic development initiatives in the city. The ultimate goal of that alignment is to maximize the scope and leverage of those economic development initiatives for the benefit of businesses and the entire ecosystem.

The City of Montréal now has greater flexibility and resources to realize its vision and achieve its ambitions, living up to its status as a world-class metropolis.



Brief summary of joint economic planning

In March 2018, the Government of Québec and the City of Montréal agreed on joint economic planning covering the period 2018–2022, relative to the annual assistance amounts provided by the government. This is the first joint planning exercise since the recognition of Montréal as Québec's metropolis.

The primary goal of the exercise was to identify the directions and areas of economic development for which the parties agreed to co-ordinate and consult each other to aid Montréal's development—all with the objective of "acting in tandem, tapping resources, developing talents, and linking expertise areas to help make Montréal a world leader in creativity, innovation and inclusion, with an eye to creating prosperity and sustainable development."

As part of the joint planning, the Government of Québec and the City of Montréal agreed on the following guiding principles:

- Coherence and complementarity
- Partnership and dialogue
- Leverage
- Optimization and efficiency



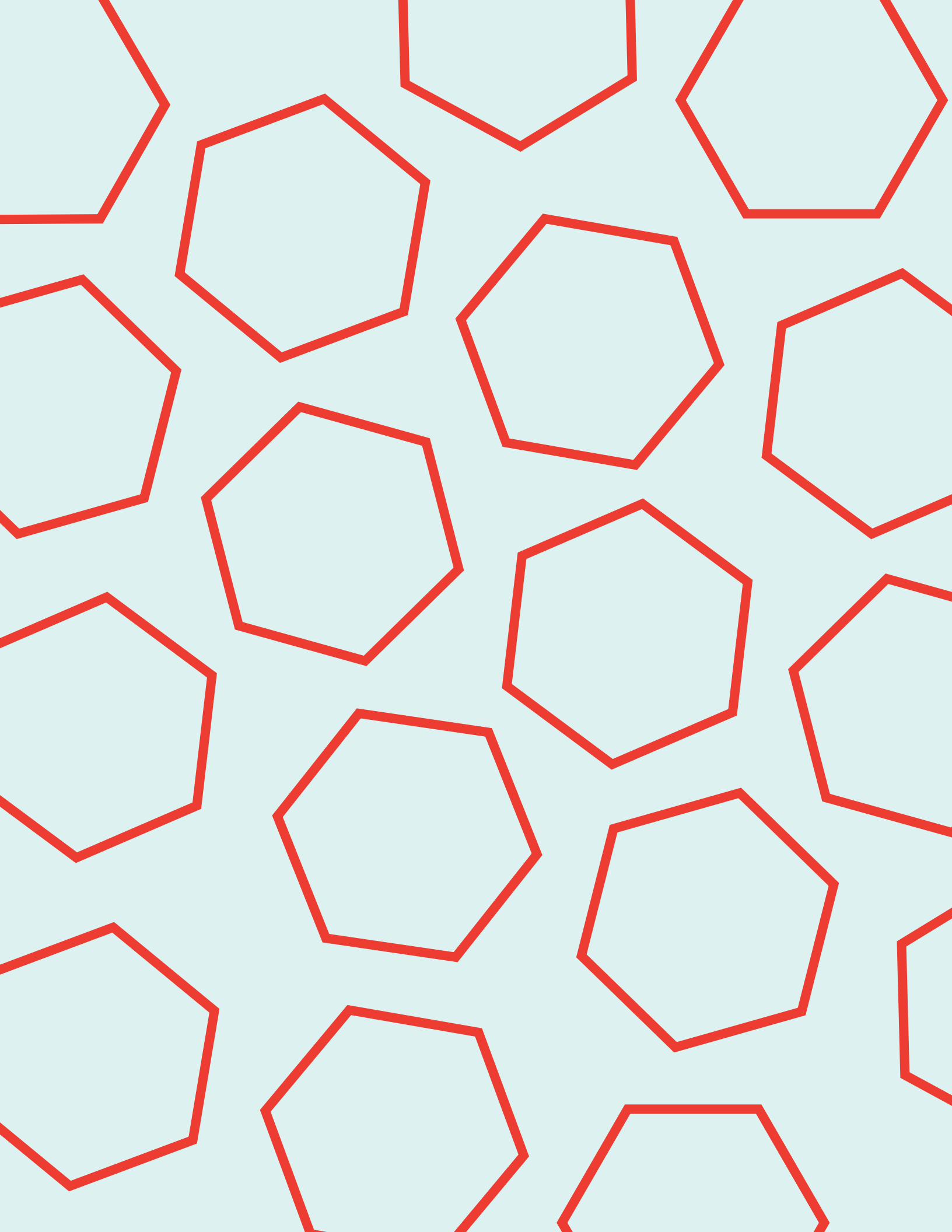
The City of Montréal's role in economic development

The mission of the City's Service du développement économique (SDÉ, or economic development department) is to position Montréal as a leader in promising sectors and a model for sustainable, inclusive economic growth, in collaboration with stakeholders.

The SDÉ plans and develops Montréal's economic development strategies.

In accordance with its priorities, it plays multiple roles, among others:

1. Establishing programs that provide coaching to Montréal businesses and commercial activities;
2. Ensuring linked actions in favour of Montréal's economic development with its partners, including the other levels of government;
3. Setting up strategic partnerships and leveraging the various initiatives of private, public and community players.



Montréal – Geared up for Tomorrow

The economic development strategy to achieve our ambitions

An inclusive, rigorous approach

The City of Montréal's 2018–2022 Economic Development Strategy, *Montréal: Geared Up for Tomorrow*, is part of the joint economic planning initiative. It is the first economic development strategy developed since the new Service du développement économique was created in 2014.

To make its vision a reality and effectively support wealth creation in the metropolis, the City of Montréal has adopted a clear vision resulting from a thorough diagnosis and embodied in a strategy and eight action plans. The action plans are roadmaps guiding the City of Montréal's economic development achievements as well as supporting and linking the actions of the various stakeholders in pursuit of their common goal. This process is also a huge step toward strategically aligning the City's priorities.

The strategy and the action plans resulted from a rigorous methodological approach and collaboration among the Québec government, various entrepreneurs, and other stakeholders in Montréal's economic development.

The Geared Up for Tomorrow strategy at a glance

Vision:

Montréal, a hub of innovation, talent and economic, entrepreneurial, international, sustainable and social development

Five orientations:

1. Focus on know-how and talent
2. Stimulate entrepreneurship
3. Rejuvenate economic centres
4. Boost Montréal's international reputation
5. Ensure a powerful economic development network

Five high-potential sectors:

1. Cultural and creative industries
2. Life sciences and health technologies
3. Mobility and transport
4. Digital industry
5. Cleantech

Eight Action Plans

1

Doing Business in Montréal

Action Plan
for Entrepreneurship

2

Maximizing Montréal

Action Plan
for an Efficient Network

3

Inventing Montréal

Action Plan
for Knowledge and Talent

4

Moving Montréal Forward

Action Plan
for International
Economic Affairs

5

Weaving Together Montréal

Action Plan
for Social Innovation

6

Living Montréal

Action Plan
for Commerce

7

Building Montréal

Action Plan
for the Economic Development
of the Territory

8

Creating Montréal

Action Plan
for Design

Process of joint economic planning and the Montréal: Geared Up for Tomorrow strategy

April to July 2017 **Thinking on the vision**

- Consultation with senior executives of Montréal companies and organizations as well as members of the business community

July to September 2017 **Diagnosis and consultations with stakeholders**

- Internal consultations within City of Montréal departments to align priorities
- Consultation with economic experts and data scientists for the economic assessment, indicators and growth sectors
- Consultation with business partners and private enterprise
- Consultation and collaboration with the Québec government on joint economic planning

September 2017 to March 2018

- Development of the economic assessment (state of Montréal's economy, assets and challenges, new trends poised to transform the city)
- Analysis of growth sectors (location quotient, potential for demand internationally, job growth, etc.) for definition of the high-potential sectors
- Organization of five consultation workshops with entrepreneurs covering the five high-potential sectors

March 2018

- Announcement of joint economic planning by the City of Montréal and Government of Québec

April 2018 **Adoption and unveiling of the Montréal: Geared Up for Tomorrow strategy**

- Strategic directions, chosen high-potential sectors, and announcement of the eight action plans for development
- Formation of an advisory committee on the City of Montréal "Plan commerce," chaired by Guy Cormier, President and CEO of Mouvement Desjardins
 - > Report filed on June 11, 2018

May to July 2018 **Unveiling of the eight action plans for economic development**

- May 25, 2018: Action Plan for Entrepreneurship, Action Plan for an Efficient Network, and Action Plan for Social Innovation
- May 30, 2018: Action Plan for Design, Action Plan for International Economic Affairs, and Action Plan for Knowledge and Talent
- June 13, 2018: Action Plan for Commerce
- June 27: Action Plan for the Economic Development of the Territory

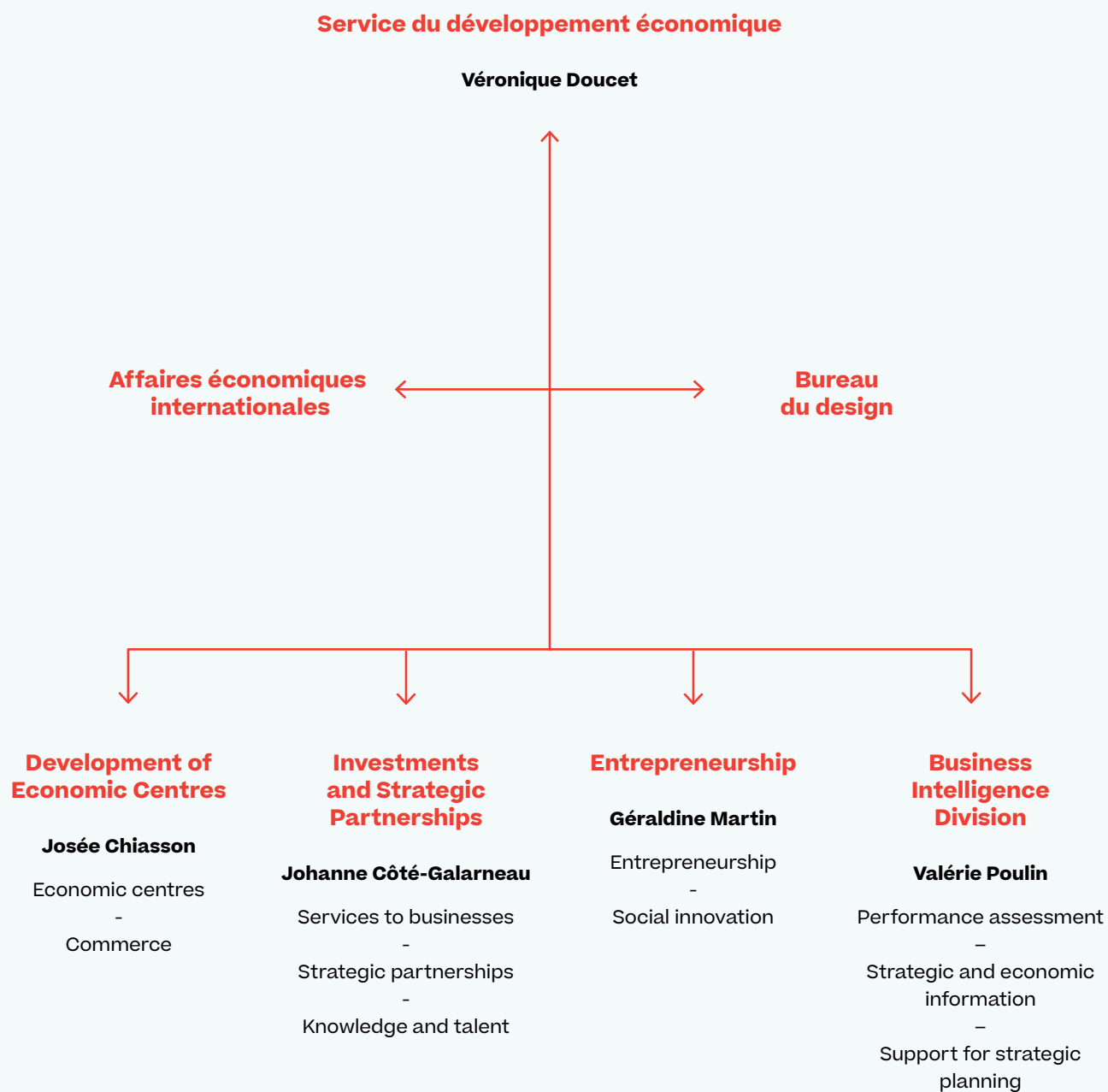
RDV

July 2018 to present **Start of implementation of the action plans**

- Establishment of the programs
- Launch of projects

October 2018 **Event engaging all players in the economic development ecosystem around the Montréal: Geared Up for Tomorrow strategy and the eight action plans: the RDV Accélérer MTL**

Organizational structure of the Service du développement économique in 2018 and 2019



Restructuring of the Service du développement économique and organizational culture change

To implement the strategic vision and action plans, the Service du développement économique (SDÉ) began a twofold organizational transformation: reorganization of the department's structure and a change in organizational culture, which is still in progress.

As a first step, an analysis of expertise requirements and economic development priorities prompted the SDÉ's managers to create the **Direction de la mise en valeur des pôles économiques** (Development of Economic Centres team) in November 2017, followed by the **Division de l'intelligence économique** (Business Intelligence Division) in December 2017. The chief aim of that restructuring is to focus resources, energy and skills on the SDÉ's strategic priorities. The City's Bureau du design has also been brought under the SDÉ, given the cross-cutting nature of its mission.

The **Direction de la mise en valeur des pôles économiques** was created to address the need to strengthen the integrated approach to development of the territory to ensure the coherence and complementary nature of economic activities in the city's industrial centres.

The **Division de l'intelligence économique** was created to provide coaching to all SDÉ teams on clear and informed decision-making, notably via economic analyses, best-practices reviews, strategic monitoring, and tracking of the performance of the strategy and the action plans. This division is the tool par excellence for ensuring transparency, consistency, accountability, and performance at the SDÉ, a municipal department that is crucial to enhancing wealth growth and quality of life for Montrealers.

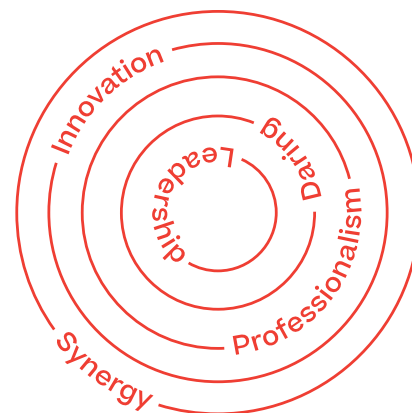
In addition to the restructuring, a project to transform the department's organizational culture has also been instituted in order to ensure the success of the organizational changes.

Indeed, the new vision of economic development requires greater cross-cutting actions among the municipal departments as well as a shift toward client-focused actions.

The goal of this organizational change is to optimize the impact of the City of Montréal's economic development actions and orchestrate a shift to client focus while strengthening the team's expertise and cohesion.

Engagement and effective management of talents, information and processes are essential to the success of the organizational change.

The new organizational structure hinges on the five following values:



Other initiatives have been developed in relation to the new organizational culture, including a **review of the processes for receiving and supporting investment projects** and development of the **"control room"**, designed to co-ordinate and evaluate actions and drive closer collaboration by teams.

The Service du développement économique: a strong, close-knit team dedicated to implementing the action plans.

A dashboard tool with indicators to track progress on the strategy

Keeping in mind that Montréal's economic performance is also dependent on the health of the global economy, and especially that of the city's main commercial partners, the 2018–2022 Economic Development Strategy aims to accelerate the growth of Montrealers' collective wealth and ensure that growth is inclusive and sustainable. The strategy is thus a necessary tool for consolidating Montréal's position among the world's most attractive major metropolitan regions, notably when it comes to living standards and quality of life.

The Montréal: Geared Up for Tomorrow strategy is focused on measurable levers and actions in which the City of Montréal plays a role as an influencer, facilitator or actor, but also exercises responsibility for transparency and measurement of results.

With that in mind, in 2018 the City identified and compiled a set of meaningful indicators to track the performance of Montréal's economy and the key orientations of the Montréal: Geared Up for Tomorrow strategy.

- These indicators are specific to the territory of the Montréal urban agglomeration when possible, and to the Montréal Census Metropolitan Area (CMA).
- The indicators measure such aspects as the economic vitality of the metropolis and quality of life, and track changes in the job market and business dynamics.

Legend (year-over-year change):

- Positive improvement
- Stable / to be monitored
- Deterioration

* The inactive youth demographic dependency ratio is the ratio of the youth population (aged birth to 14) to the working-age population (aged 15 to 64).

** Census Metropolitan Area.

*** The Walk Score index awards a points score between 0 and 100 as a measure of pedestrian friendliness (walkability) of a residential address. To assess the pedestrian potential of a place, Walk Score measures the walking distance between addresses.

**** Reputation Institute: this index ranks world cities by their reputations, using a survey sample of 12,000 people in 56 major cities.

Economic vitality



Per-capita GDP

Per-capita GDP
Montréal agglomeration (2018)

\$65,913

● Year-over-year change: 2.4%

Source: Institut de la statistique du Québec

Population

Total population (estimated)
Montréal agglomeration (2018)

2,089,379

● Year-over-year change:
41,606 people

Source: Institut de la statistique du Québec

Employment rate

Employment rate, ages 15 and +
Montréal agglomeration (2018)

61.6%

● Year-over-year change: 0.5 pt

Source: Institut de la statistique du Québec

Full-time employment

Share of full-time employment
in total employment, ages 15 and +
Montréal agglomeration (2018)

82.1%

● Year-over-year change: 1.7 pt

Source: Statistics Canada

Youth dependency ratio*

Dependency ratio, inactive youth
Montréal agglomeration (2018)

22.5

● Year-over-year change: 0.4

Source: Statistics Canada

Housing starts

Number of housing starts
Montréal agglomeration (2018)

8,879

● Year-over-year change: - 12.4%

Source: Canada Mortgage
and Housing Corporation

Quality of life



Purchasing power

Median weekly take-home pay
Montréal agglomeration (2018)

\$643.46

● Year-over-year change: 0.9%

Source: Institut de la statistique du Québec

Housing

Average monthly rent
Montréal agglomeration (2018)

\$807

● Year-over-year change: 3.9%

Source: Canada Mortgage
and Housing Corporation

Environment

Number of days with poor air quality
Montréal agglomeration (2018)

34

● Year-over-year change: + 5

Source: City of Montréal

Traffic congestion

Hours lost in congestion by
commuters (workers) using
roads in rush hour, per year
Montréal CMA** (2018)

145

● Year-over-year change: - 15 %

Source: INRIX Global Traffic Scorecard

Walk Score***

Residential neighbourhood
walkability
Montréal agglomeration (2018)

70

Source: Walk Score

Reputation

Reputation Institute index****
Montréal CMA (2018)

78.2

● Year-over-year change: 0.2 pt

Source: Reputation Institute

Knowledge and talent



Secondary school graduation rate

Share of the population aged 15 and + without a secondary school diploma (%)
Montréal CMA (2018)

14.2%

● Year-over-year change: - 1.2 pt

Source: Statistics Canada

University graduation rate

Share of the population aged 15 and + with a university degree (%)
Montréal CMA (2018)

30.1%

● Year-over-year change: 0.8 pt

Source: Statistics Canada

Job vacancies

Job vacancies (%)
Montréal agglomeration (2018)

3%

● Year-over-year change: 0.6 pt

Source: Statistics Canada

Immigration

Employment rate, immigrants aged 25 to 54
Montréal CMA (2018)

78.7%

● Year-over-year change: 1.2 pt

Source: Statistics Canada

University research expenditures

Amounts dedicated to university research
Montréal CMA (2017)

\$1,264,473

● Year-over-year change: - 0.2%

Source: Research Infosource

Unemployment rate

Unemployment rate, ages 15 and +
Montréal agglomeration (2018)

7.2%

● Year-over-year change: - 1 pt

Source: Institut de la statistique du Québec

Business



Number of businesses

Number of establishments with employees
Montréal agglomeration (2017)

59,965

● Year-over-year change: 332

Source: Statistics Canada

Head offices

Number of head offices
Montréal CMA (2017)

385

● Year-over-year change: 4

Source: Statistics Canada

Industrial space

Vacancy rate, industrial spaces
Montréal agglomeration (2018)

3.9%

● Year-over-year change: - 3.1 pt

Source: CB Richard Ellis

Office space

Vacancy rate, office spaces
Montréal – Central business district (2018)

9.4%

● Year-over-year change: - 0.3 pt

Source: CB Richard Ellis

Retail business

Number of retail business establishments
Montréal agglomeration (2017)

7,591

● Year-over-year change: - 1.7%

Source: Statistics Canada, Business Register

Size of businesses

Share of small, medium-sized and large businesses
Montréal agglomeration (2017)

2.64%

● Year-over-year change in medium-sized businesses (100 to 499 employees): 0.0 pt

Source: Statistics Canada, Business Register





The RDV Accélérer Montréal strong engagement by Montréal stakeholders around the strategy and action plans

Since co-operation by all parties is essential to developing Montréal's economy and implementing the action plans, the Service du développement économique, in collaboration with the Government of Québec (Services Québec and the Ministère de l'économie et de l'Innovation), held the RDV Accélérer Montréal event on October 24, 2018.



photo: © Sandra Larochelle

RDV ACCÉLÉRER MTL

The goal of the event was to foster engagement by stakeholders in Montréal's economic development, hold working sessions (some 15 workshops) on the eight action plans of the Montréal: Geared Up for Tomorrow strategy, and strengthen collaborative initiatives within the ecosystem.

More than 700 attendees from various sectors and areas of activity of the economic development ecosystem took part in the day's activities. They included representatives of companies, entrepreneurs, business support organizations (PME MTL, incubators, NPOs, etc.), researchers, teaching and training institutions, and the business communities.

The RDV Accélérer Montréal began with opening remarks by the Mayor of Montréal, Valérie Plante, who highlighted the vibrancy of Montréal's economy, the distinctive asset of its talented, diversified population, and the importance of co-operation by all players in accelerating economic development.

Robert Beaudry, the administration member responsible for economic and commercial development and inter-governmental relations, took advantage of this mobilizing event to announce two new initiatives aimed at sustaining Montréal's entrepreneurial fabric: the Pôle d'innovation MTL and the Cabinet créatif.

– Backed by the Fondation Montréal Inc. and the OSMO Foundation, the **Pôle d'innovation MTL** stimulates collaboration within the startup ecosystem. It benefits from \$400,000 in funding from the City of Montréal and \$1.2 million from the Government of Québec over three years.

– The **Cabinet créatif** is an initiative of the City of Montréal that will train and support 15 creative and cultural companies to better equip them in their efforts to develop new international markets. The project is developed in collaboration with the Air Canada for Business program and supported by the École des entrepreneurs du Québec.

With its comprehensive program (talks, panels, workshops, training modules, etc.), the event enabled the City of Montréal and the economic development ecosystem to jointly define the trajectory of concrete actions in support of the Montréal: Geared Up for Tomorrow strategy.



Spaces dedicated to promoting exchanges among companies and public-sector stakeholders in economic development, and to raising awareness of Montréal companies’ know-how as well as the services available to entrepreneurs from the City of Montréal

Exchanges among companies and public-sector stakeholders

- At the **Café des talents**, government consultants (Services Québec, Ministère de l’économie et de l’Innovation, school boards, etc.) answered questions and addressed challenges facing entrepreneurs in talent management (attraction, onboarding, retention) and raised awareness of available public services.
- The **Réseau Express** enabled companies to engage one-on-one with economic development representatives from all three levels of government at a single meeting, allowing them to identify the program or service best matched to their needs and development stage, as well as providing them with personalized follow-up.
- City of Montréal representatives informed stakeholders in the Montréal entrepreneurship ecosystem about the **Parcours Innovation PME Montréal program**, outlining its benefits for companies while promoting the program and recruiting entrepreneurs for the 2019 edition.
- In the **Bar à projets** space, advisors from “Je fais Mtl” provided specialized coaching to project leads.

Highlighting of products and services developed by Montréal companies supported by the City of Montréal

- **CODE SOUVENIR MONTRÉAL** was an opportunity to demonstrate the strategic roles and scope of professional design services in ensuring the success of companies and projects, both public and private. Local designers represented in the gift items catalogue of the same name showcased their products and services to attendees and outlined their availabilities and expectations to economic stakeholders.
- The **Espace PME MTL** raised awareness of successful companies in the biofood sector supported by the PME MTL Network and of services provided by the network companies. Attendees had the opportunity to taste products made by Montréal companies.

Engagement of attendees with the eight action plans and presentation of the City of Montréal’s economic development service offering

- **Quartier des plans d’action:** Informative and interactive presentations for attendees by City representatives on the contents of the eight action plans and the municipal economic development service offering.
- **Espace Créer Montréal:** An opportunity for attendees to learn more about the Creating Montréal Action Plan for Design and be consulted on issues relating to quality in design and architecture via interactive tools.
- **Testez votre intelligence économique:** An entertaining presentation in a quiz format of economic and socio-demographic statistics on Montréal and of the City’s service offering.

Gathered for 15 workshops,

economic development stakeholders exchanged ideas and suggested solutions to economic challenges and issues, including attraction and retention of talents, business growth, collaborations between SMEs and large corporations, innovation and commercialization, social innovation, and sustainable urban mobility.



photo: © Sandra Larochelle



La startup, la PME et la grande entreprise – Modèles collaboratifs d'innovation

This workshop aimed to stimulate co-creation among the various stakeholders so as to develop an innovative Montréal model to meet the challenges businesses face and address the issues involved in collaboration between large and small companies.

Vendre Montréal à l'international : sortir des sentiers battus

This workshop sought to identify the key assets that Montréal should “sell” to its various target audiences internationally, including potential foreign investors and talents (strategic workers and foreign students).

Des complexes d'innovation et de commercialisation : un tout qui comprend quoi?

This workshop brought together carefully selected experts who were asked to contribute to thinking on rollout of five complexes for innovation and commercialization (CICs) in the Montréal agglomeration. As authentic spaces for convergence and synergy among academia, industry and the public sector, the CICs will foster creativity, innovation, training, development of technologies, products and business models, commercialization, and entrepreneurship. Among their objectives is boosting the productivity of companies so that they improve their performance and become more competitive on global markets.

Les solutions de PME MTL aux défis d'entrepreneurs montréalais

This workshop aimed to raise awareness and position the expertise of the PME MTL Network. It featured four inspiring pairings of entrepreneurs and consultants who explained the challenges they faced on their startup journey, along with the solutions and coaching provided by the experts at PME MTL.



photo: © Sandra Larochelle

Propulse ton innovation

This workshop explored the potential for developing a platform for monetizing made-in-Montréal innovations by mobilizing participants' creativity and gauging their perceptions of such a project.

Mettre en valeur le commerce montréalais : quelle stratégie adopter?

This workshop aimed to spark thinking around a strategy for promoting and positioning Montréal's retail trade.

De l'idée à l'innovation : transformer Montréal par la recherche

This workshop presented original research projects that each address a particular urban challenge and demonstrate its relevance to public policymakers. Eleven selected researchers outlined original solutions in response to current urban challenges, ranging from climate change to mobility, inclusion, governance, and digital transformation.

Fidélisez et mobilisez les talents au sein de votre PME

Presented jointly with PME MTL Network, this workshop allowed the Service du développement économique to provide SMEs with training on best management practices for building team loyalty and engagement.

L'humain au cœur de la 4^e révolution industrielle

This workshop sought to engage discussion on the transformation of work and the transition of manufacturing companies to Industry 4.0. Faced with the human challenges of smart factories, labour forces must adapt and ecosystem stakeholders must play a key role in ensuring a smooth transition to innovating manufacturing.

La mobilité du futur : que ceux qui n'y croient pas cessent d'embêter ceux qui essaient

This workshop drew attention to the richness of the Montréal future mobility ecosystem and sparked discussion on the importance of collaboration to promote worker access to employment hubs.

Le design thinking au service de l'écosystème entrepreneurial

This workshop sought to awaken participants to the importance of design thinking and its benefits for companies' performance and growth as well as enhancement of government bodies' service offerings. It helped map the stakeholders (City of Montréal, Services Québec, Ministère de l'économie et de l'Innovation, PME MTL, etc.) and their respective roles in relation to the challenges faced by the SMEs in attendance.

Mutations de l'emploi liées au numérique : l'innovation sociale comme outil pour des solutions partagées

This workshop was designed to raise awareness in the business community of social innovation, by facilitating exchanges around the challenge of employment adjustment in the digital era, including artificial intelligence and the sharing economy.

Speed dating – Montréal : LE tremplin régional

This workshop aimed at accelerating business opportunities and exchanges of expertise and know-how between Montréal and area entrepreneurs around strategic topics: innovative technologies, sustainable agriculture, Industry 4.0, and sustainable textiles.

Some benefits of the workshops



Des complexes d'innovation et de commercialisation : un tout qui comprend quoi?

- Proposal of potential initiatives related to implementation of the CICs
- Engagement and strengthening of ties with key partners in the sector ecosystems covered by the Montréal: Geared Up for Tomorrow strategy

Mettre en valeur le commerce montréalais : quelle stratégie adopter?

- Proposal of a strategy for promoting the retail trade

Projet pilote : De l'idée à l'innovation – Transformer Montréal par la recherche

- Selection of the CarboCount City research project, focused on achieving the City of Montréal's greenhouse-gas emissions and pollutant reduction targets. A \$3,000 grant was awarded to the lead researcher of the winning project for supervision of a student.

Fidélisez et mobilisez les talents au sein de votre PME

- Training provided to 24 SMEs and six PME MTL Network consultants on best-management practices for building team loyalty and engagement.
- SMEs that took the training were also offered free post-training follow-up to validate implementation of the best practices outlined at the RDV Accélérer Montréal.

Speed dating – Montréal : LE tremplin régional

- Exchanges of expertise and know-how between three regional startups (Hidalgo Médias, Ebenor Percussion, Les Aliments Gaïaska) and five Montréal companies.
- Concluding of a business partnership between Les Aliments Gaïaska and the Montréal company Épicerie LOCO.
- The meetings between Les Aliments Gaïaska and the government representatives at the Espace Réseau Express enabled the Kamouraska-based startup to identify a program to match an issue related to its exporting. Gaïaska is now in a position export its product to other provinces as well as to the U.S.

IERC

VOTRE ENGAGEMENT



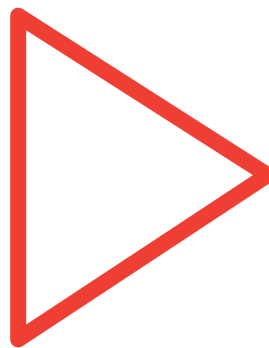


**Positive
results in 2018
the first year
of joint economic
planning**

The eight action plans concrete measures for implementing joint economic planning and the economic development strategy

**The action plans unveiled by the City of Montréal
directly address the joint economic planning
directions and areas.**

(see table on following pages)



1

**Focus on know-how
and talent**

| | |
|--|---|
| Develop talents and knowledge | Inventing Montréal; Doing Business in Montréal; Maximizing Montréal |
| Propel Montréal as a living lab | Inventing Montréal; Maximizing Montréal |
| Enhance Montréal's reputation as a centre of knowledge and talent | Inventing Montréal; Moving Montréal Forward |
| Build capacity | Doing Business in Montréal; Inventing Montréal |
| Support capacity-building and talent development | Maximizing Montréal; Inventing Montréal |
| Contribute to improvement and efficiency of processes promoting quality in design and architecture | Creating Montréal |

2

**Stimulate
entrepreneurship**

| | |
|--|--|
| Support entrepreneurship in higher-education institutions | Inventing Montréal; Doing Business in Montréal |
| INCREASE AWARENESS | Doing Business in Montréal |
| MOVE FORWARD | Doing Business in Montréal; Maximizing Montréal; Inventing Montréal; Building Montréal |
| Further innovate | Doing Business in Montréal; Weaving Together Montréal |
| Stimulate priority targets | Doing Business in Montréal |
| Improve coaching for entrepreneurs in the startup and growth phases | Maximizing Montréal; Doing Business in Montréal |
| Strengthen provision of coaching to social entrepreneurs and innovators | Weaving Together Montréal; Doing Business in Montréal |
| Develop the local and international markets for Montréal designers and strengthen their entrepreneurial skills | Creating Montréal; Doing Business in Montréal; Inventing Montréal |
| Create conditions conducive to emergence of social innovations | Weaving Together Montréal |
| Promote social innovation and the social economy | Weaving Together Montréal; Doing Business in Montréal; Inventing Montréal; Moving Montréal Forward |
| Raise internal and external audiences' awareness of design and architecture | Creating Montréal |
| Boost municipal procurements from social-economy providers | Weaving Together Montréal |

3

**Rejuvenate
economic centres**

Establish a vision of development and ensure the reach and influence of the economic centres, both locally and internationally

Building Montréal; Creating Montréal;
Moving Montréal Forward

Support sustainable investment projects in the centres by focusing on high-potential sectors

Building Montréal; Maximizing Montréal

Improve access to the employment centres, mobility of people, and flow of freight transport

Building Montréal

Increase commercial arteries' vitality

Living Montréal; Creating Montréal

Adapt municipal policies and infrastructure to changes in business models

Living Montréal

Develop an effective solution to during construction/repair work issues

Living Montréal; Creating Montréal

Strategically mainstream design as a driver of economic, urban, cultural and social development

Creating Montréal; Building Montréal

4

**Boost Montréal's
international
reputation**

Ensure development of Montréal businesses on international markets

Moving Montréal Forward; Doing Business in Montréal; Weaving Together

Enhance Montréal's reputation

Moving Montréal Forward;
Maximizing Montréal

Draw foreign investment to Montréal

Moving Montréal Forward;
Building Montréal

Support Montréal's commitments as a UNESCO City of Design and lead the Creative Cities Network

Creating Montréal

5

**Ensure a powerful
economic
development
network**

Provide funding adapted to businesses' development needs

Maximizing Montréal

Optimize the business development process for entrepreneurs

Maximizing Montréal

Improve support mechanisms for business creation and development

Living Montréal; Maximizing Montréal;
Inventing Montréal

Strengthen the Montréal business development ecosystem

Maximizing Montréal

The year 2018 was essentially one of consultation and planning. As the economic development action plans were launched between May and late June, their implementation began during the last six months of the year. During that time, the SDÉ introduced a number of programs and projects, many of which will start up in 2019. The outcomes of those programs and projects will be outlined in future reports.

Building

The action plans at a glance
projects and flagship actions
implemented between
June and December 31, 2018

Living

Inventing

Doing Business

Weaving Together

Maximizing

Moving Forward

Creating

Building Montréal

Action Plan for the Economic Development of the Territory

\$115.3 M

budget

3

areas
of action

35

actions over
four years

Selected achievements in 2018

- Establishment of an advisory committee on economic development of the territory; report submitted October 22, 2018
- Support for the Building Energy Challenge organized by BOMA Québec (Building Owners and Managers Association, Québec chapter)
- Implementation of the Parcours Développement durable Montréal
- Ongoing payments under the program to support Montréal's economic vitality (PR@M – Industry)
- Support for organizations (MOBA and Voyagez Futé) to set up commuting management plans and sustainable-mobility initiatives at Montréal companies
- Land-use characterization and identification of geographical areas with high development potential
- Signing of an agreement with the Government of Québec under which the City of Montréal will receive \$75 million for rehabilitation of contaminated sites



Place Ville Marie, I.M. Pei & Associates and Affleck, Desbarats, Dimakopoulos, Lebensold & Sise, Architects
photo: @ Émile Séguin



The Parcours Développement durable Montréal

- The City of Montréal, the sustainability consulting firm Ellio Conseil and the Conseil des industries durables (CID) joined forces to develop the Parcours Développement durable Montréal (Sustainable Development Path).
- With input from recognized organizations, this initiative provides a structured support and guidance process to companies wishing to implement sustainability solutions.
- The 15 companies selected in 2018 were thus able to make progress toward adopting more sustainable and inspiring business models.
- Additional mentoring was provided to 10 women entrepreneurs taking part in the Parcours. They also benefited from the Women4Climate initiative organized by the C40 Cities network of the world's megacities committed to addressing climate change, chaired by Anne Hidalgo, Mayor of Paris.
- In all, 75 SMEs will receive support between 2018 and 2021 thanks to a \$737,000 investment by the City of Montréal.

Living Montréal

Action Plan for Commerce

\$74 M

budget

4

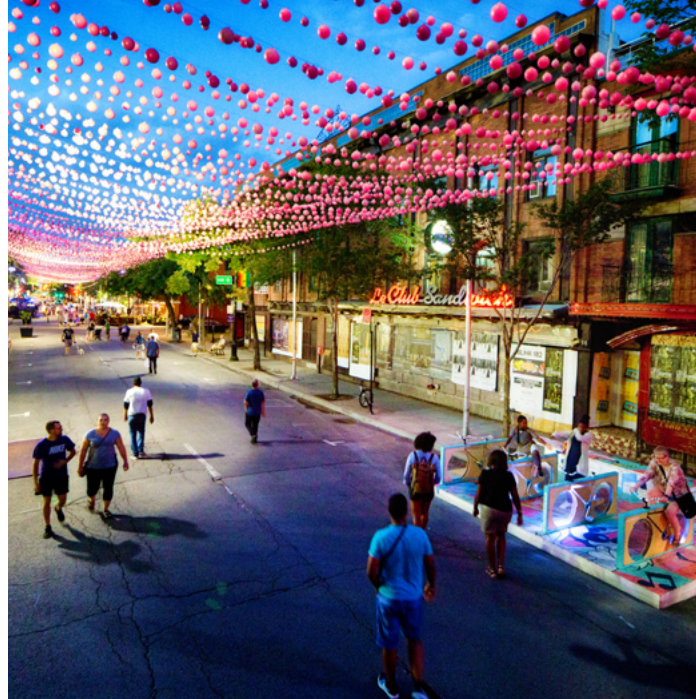
areas
of action

33

actions over
four years

Selected achievements in 2018

- Creation of an advisory committee on development of the Action Plan for Commerce, which submitted its report in June 2018
- Changes to tax rules and establishment of a policy to provide a better fit with retailers' business models:
 - > Lessening of the tax burden on retail businesses through a lowering of the property tax rate for the first \$500,000 of assessed value
 - > Start of a project on store opening hours and proposal for a future policy on night life
- Provision of an effective solution for retailers affected by construction/repair work
- Revitalization of commercial thoroughfares
 - > Development of financial assistance programs aimed at creation of *sociétés de développement commercial* (organizations for promotion of area economic development, or SDCs) and improvement of their business processes
 - > Ongoing implementation of PR@M – Commerce, with three new business districts selected to benefit from the program in 2019
 - > Continuation of the universal accessibility assistance program to make retail businesses accessible to all users



Rue Sainte-Catherine Est avec l'installation de Boules roses, Claude Cormier + Associés



Providing an effective solution for retailers affected by construction/repair work

- Ongoing implementation of the PR@M – Streets under construction and PR@M – Sainte-Catherine programs to support business communities in eight designated areas
- Adoption of the Artère en transformation program, supporting collective actions and renovation of commercial buildings along thoroughfares affected by worksites
- Adoption of a financial assistance program for retailers aimed at easing the financial impacts of major infrastructure work
- Development of a toolbox to improve the look of worksites on commercial thoroughfares and mitigate the impacts of work

Inventing Montréal

Action Plan for Knowledge and Talent

\$6.6 M

budget

4

areas
of action

18

actions over
four years

Selected achievements in 2018

- Presentation of the “SÉRI Montréal” event, under the theme “Logic, Ethics, Esthetics,” bringing together experts from the academic and business fields to spark partnerships targeting monetization of research results
- Collaboration in the organizing of the ICLEI World Congress 2018 in Montréal, the international assembly of local and subnational governments working toward sustainable urban development
 - > Presentation by higher-education partners of unique technology solutions geared toward sustainability, highlighting the innovation expertise of Montréal researchers
- Development of a diagnostic tool for PME MTL placement services
- Implementation of a pilot project as part of the RDV Accélérer Montréal to address current urban challenges through research
- Organization of the first meeting of the table de concertation des établissements d'enseignement supérieur (higher education institutions issues table)
- Training provided to some 30 companies of the PME MTL network and six PME MTL consultants, to promote best practices in talent management



photo: © Sandra Larochelle



Knowledge Segment

Presentation of the 6th edition of SÉRI Montréal under the cross-cutting theme “Logic, Ethics, Esthetics”

This event aims to decompartmentalize sectors, break down traditional silos, and promote enterprise-to-enterprise and enterprise-researcher linkages by bringing together experts from various fields around a cross-cutting theme.

- More than 180 representatives of businesses, research centres, specialized organizations and academic researchers attended the 6th edition of SÉRI Montréal.
- Five flash lectures on topical subjects (secure application of artificial intelligence in health-care, the art of cyber-resilience, etc.) along with 16 university research projects in technology showcases were featured.
- More than 130 business meetings were orchestrated.

Talent Segment

Project to streamline the various placement services of the PME MTL Network

Development of a diagnostic tool on the PME MTL job placement services ahead of establishment of a working plan:

- Data collection and development of a report endorsed by the Network head offices
- Highlighting of the challenges and issues with the placement services
- Development of a joint working plan within the PME MTL network to streamline the employability service offering

Doing Business in Montréal

Action Plan for Entrepreneurship

\$37.6 M

budget

5

areas
of action

48

actions over
four years

Selected achievements in 2018

- Launch of the “Accélérer l’entrepreneuriat” call for projects, with a total of \$2 million available to support the most innovative initiatives proposed by entrepreneurship support organizations
- Launch of the fifth cohort of the Parcours Innovation PME Montréal and the second cohort of the Parcours C3, both of which are coaching programs for growth-phase Montréal SMEs
- Implementation of the Cabinet créatif, a coaching program enabling 15 creative and cultural firms to enhance their export capacity
- Support for development outside Québec of Montréal-based companies at Urbani T (Toronto, Canada), Magic (Las Vegas, U.S.), SXSW (Austin U.S.), WebSummit (Lisbon, Portugal), and the Entretiens Jacques Cartier (Lyon, France)
- Rollout of three new training programs at École des entrepreneurs du Québec à Montréal
- Support for the Fondation de l’entrepreneuriat to roll out mentoring cells in Montréal
- Support for creation of an innovation hub for startups
- Support for youth entrepreneurship via Academos, the Junior Chamber of Commerce of Montréal, and OSEntreprendre
- Support for women entrepreneurs via the Fondation Montréal Inc., with implementation of the Programme Entrepreneuriat féminin Inc.
- Support for immigrant and diversity entrepreneurship via assistance provided to Kluva Chic Événement and Collège de Maisonneuve for organization of a forum on immigrant entrepreneurship
- Support for major gatherings including Expo Entrepreneurs, Startupfest, and C2 Montréal



Launch of the “Accélérer l’entrepreneuriat” call for projects

- A call for projects process was set up to support organizations within the entrepreneurial ecosystem that are developing projects aimed at stimulating priority entrepreneurial clienteles and contributing to the growth and sustainability of our SMEs.
- Under the pilot project conducted in summer 2018, support was provided to six projects with a total of \$205,000 awarded.
- A \$2 million envelope is now available for calls for projects to be issued between 2019 and 2021 (an average of two calls per year).

Weaving Together Montréal

Plan d'action en innovation sociale

\$16.9 M

budget

4

areas
of action

28

actions over
four years

Selected achievements in 2018

- Presentation of three workshops, the dialogue cycle “Les communs urbains et la Ville” on the idea of urban commons and transformation of professional practices at the City of Montréal, aimed at developing a shared culture around the social economy
- Organization of the Montréal mission to the 4th Global Social Economy Forum (GSEF) 2018 in Bilbao, Spain, joined by 22 organizations
 - > The City of Montréal is now the continental co-chair of the GSEF
 - > The City signed the 2018 Sharing Cities Declaration
- Support for the organization Cantine pour tous to implement a sharing project that will facilitate production of affordable meals (\$80,000 for 2018–2019)
- Support for the organization Territoires innovants en économie sociale et solidaire to enable study of the social-economy potential of social utility trusts (\$20,000 in 2018)



Organization of a social-economy mission to GSEF 2018 in Bilbao, Spain

- The SDÉ organized an economic mission to the Global Social Economy Forum (GSEF) 2018 in Bilbao, Spain; among those attending was Robert Beaudry, the City of Montréal Executive Committee member responsible for Economic Development.
- Thanks to the support of the City of Montréal, some 20 Montréal social-economy enterprises were part of the mission.
- One outcome of the Forum was the awarding of GSEF continental co-chair status to Montréal, jointly with the Chantier de l'économie sociale.
 - > Relations were established between the Partenariat du Quartier des spectacles (PQDS, which promotes and develops Montréal's entertainment district) and the Seoul Metropolitan Government; the parties are engaged in ongoing dialogue about the PQDS business model via the Québec government office in Seoul.
 - > Six topic sheets were produced on social-economy best practices observed at the GSEF 2018.
 - > Relations were established with the Mexican National Institute of Social Economy, looking ahead to GSEF 2020 in Mexico City.
 - > More than 80 Quebecers—a record—took part in GSEF 2018.
- Montréal is a co-founder of the United Cities and Local Governments (UCLG) Community of Practice on Social Economy.
- With the CITIES organization, the SDÉ made preparations for the colloquium on Collaborative Economy and Commons in May 2019 in Seoul.

Maximizing Montréal

Action Plan for an Efficient Network

Business Services Segment:

| \$133 M | 4 | 30 |
|----------------|--------------------|----------------------------|
| budget | areas of action | actions over four years |

Strategic Partnerships Segment:

| \$28.5 M | 1 | 12 |
|-----------------|--------------------|----------------------------|
| budget | areas of action | actions over four years |

Selected achievements in 2018

- Capitalization of PME MTL investment funds in 2018
 - > Provision of an additional \$16 million to the PME MTL investment funds, bringing the total amounts available for funding of businesses to more than \$51 million
- \$17 million invested to better support PME MTL, the business support organization of the City of Montréal, with 40 new positions created
- Completion of three studies on the ecosystem of three of the high-potential sectors of the Montréal: Geared Up for Tomorrow strategy (cleantech, mobility and transport, digital industry)
- Creation of an initial complex for innovation and commercialization (CIC) in the life sciences and health technologies sector



Business Services Segment

Capitalization of PME MTL investment funds

- Addition of a further \$17 million to the PME MTL investment funds, to support companies in the startup and growth phases on the Island of Montréal
- These new amounts bring the total amounts available for funding of Montréal businesses to more than \$51 million
- In 2018, the PME MTL Network:
 - > granted close to \$19 million in funding to 375 Montréal businesses;
 - > contributed to creating or maintaining nearly 3,500 jobs.

Strategic Partnerships Segment

Creation of a complex for innovation and commercialization (CIC) in the life sciences and health technologies sector

- Financial contribution of \$1.5 million over four years to the Institut Néoméd to implement Phase 1 of the CIC
- Aims to:
 - > strengthen the business ecosystem and innovation networks so as to provide an efficient development and growth path for businesses and the research community;
 - > meet the needs of the ecosystem for support/guidance services, laboratories, offices and state-of-the-art collaborative spaces;
 - > support the university research community to aid in transforming innovations into commercial opportunities.
- The overall project has a value of \$23.6 million.



PME MTL is the City of Montréal's business support and guidance network, with 130 experts to support businesses and enterprises in six service centres all across the urban agglomeration. It was created by the City in 2015 as its front-line service outlet for providing funds and coaching to private and social-economy enterprises. The consolidation and capital funding set up pursuant to the Montréal: Geared Up for Tomorrow strategy will enable hiring of additional human resources, in turn allowing the PME MTL Network to enhance its range of services to entrepreneurs.

Moving Montréal Forward

Action Plan for International Economic Affairs

\$4.3 M

budget

3

areas
of action

19

actions over
four years

Selected achievements in 2018

- Organization of several major trade missions: Japan (multisector), Bilbao (social innovation), China (multisector), Los Angeles (film and visual effects), etc.
- Transportation industry agreement signed between Montréal and the City of Los Angeles
- Support provided to international events promoting the city's international reputation (e.g., Movin'On, Conference of Montréal)



Economic mission to Los Angeles, led by the Mayor, in the film and visual effects industries, in collaboration with the Bureau du cinéma et de la télévision du Québec (BCTQ), and in the sustainable-mobility sector, as part of the LA CoMotion event

- Presentation on the assets of Montréal's film and visual effects industry to the key California policymakers for these industries:
 - > Representatives of 15 Montréal film and visual effects companies, including the Société de développement des entreprises culturelles (SODEC), met with representatives of 11 major studios and twenty or so independent producers.
- Presentation of the new Montréal initiative for green film shoots piloted by the BCTQ, Québecor and the Conseil québécois des événements écoresponsables (CQEER).
- Participation by the Mayor on the sustainable mobility panel at the LA CoMotion international event in Los Angeles.
- Reception promoting the audiovisual and special effects industry with the assistance of the BCTQ and the Québec government office in Los Angeles.

Creating Montréal

Action Plan for Design

\$3.8 M

budget

5

areas
of action

47

actions over
four years

Selected achievements in 2018

- Consultations and engagement around the first Montréal Agenda for Quality and Exemplarity in Design and Architecture
- Development and rollout of a toolbox for worksite spatial planning to achieve better “Delimiting, Directing and Informing”
- Launch of the 5th edition of the CODE SOUVENIR MONTRÉAL gift catalogue
- Strengthening of the international profile of Montréal and the city’s designers within the UNESCO Creative Cities Network, notably through the issuing of 17 calls for participation accompanied by financial incentives
- Support and guidance for the delivery of four design competitions and four expert panels



Stade de soccer de Montréal, Saucier + Perrotte /
Hughes Condon Marler Architects,
photo: © Olivier Blouin



Engagement around the first Montréal Agenda for Quality and Exemplarity in Design and Architecture

A year of consultations to properly frame the concept of quality in design and identify obstacles to it:

- with the City: 300 professionals and managers from the City’s central departments and Boroughs consulted;
- with the Montréal design and architecture ecosystem: nearly 700 respondents to online surveys (538) and participants in consultation workshops (150);
- 6,200 visits to the online public consultation platform [RealisonsMtl.ca/qualite](https://realisonsmtl.ca/qualite).

A look at selected partners and collaborators in the projects and actions implemented

Collaboration and establishment of partnerships with the other levels of government as well as stakeholders in Montréal's economic development are the key factors in ensuring the success of the Montréal: Geared Up for Tomorrow strategy. During the first year of the strategy, the Service du développement économique leveraged the know-how of the business ecosystem in a variety of projects.

Action Plan for Economic Development of the Territory

Selected partners and collaborators: Chamber of Commerce of Metropolitan Montreal, Jalon MTL, Conseil des industries durables, MOBA, Voyagez Futé, BOMA Québec, Ouranos, Vivre en Ville, Port of Montréal

- Collaboration on rollout of the driverless-shuttle pilot project at Olympic Park
- Completion of feasibility and positioning studies for implementation of structure-enhancing territorial projects in the high-potential sectors and areas: cleantech, sustainable real estate, environmentally responsible spatial planning and green industrial parks, as well as the urban delivery strategy
- Development of a multiple-criteria analysis methodology for sustainable redevelopment of former brownfields

Action Plan for Commerce

Selected partners and collaborators: Boroughs and linked municipalities, sociétés de développement commercial (SDCs), Association des Sociétés de développement commercial de Montréal (ASDCM), retailer associations, Conseil québécois du commerce de détail (CQCD)

- Funding for events showcasing commercial practices and business-model transformation (eCommerce-Québec, HOP! – The Retail Summit)
- Consultations for the overhauling of municipal programs
- Collaboration on implementation of municipal programs, including hiring of project managers for communications and promotion related to the programs

Action Plan for Knowledge and Talent

Selected partners and collaborators: Urban Innovation Lab of Montréal (LIUM, formerly the Smart and Digital City Office), Quartier de l'innovation, PME MTL Network, sector-based clusters, sector-based labour committees (CSMOs), Services Québec, Commission des partenaires du marché du travail (Labour Market Partners Board, or CPMT), institutions of higher learning, Regroupement des collèges du Montréal métropolitain (RCMM), Fonds de recherche du Québec (FRQ), technology transfer offices, university incubators

- Consultations with Montréal stakeholders to validate sector-based labour force issues and the call-for-projects model
- Participation in co-creation sessions for the Accélérer les talents call for projects
- Assistance with identification and mobilizing of researchers for the SÉRI Montréal event and the RDV Accélérer Montréal pilot project

Action Plan for Social Innovation

Selected partners and collaborators: CESIM, Chantier de l'économie sociale, institutions of higher learning, TIESS, GSEF, CITIES

- Contribution to engaging social-economy enterprises for the economic mission to Bilbao
- Development of knowledge on mechanisms for access to community-based property development
- Support for experimentation with sharing-economy principles in the food sector

Action Plan for Entrepreneurship

Selected partners and collaborators: PME MTL Network, École des entrepreneurs du Québec (EEQ), Services Québec, C2 Montréal, Mouvement québécois de la qualité, Caisse de la Culture, Ellio Conseil en développement durable, Conseil des industries durables, Vidéotron Business, Air Canada for Business, CTEQ, Fondation de l'entrepreneurship and Réseau M, Expo Entrepreneurs, OSMO Foundation

- Over the past five years, the Parcours Innovation PME Montréal has powered a business community made up of some 180 Montréal companies with high growth potential
- More than 15 partnerships created through the coaching programs (Parcours C3, Cabinet créatif)
- Grouping of the startup ecosystem around the innovation hub
- Strengthened support for business succession and mentoring via enhanced coaching services from the CTEQ and the Fondation de l'entrepreneurship's Réseau M

Action Plan for Design

Selected partners and collaborators: Design and architecture professional associations and orders, Université Laval, UNESCO Creative Cities Network

- Consultations and awareness-raising among respective members with respect to the first Montréal Agenda for Quality and Exemplarity in Design and Architecture
- Scientific support for researchers on quality processes in design and architecture
- Made-in-Montréal "Commerce Design" concept adopted by Detroit, UNESCO City of Design

Action Plan for International Economic Affairs

Selected partners and collaborators: Montréal International, Chamber of Commerce of Metropolitan Montreal, network of Québec government offices abroad, Bureau du cinéma et de la télévision du Québec (BCTQ), Aéroports de Montréal, Canadian embassies and consulates

- Identification of meetings of interest ahead of economic and trade missions organized by the City of Montréal
- Support for organization of activities focused on networking (B2B) and promotion of Montréal's economic appeal for the Montréal delegation with potential business partners (e.g., investors, suppliers, clients)
- Facilitation of bilateral meetings for City of Montréal elected officials and representatives

Action Plan for an Efficient Network

Selected partners and collaborators (Business Service Segment): Emploi-Québec, Desjardins Créavenir, Caisse d'économie solidaire, Réseau M, Fondation Montréal Inc., Futurpreneur Canada, Fonds de solidarité FTQ

- Collaboration on training modules provided by the PME MTL Network
- Funding for the PME MTL Network for assisted placement of job-seekers
- Funding for PME MTL Network activities

Selected partners and collaborators (Strategic Partnerships Segment): Quartier de l'innovation, Society for Arts and Technology (SAT), Digital Experiences Producers Association (Xn Québec), Institut Néomed, Tourisme Montréal, Jalon MTL, Développement économique Saint-Laurent (DESTL)

- Strengthening of positioning and development for companies in emerging and high-growth sectors (e.g., digital, virtual reality, intelligent transport, life sciences and health technologies, Industry 4.0)
- Support for optimization of synergies between stakeholders in economic ecosystems so as to maximize potential benefits and investments

A look at selected projects coming in 2019

Where the year 2018 has laid the foundations for strong economic development, 2019 will see the rollout of structure-enhancing projects aligned with the City of Montréal's strategic priorities. This section outlines a number of projects in the action plans that will get under way in 2019.

Action Plan for Economic Development of the Territory

Rollout of the Geared Up for Sustainable Development range of programs

- The Geared Up for Sustainable Development programs are designed to support sustainable investment projects in the economic centres, building on the high-potential sectors, with several components including:
 - > Rehabilitation of contaminated sites (\$75 million available through 2023). On March 26, 2018, the City of Montréal and the Ministère de l'Environnement et de la Lutte contre les changements climatiques reached an agreement whereby the City will receive \$75 million to implement a program for rehabilitation of sites affected by soil and/or groundwater contamination issues. Under the program, the City will financially support rehabilitation of municipal as well as private lands on its territory, via grants that may cover from 15% to 70% of eligible project expenses, depending on the type of decontamination technology recognized by the Ministry and chosen by the applicant.
 - > Investment in sustainable industrial buildings (\$43.6 million available through 2030). This program will make available to owners of buildings affected by the economic activities covered, each year for five years, a subsidy offsetting the increase in the general property tax related to construction, renovation, expansion, or demolition-rebuild. Buildings must meet green building technology requirements and be located on the territory of the Montréal agglomeration.

Action Plan for Commerce

Enhanced support for creation and development of retail businesses

- Staffing of the PME MTL Network with seven new resources specialized in commerce and commercialization of innovations, to implement strategies for retention and attraction and development of local supply
- Coaching service for commercial entrepreneurs to support development of business practices and a client-focused approach
- Creation of a subsidy fund to support retail businesses wishing to adapt to the new business models
- Promotion of the PME MTL service offering to the SDCs and retailer associations
- Creation of a framework for collaboration and dialogue among boroughs, retailer associations and the PME MTL Network.



Action Plan for Knowledge and Talent

Creation of a centre for urban research

- Financial support for collaborative initiatives among the higher-education institutions, the City and businesses, so as to create synergy among the partners that will speed up technology and knowledge transfers
- There are three components:
 - > Research
Projects will be conducted in collaboration with the higher education institutions, businesses, and ecosystem partners. They will benefit residents, local businesses and the City by delivering solutions to improve the quality of urban living.
 - > Training
Projects will be conducive to training of highly qualified personnel, allowing the researchers and students involved to work in a real-world context (City and businesses), and will meet the needs identified by labour market stakeholders.
 - > Transfer (of knowledge and technologies)
Transfer of knowledge and technologies to receiving communities (the City, industry, citizens) will be core concerns and actions of projects selected.
- Support will be provided to central departments and the boroughs for completion of research projects using tools, consulting and exemplary practices for improved coherence and efficiency.
- This project will be an opportunity to include startups generated by university research relating to the various issues addressed.

Rollout of the “Accélérer les talents” call for projects

- The “Accélérer les talents” call for projects was announced on November 28, 2018, inviting stakeholders in the Montréal ecosystem, the five high-potential sectors, higher-education institutions and employability organizations to propose concrete solutions to the challenges of attraction, retention, onboarding, and development of the talents and skills of the future faced by industries in the City:
- Draft projects submitted by January 25, 2019
- The announcement of the projects selected by a jury comprising internal members from the City and other stakeholders (including the Government of Québec, represented by Services Québec and the Commission des partenaires du marché du travail) is scheduled for June 2019. Projects may extend over a period of two years and may receive a maximum contribution of \$250,000.

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Action Plan for Entrepreneurship

Launch of an investment fund to assist Montréal businesses undertaking commercialization projects

- Financing (in the form of loans) will support, for example, testing and trials of an innovation, validation of target markets when developing the innovation, marketing, and initial sales.
- Projects in the five high-potential sectors of the Economic Development Strategy—mobility and transport, the cultural and creative industries, the digital industry, the cleantech sector, life sciences and health technologies—will have priority.
- The new fund will be available through the PME MTL Network.

Entrepreneurship as a method of retaining international students

- To contribute to talent retention, the City of Montréal will implement concrete measures for guiding, inspiring and coaching international students and recent graduates who intend to become entrepreneurs.
- Stories abound of immigrant entrepreneurs who work hard on their project but, lacking support and guidance and access to funding, return to their home countries a few years later. The City will contribute to helping them succeed and to positioning Montréal as a city where it is easy to do business and be successful.

Strengthening of measures for SMEs with high growth potential

- Enhancement of the Parours Innovation PME MTL
- Selection of the third cohort of the Parours C3 coaching program for companies in the cultural and creative sector.

Action Plan for Social Innovation

Support for “Social Innovation Zones” (SIZs)

- SIZs exist to facilitate the emergence of social innovation projects with the agglomeration and to help in supporting citizen collectives that contribute to social innovation. Eventually, they will, among other things:
 - > support social innovation projects in the City;
 - > support organizations that provide guidance to citizen collectives contributing to social innovation.

Action Plan for an Efficient Network

Overhaul of the service offering to better meet businesses’ needs

- Conducting of a business census in the City of Montréal to ensure the right match between the service offering and businesses’ needs
- Improvements to the business development process for companies in the startup, growth and transfer phases, through more consistent and efficient uptake of entrepreneurs

Partnership agreement with Jalon MTL

- Continuation of the partnership agreement and funding to support activities in line with the mission of Jalon MTL, which includes:
 - > speeding up emergence of novel electric and smart transportation solutions;
 - > mobilizing ecosystem stakeholders around high-potential projects;
 - > positioning Montréal as the ideal place to develop and test emerging mobility-related technologies.

Action Plan for International Economic Affairs

Organization of a trade mission to Arizona in the driverless vehicle and Indigenous economic development sectors

- The aims of this trade mission include:
 - > seeking new partnerships and business opportunities for Montréal companies and organizations in the autonomous mobility sector;
 - > promoting the Montréal economy to Arizona's political and economic leaders with an eye to attracting investments, talents, tourists, etc.;
 - > promoting Indigenous tourism and entrepreneurship to demonstrate Montréal's commitment to the process of reconciliation with Indigenous peoples.

Action Plan for Design

Rollout of the first Montréal design and architecture census and sociodemographic and socioeconomic statistical portraits

- Conducted as part of the implementation of the first Montréal Agenda for Quality and Exemplarity in Design and Architecture, this study aims to:
 - > identify the design professionals, companies and organizations established on the Island of Montréal (RealisonsMtl.ca/recensement);
 - > document key issues relating to employment, human resources and business, among others;
 - > measure the “weight” of this economic sector;
 - > better characterize the distinctive nature of Montréal's design and architectural service offering;
 - > understand the issues, challenges, and obstacles facing this business ecosystem and assess needs in order to provide suitable services and programs.

Business Intelligence Division

Development of a business intelligence service offering

- Development of accountability tools for the Service du développement économique and the PME MTL Network to enable collection, processing and fine analysis of data on the ecosystem
- Development macroeconomic indicators to track performance of the 2018–2022 strategy
- Development of microeconomic indicators to track performance of the action plans with a view to ensuring transparency and accountability as well as creating tools to assist in informed decision-making.

Conclusion

The first year of the Montréal: Geared Up for Tomorrow strategy has seen many successes. The projects and programs launched, the additional financing tools introduced, and the engagement of the business community around the strategy are all tangible achievements on the way to ensuring the inclusive and sustainable economic development of our metropolis.

Through the Montréal: Geared Up for Tomorrow strategy, the City of Montréal is once more asserting its ability to deliver local services, work in co-operation with the community, and reinforce its role as the economic engine of Québec, in order to ensure prosperity for the entire population.

The action plans of the Montréal: Geared Up for Tomorrow strategy are a true roadmap for economic development. The City of Montréal will continue working actively to maximize their benefits by implementing structure-enhancing initiatives.



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