

To RESTART Montréal

TO REGAIN OUR PRIDE!



2009

ELECTORAL PROGRAM

Dear Montrealers,

As you know, the main reason I decided to come here to run for mayor is because I'm concerned about *my* City, a city we all cherish. It's also because we've reached an important crossroads.

We must absolutely **restart Montréal!**

The last few years have been catastrophic: the trust between Montrealers and their mayor is severed; an underlying wait-and-see attitude has settled into every corner of the City, the municipal Administration is unhinged and never have Montréal's leaders taken so little responsibility for their actions and decisions. There is an urgent need for leadership at Montréal's city hall. The courage to decide and assume responsibility for these decisions must be reasserted in Montréal.

The first task the **Harel-Labonté Administration** shall tackle along **with the entire team of candidates at Vision Montréal** is to restore trust. During their eight years in power, the Tremblay-Zampino Administration has fed progress's worst enemy: cynicism, through corruption, collusion, back-scratching and seven police investigations, of which six are still ongoing—a first in Montréal's history!

Montrealers want an honest mayor, someone entirely devoted to their interests and who does so ethically, with transparency and integrity. As soon as we arrive at city hall, we will set up an *Office of Municipal Ethics*, headed by an independent ethics *Commissioner*, delegated with extensive investigative responsibility and the means to implement it.

The outgoing administration got rid of the City's proper functioning, and tried to hold back the cities that had already chosen to leave us. The result is no secret to anyone: a veritable mumble jumble of structures and a notable absence of common direction. We have lost our *sense* of the City, our *sense* of Montréal.

I have an opportunity to run with a team that combines experience, skills and unwavering will to work without respite to grant Montrealers their greatest wish: to once again be proud of their city because of its accomplishments, efficiency and exemplary ethical management standards.

I am presenting you with a program that is clear, concrete and pragmatic. Our plan does not just offer wishful or *pie in the sky* thinking; it describes the actions we will take from day one of a **Vision Montréal** victory. We know this city, we passionately love it and we too want to have all the reasons in the world to be proud of it.

I'm inviting all of you to join us in showing the door to those seeking personal gain and to work with the thousands of Montrealers who have chosen to act positively to help Montréal get back on track.

Together, let's be **proud Montrealers** again!
Together let's **restart Montréal!**

Vision Montréal leader,

Louise Harel

INTEGRITY AND TRANSPARENCY TO RE-ESTABLISH TRUST

The past months have revealed a culture of secrecy and collusion that all of us were convinced no longer existed in Montréal. In addition to jeopardizing the trust of Montrealers towards their municipal administration, the accumulation of scandals has seriously tarnished Montréal's international reputation. The magazine *The Economist* even went so far as to publish a lengthy article on corruption in Montréal.

This pitiful events surrounding the mega water-meter contract, the numerous irregularities detected by the *Société d'habitation et de développement de Montréal* (SHDM) and internal frauds perpetrated at the City's IT Service, to name just a few, have resulted in police investigations—seven in total, of which six are still ongoing; a first in Montréal's history—and in some handsomely paid dismissals.

Currently, above City Hall, floats a nauseating odour of collusion between certain promoters and corruption of certain elected members and City administrators. In 2009, we cannot accept that a group, even if it is a political party, usurps rights and unilaterally decides to grant contracts, forgoing all rules, or selling off with no call for tenders, entire sections of the City's real estate heritage to firms and this, for services rendered.

COMMITMENTS

- **To conduct a thorough review of control mechanisms and follow-up procedures involved in the call for tenders process, administration of major projects and use of external professional resources, notably by;**
 - **providing public follow-up and consultation via the web for all requests for tenders, requests for proposals, requests for qualification and winning bids;**
 - **imposing a code of ethics to bidders and penalize failures, including banning the business from dealing with the City;**
 - **reinforcing the City's internal audit services, and the office of the Auditor General;**
 - **redeveloping the City of Montréal's internal expertise with regards to work, planning and estimate realization, by having City divisions perform some work so that a cost comparative of the work is always available.**
- **For approval purposes, to refer any contract awarded by a borough and exceeding \$1 million or whose duration of application exceeds four (4) years to the executive committee and then to the Municipal Council.**
 - **To implement an agreement protocol with the City of Montréal Police Service (SPVM) aimed at checking prior to the awarding on any contract the funding sources of contract firms and their subsidiary firms, in order to prevent collusion, money laundering and embezzlement of public funds.**

The clear line that must separate public interest and personal gain has slowly faded, and then completely disappeared with the Tremblay-Zampino Administration.

The failing integrity of the team in place cannot be swept under the rug because of the so-called unawareness of the outgoing mayor on what is going on in the City he is supposed to be in charge of. If what he says is true then we are in front of a major democratic flaw: it is not the chief elected magistrate who administers the City? If he was aware, because he is indeed the primary manager in charge of Montréal, then history will remember that he lied to Montrealers to protect something or someone...was it his reputation, his career, his friends or his party?

The scandals of the past months clearly demonstrate that the vision Gérald Tremblay has of responsibility excludes himself, as mayor of Montréal, from its basic application.

Within this context, we must ensure there is an independent control mechanism, with the personnel necessary to its proper functioning and headed by someone who has the power to act and inform.

COMMITMENT

- **To create a *Municipal Ethics Office*, led by a *Commissioner* appointed by the City Council and whose independence will be equivalent to that of the City's auditor general.**

The following procedures shall be implemented:

The ***ethics commissioner*** shall be appointed to a **non-renewable, seven-year term**.

The necessary steps shall be taken so that the position of *ethics commissioner* and its term are entrenched in the **Charter of the City of Montréal** and necessary legislative changes to fully exercise his or her mandate be made by the Government of Québec.

The mandate of the *Municipal Ethics Office* and of its *commissioner* shall include, notably, the following elements:

- To ensure the enforcement of the Code of Ethics governing Municipal Council and borough council members;
- To ensure the enforcement of the Code of Ethics of City of Montréal employees;
- To ensure the enforcement of the principles of ethics and of professional conduct in organizations linked to the City of Montréal and para-municipal firms;
- After a denunciation, or upon one's own initiative, to conduct investigations, when he or she deems necessary, among elected representatives, employees and City of Montréal service providers on ethical issues;
- To apply the necessary penalties in case of infringement of the various codes of ethics and of professional conduct under its jurisdiction;
- To recommend to the authority responsible the application of more severe penalties, if necessary;
- To file a complaint with competent authorities if there are transgressions to the law and regulations not under his or her jurisdiction.

NEW AND REVISED GOVERNANCE

ONE CITY = ONE VISION = ONE LEADERSHIP

Montréal's municipal reform, established at the start of the new millennium, was aimed at reorganizing the city to increase its competitiveness in the face of its international rivals, its efficacy and efficiency with respect to the services provided to the population and more equitable in the sharing of borough revenues. This reform was also aimed at reconciling certain citizen services, while providing participatory mechanisms and adapting and simplifying the structures of governance of the city and the surrounding metropolitan area.

The initial project was both simple and concrete for citizens: on the one hand, one island, one city and on the other hand, one area and one metropolitan community.

As Montrealers have witnessed over the last years, the outgoing Administration has totally distorted, disorganized and turned upside down the structures that had everything going for them, in as much as their first leader had the necessary courage to be a real leader.

Instead, what happened during the last mandates of the Tremblay-Zampino Administration? In a gesture as desperate as it was irresponsible, in an attempt to keep a few cities within the bosom of Montréal (note that these cities left Montréal nevertheless), this team deliberately weakened our City, by decentralizing and giving most of its strategic powers to boroughs; by fractioning the vision and unity of decision required by any self-respecting city; by dismembering the urban planning division in 19 pieces; by abolishing the central economic development division and by scattering its now weakened detached remainders to all 19 corners of Montréal. In addition, the Tremblay-Zampino Administration requested and obtained from the Government of Québec, power-sharing normally devolved to a city, for the benefit of the boroughs: the power of taxation and loans, trying people in court, and hiring personnel; to the point that now, municipal personnel often does not know to which authorities to report to when dealing with cases important to economic development and to the quality of life of Montrealers.

Moreover, the request for legislative changes which created the positions of borough mayors, who are now elected by universal suffrage, resulted in institutionalized conflicts of authority and legitimacy, of power struggles and definition of their role with the mayor of the central city, who is also elected by universal suffrage. Within this context, many Montrealers are sadly wondering and with reason: who is the supreme, legitimate and decisional authority in Montréal?

The changes requested by the Tremblay-Zampino Administration from the Government of Québec have transformed the 19 boroughs into quasi-cities, while the City itself has become a lesser city.

The outgoing Administration deliberately scattered its responsibilities, services and personnel, leading to a drastic reduction of the central city's expertise and preventing the building of high-tech teams needed to plan, monitor and realize anchor projects. Finally, this considerably reduced the possibility of acting fairly and equitably towards all Montréal citizens.

A New Approach to Govern and Mobilize

At the start of our first term, in view of **restarting and injecting new energy in Montréal**, by sharing our common vision of the city we so cherish, we will implement a **mobilization approach**:

- with the City's **personnel**, in dire need of guidance and clear instructions and a good dose of enthusiasm;
- with **the citizens**, by targeting action on providing efficient basic services, to which they are entitled;
- with **large-scale project developers**, who have lost faith, in order to reassure them as to the will of the City to develop anchor projects which are promising for Montrealers.

At the start of its first term, the **Harel-Labonté Administration** will take the necessary steps to restore the City's primary competence and sense of unity and direction by ensuring **project management, at the central city of the strategic functions needed for its proper functioning and its equitable and promising development to benefit all Montrealers, no matter where they live on the City's territory**. Furthermore, from now on, the essential and inevitable functions, such as determining and assessing the City's needs and planning the work, will essentially be provided by the City's specialized internal departments.

COMMITMENTS

➤ **To ensure a master plan for the central city's urban planning services endowed with the necessary expertise and autonomy:**

- **assign to this urban planning department the obligatory updating of the Urban Plan in 2009-10;**
- **mandate the *Office de consultations publiques de Montréal* (OCPM) the task of organizing consultations.**

➤ **To ensure, at the central city, a master plan for the following services:**

- **public roads, snow removal and cleaning, as well as the applicable regulations;**
- **economic development;**
- **water management;**
- **management of residual materials.**

➤ **To seek more efficient ways of managing the central city and boroughs using a cost-reduction approach.**

➤ **To maintain decisional power, at the borough level, with regard to the management of local culture and sports and leisure:**

- **local equipment**
- **libraries**
- **maisons de la culture**
- **local parks**
- **swimming pools**
- **arenas**
- **gymnasiums**

- o **tennis courts**

Though the central city shall ensure, in a spirit of equity for its citizens, greater efficiency and an increased sense of leadership, the master plan of certain strategic services, **decentralized service provision in boroughs shall be encouraged**. Therefore, **certain elements associated with these functions shall continue to be provided in boroughs** (for instance, issuing of construction permits and inspections).

Furthermore, we guarantee that this management shall be coordinated through networks among all boroughs, to ensure that the totality of the borough activities and equipment can be accessible to all Montrealers no matter where they live in the city.

Finally, Montrealers must be convinced once again that they will be able to **count on the same type of services, of comparable quality and recognized accessibility, no matter what borough they reside in**. This finality essentially lies in the financial capacity of the boroughs to provide these services to their citizens.

COMMITMENT

- **To ensure equity of services among boroughs, notably by adjusting their personnel.**

The sharing and splitting of certain powers, such as power of taxation, loan and splitting up of certain powers, such as taxation, loans, bringing people to trial, hiring as well as institutionalized conflicts of authority between the two levels of mayorship (City and boroughs) affect the decision-making ability, effectiveness and proper functioning of the City and its boroughs. They shall be redeployed.

Finally, because of the crucial role played by Montréal in Québec's economic, social, cultural and sustainable development, it is important to maintain a fruitful and ongoing dialogue with other cities in Québec. The decision of the Tremblay-Zampino Administration to no longer be part of the *Union des Municipalités du Québec* (UMQ) has, among other things, considerably weakened Montréal's ability to create and preserve networks of information, exchange and support and to garner any real support in favour of the metropolis.

COMMITMENT

- **To reintegrate the ranks of the *Union des municipalités du Québec* (UMQ).**

ECONOMIC DEVELOPMENT TO FINALLY RESTART Montréal

In its development strategy entitled *Montréal 2025*, the outgoing Administration has listed 130 projects to be carried out for a total of \$76 billion from public and private funding. All of this, of course, without any real priorities and as the current mayor has so often got us accustomed to, without a main thread or vision.

130 projects, a total of \$76 billion of investments and no idea of what their origin might be. This is what is known as wishful or *pie in the sky* thinking. Obviously, the truth is altogether different. One only has to recall all the projects that were turned down, delayed or abandoned over the last 8 years: the Havre de Montréal, the Montréal Casino/Cirque du Soleil, modernization of Notre-Dame Street and Griffintown project, to name just a few.

Under the Tremblay-Zampino Administration, Montrealers witnessed a different kind of festival: the "aborted-project festival".

COMMITMENT

- **To accelerate and encourage the realization of major projects currently being examined, such as: dismantling of the Bonaventure highway, revitalization of the Griffintown area, development of former CN land, of vacant lots on L'Assomption Boulevard as well as those on the Blue Bonnets site and Outremont's marshalling yards.**

Under an Administration led by Harel-Labonté, a Montréal mayorship would exercise its leadership by using its political clout to realize these projects, but intends to place special emphasis on five (5) major catalyst projects.

COMMITMENT

- **To assume the necessary leadership to realize the following five (5) major catalyst projects:**
 - **To register, in April 2011, Montréal as host city of the 2020 Universal Exhibition;**
 - **To begin planning, from the moment the Harel-Labonté Administration is elected, the 2017 festivities marking the 375th anniversary of Montréal's foundation;**
 - **To cover up Ville-Marie highway, between the Palais des Congrès and the Jacques-Cartier bridge;**
 - **To introduce a rail shuttle service to linking downtown Montréal to Pierre-Elliott-Trudeau Airport;**
 - **To develop 3 public beaches to improve access to the St. Lawrence River for Montrealers (Pointe-aux-Trembles, Old Port and Verdun-LaSalle sector).**

Investors are exasperated by the delays and heaviness of a bureaucracy that is disorganized and scattered about the 19 boroughs of its central city. Meanwhile, some of the most renowned architects and urban planners no longer wish to undertake projects with the City of Montréal!

This absence of leadership on the part of the outgoing mayor has resulted in consequences that are devastating to Montréal's economy.

The economic development approach of the Harel-Labonté Administration shall center on opening to local and foreign investments, seamless customer service towards developers who choose to invest in Montréal, as well as an understanding of the City in the creation of wealth: strong leadership, that fully assumes itself and especially prioritizes projects with the greatest economic impact and which seem most promising for Montrealers.

The approval process for ALL major projects shall be from start to end, under the sole responsibility of the central city and entrusted to an *Office of Structuring Projects* with considerably more powers, made up of a multidisciplinary team of professionals—economists, tax specialists, urban planners, architects, designers, and jurists. This *Office* shall be in charge of simplifying obstacles, getting rid of the multiple levels of intervention and speeding up the realization of projects. This *Office* shall rely on values and regulations of governance that will prevent any type of infiltration, collusion or favouritism. Integrity, transparency and competitiveness shall be at the heart of this governance. This approach will not only allow for an integrated vision of the major projects, but also enable a proper follow-up from start to finish.

COMMITMENT

➤ **Reinforce the City's *Office of Structuring Projects*, to:**

- **facilitate and better support promoters and investors in the process of carrying out their projects;**
- **establish and respect the deadlines in the processing of project evaluation requests and permit-issuing from promoters and investors.**

Over the years, project approval procedures have become increasingly complex, lengthy and unpredictable. Some large-scale real estate projects are increasingly constrained by public questioning and bureaucratic constraints. During the past decade, several major projects were thus set aside or halted while others were greatly delayed.

The current project approval process includes a consultation mechanism which comes too late in the process and is too formal.

It comes too late in the process because the law provides for a consultation mechanism when elected representatives have decided to modify the regulatory framework in order to ensure the project's consistency. Confronted with a situation such as this, citizens rightly or wrongly observe that their elected representatives give immediate approval to the project in its initial form and feel cheated and left to their own devices.

It is also too formal because the law provides for a consultative process that is very restrictive. On the one hand, promoters have very little opportunities to highlight their projects. On the other, direct interactions between promoters and citizens have become difficult because of an overbearing municipal apparatus. Finally, the complexity of the regulatory amendment procedure also plays a key role.

This leads to a situation where conciliating promoters interests with certain citizen ideas or concerns is sidestepped, making it virtually impossible to really improve projects.

COMMITMENT

- **To work with the Government of Québec, notably within the current revision of the Act respecting land use planning and development, to ensure that public consultations on large-scale projects can begin before the revised planning Act is tabled, so that citizens can fully contribute to improving the project prior to the setting in motion of any formal consultation process.**

Our economic development plan shall not target investments that will only be carried out in 2025—Montrealers have waited long enough: we are anxious to succeed and to finally restart Montréal. Our plan will not include an endless list of projects devoid of any clearly defined priorities. This way of proceeding shows a complete lack of leadership which will certainly not be our trademark.

An **Administration led by Harel-Labonté** shall prioritize projects that contribute to deliver our vision of Montréal as **Canada’s Cultural Metropolis**. We will evaluate them in accordance to the special attention they pay to **design**, to the **protection and enhancement of heritage**, as well as to **sustainable development**. In the latter case, we shall do so while keeping in mind everything that is financially and technically possible to facilitate construction projects of *greener* buildings and environmentally sound development projects. Therefore we shall make extensive use of every possible regulatory, tax, financial, and technical tool to support developers who wish to build more environmentally sound buildings for our children and grandchildren.

COMMITMENTS

- **To enhance Montréal's heritage and its cohabitation with contemporary design.**
- **To encourage creativity and innovation with regard to building design.**
- **To establish an innovative “bonus” system for density, to reward developers who respect the new City trends in terms of culture, design, heritage and sustainable development.**

An Administration led by Harel-Labonté shall progressively deploy, beginning in the central neighbourhoods and then citywide, a Wi-Fi Internet access.

Montrealers and visitors shall now have easy and cheap access to Internet (free of charge in City parks, as well as for holders of the *Accès Montréal* card). Now that's an innovative infrastructure for a city mirroring its century!

Digital technologies can be used for a multitude of uses, to improve the efficiency of municipal interventions. For instance, the mayor of Boston recently launched an *I Phone* application that allows residents to report problems relative to the public domain (damaged roads, burnt out light bulbs, damaged trash can, etc.) and to follow-up on their complaints through the same means. We shall soon examine the feasibility of introducing a similar service in Montréal.

COMMITMENTS

- **To deploy a Wi-Fi Internet network, first in the central neighbourhoods and then citywide;**
- **To introduce a problem-reporting system in the public domain, by way of cell phones, allowing a better follow-up on cases reported.**

The Harel-Labonté Administration will confirm the importance of **neighbourhood shopping** and its importance within Montréal's economic development. Neighbourhood shopping allows the development of small businesses which encourages local employment. This type of business also contributes to create a warm, neighbourly and safe atmosphere which draws tourists and gives a signature to the city, both locally and internationally.

COMMITMENT

- **Vigorously develop neighbourhood shopping in partnership with the *Association des Sociétés de développement commercial de Montréal (SDC)*, by:**
 - **Drawing up, within the first six months of the term, a strategic development plan for neighbourhood shopping;**
 - **Strongly support the SDCs in their development;**
 - **Provide financial support to promote commercial arteries.**

It has become imperative to better establish investment priorities with regard to infrastructures. The outgoing Administration can only sit around and wait for investment decisions to be taken in a haphazard fashion, whether or not they contribute to the advancement of more-structured projects.

Montrealers are frustrated with the miserable state of the roads, a situation that reached a peak this fall. A survey revealed that 85% of Montrealers are dissatisfied with the state of the roads. No matter their age or origin, this is the main concern of Montrealers. Smarter investments are necessary because the repeated failure and improvisation of Montréal's current Administration in terms of coordinating the refection efforts and costs is alarming. Just think back to the confusion surrounding the refection of Saint-Laurent Boulevard and Notre-Dame Street and the lack of coordination between the various

worksites. In addition, a city that invests about a hundred million dollars a year in its road network, must implement specific control measures in terms of the work performed, quality and costs. Such mechanisms do not exist in Montréal.

COMMITMENTS

- **To target priorities with regard to the numerous infrastructure projects and stick to them.**
- **To invest, during our first term, an additional \$250 million in the refecton and maintenance in Montréal's local and arterial roads, for a total of \$850 million over the course of the next 4 years.**
- **To install public follow-up and consultation via web of all requests for tenders, requests for proposals, requests for qualification and winning bids.**
- **To impose a code of ethics to bidders and penalizing failures including, in certain cases, banning the business from dealing with the City.**
- **To reinforce the City's internal audit services and the Office of the auditor general.**
- **To create within the City of Montréal, a *Work Coordination Office*, to improve coordination and make sure contractors and various parties involved, respect the deadlines.**
- **To systematically inform Montrealers of upcoming worksites and their status.**
- **To set up a team of inspectors dedicated exclusively to the surveillance of the work and compliance of quality standards and deadlines on the various worksites.**
- **To significantly increase fines and penalties to contractors and other players (such as utilities companies) for not respecting deadlines and orders of work.**
- **To redevelop the City of Montréal's internal expertise with regard to work, planning and estimate realization, by having City divisions perform some work so that a cost comparative of the work is always available.**

In an increasingly knowledge-based economy, educating our youth and our labour force must become an obligation, an inevitable quest for the entire society and especially for current leaders. Yet, despite the advances made in this area, the Montréal's labour force is among the least educated compared to other Canadian and American cities. Montréal is at the bottom of the list of major North American cities in terms of rate of university degrees and takes bottom ranking with regard to high-school level graduates.

COMMITMENT

- **To take on the moral leadership along with the greatest mobilization of all Montrealers since the sixties, in order to become the City with the highest literacy rate in North America and to ensure Montrealers' inclusion within the Knowledge Society.**

INTERNATIONAL REACH TO BETTER PUBLICISE OUR RESOURCES

The 21st century will belong to cities. The excitement following *Expo 67* and the 1976 *Olympic Games* has long subsided, and Montréal has since lost its lustre on the international stage. We need to act in order to allow Montréal to regain the vigour and dynamism that will return it to its rightful place as one of the major capitals of today's world.

Montréal's past was indeed international. Even before the United Nations Organization (UNO) was created in 1945, Montréal had been chosen to be the world headquarters of the International Civil Aviation Organization (ICAO) Montréal has always been one of the major North American port cities. Today, the Port of Montréal is considered the main American East Coast port in the area of container transportation. Montréal attracts millions of foreign tourists thanks to its ambiance – both European and American –, through its cultural creativity and vitality, through its enhanced sense of safety. Tourism Montréal is working untiringly to attract them year in and year out. For its part, Montréal International is working hard to attract foreign investors and international organizations to set up shop in Montréal, and thereby contribute to its prestige as an international city. The International Financial Centre (IFC-Montréal) for its part works to attract organizations and firms that are active in the area of international financing. Traditionally, Montréal welcomes 80% of all newcomers to Québec, and a whole host of organizations, starting with the *Ministère de l'Immigration et des Communautés culturelles*, are on the ground to handle their social and economic integration.

In other words, there are many stakeholders and organizations involved in promoting and enhancing Montréal's international character. The problem we face however lies in the fact that; as in many other areas, because of an absence of leadership by the outgoing mayor, these actions have never managed to be properly coordinated.

COMMITMENT

- **To bring together leaders of the different international functions of Montréal in order to establish a true action plan aimed at strengthening Montréal's international character.**

Montréal, City of Culture, indeed deserves its status as a cultural metropolis. The proof can be seen at all the cultural events which shine a light on Montréal internationally, and which are a source of great pride for all Montrealers.

- The Montréal Symphony Orchestra;
- Museums;
- Dance companies;
- The theatre;
- Circus arts;
- Festivals;
- Gastronomy;
- Design (in June 2006, Montréal was appointed a UNESCO City of Design).

Implementing the City of Montréal's **Cultural Policy** has become an urgent matter; we recall that it was approved in 2005, but that because of a lack of funding (no real funding since its adoption), it has remained nothing but a series of pious pronouncements having no real or substantial impact on the cultural life of Montréal. Quick and strong action must now be taken.

COMMITMENT

- **To guarantee that at least one percent (1%) of the City's annual budget shall be dedicated to implementing Montréal's cultural policy, on an ongoing basis.**

The **Conseil des arts de Montréal** (CAM), an essential partner in Montréal's artistic creation, needs better support. Its grant and touring programs, its Grand Prix, the Prix Arts-Affaires de Montréal, its support of emerging artists and artists from ethnocultural communities, all combine to make it a unique lever for the development of *Montréal - Cultural metropolis*. This contribution must be acknowledged, and the CAM deserves better support from the City.

COMMITMENT

- **To double the *Conseil des arts de Montréal's* budget, from ten (10) to twenty (20) million dollars, starting from the first year of the mandate.**

Furthermore, Montréal can become a candidate city for the **UNESCO World Heritage Site** for the exceptional character of its transportation infrastructure in the history of North America.

COMMITMENT

- **To gain official recognition for Montréal as a *UNESCO World Heritage Site* for the exceptional character of its transportation infrastructure in the history of North America.**

A Harel-Labonté Administration will quickly get the ball rolling in submitting Montréal's candidacy as host city of the **2020 Universal Exposition**. This is a large-scale project with the potential to serve as a rallying, integrating and powerful lever that will attract

creative talent from all corners of the globe, who will all contribute to make Montréal a world-class metropolis and an undisputed cultural metropolis. Expo 2020 shall contribute to Montréal's economic revival by acting as a stimulus for investments, particularly in physical infrastructure development, public transit, culture and beautification of the city. To many Montrealers, this will finally provide a reason to be proud once again.

Expo 2020 will be decidedly urban, and will take place *in* the city, specifically, at the site of the covered Ville-Marie expressway, and will spread to all Montréal neighbourhoods, thus shining a very bright light on one of the city's primary riches, which is its diversity. Expo 2020 will reflect Montréal's neighbourhoods, and serve as a springboard aimed at the entire world.

Once the Expo is won, the preparatory work involved will have a truly significant impact on the economic, cultural and urban development of the City of Montréal. Finally, infrastructures will be devised with a view to ensuring their long-term survival and keeping in mind the benefits they will bring for the 25 years following Expo 2020.

COMMITMENT

- **In April 2011, to officially register Montréal as host city for the 2020 *Universal Exposition*.**

TRANSPORTATION

FOR A PLAN THAT IS AS REALISTIC AS IT IS AMBITIOUS

The last 8 years have seen at least 30,000 new cars added to Montréal's roads annually, leading to ever greater congestion of bridges, highways and roads. That has also meant an increase in greenhouse gas emissions, an increase in the number of smog days, and led to neighbourhoods choking from unabated encroachment. Here once again, all the wishes that have been repeatedly expressed by the Tremblay-Zampino Administration have been... noble to say the least.

Furthermore, since 2003, the (STM) has accumulated an operating deficit totalling 38 million dollars; in the same breath, since the Tremblay-Zampino Administration came into office, the transportation ticket prices (the CAM card) have gone up by 37%, which is more than about three times higher than the consumer price index (CPI). We believe it is hard to convince citizens to increase their use of public transportation when they see rates going up so quickly over such a short period.

COMMITMENT

- **To freeze STM rates in 2010, and then implement an annual rate increase policy which will ensure rates never increase higher than the consumer price index (CPI).**

The STM's current bus fleet is composed of about 1680 vehicles. In the beginning of 2009, we had about 1245 running during the morning rush hour. That does not appear to be enough to represent a practical and sustained alternative to personal car transportation.

In its STM 2009-11 Triennial Program, the STM is expecting to buy 879 buses. That would not add significantly to the existing fleet of new vehicles because 524 of these 879 new buses would replace existing buses. That would therefore mean that only 350 new buses would be acquired within the next 3 years.

COMMITMENTS

- **To bring 400 additional clean energy buses into Montréal.**
- **Aim to increase public transportation usage by 10 to 20% over the next 4 years.**

Innovative steps can also be taken to encourage access to and use of public transportation among specific clients. For example, the *Fédération des associations étudiantes du campus de l'Université de Montréal* (FAECUM), has developed an extremely interesting universal public transit access project for full-time students on campus. We will be supporting this project financially, and will see that it is extended to other Montréal universities.

COMMITMENTS

- **To provide financial support – of up to 200,000 dollars – for the universal public transportation access project for Université de Montréal students.**
- **To work with other Montréal universities to extend this project to their students.**

Reducing traffic on Montréal streets is high on the list of priorities for Montrealers, be it for environmental, quality of life or safety reasons. A Harel-Labonté Administration intends to work very hard to make this a reality.

COMMITMENT

- **To regulate traffic speed in all boroughs to ensure we have the same speeds on the same residential street types, with maximum allowed speeds of:**
 - **50 km/h on major thoroughfares;**
 - **40 km/h on mixed use roads;**
 - **30 km/h in school zones, local streets and distinctive streets.**

The reduced speed currently used in studies targeting the establishment of new equipment makes no sense. Steps must be taken to accelerate the realisation of these studies. Montrealers have waited long enough.

COMMITMENTS

- **To carry out the studies on the implementation of the tramway and extension of the métro to Anjou (3 stations) and to Bois-Franc (1 station).**
- **With the Québec government, to ensure that priority will be given to the City of Montréal for the métro extension.**

For a Harel-Labonté Administration, prioritizing means of transportation other than the automobile means making walking, cycling and using buses on Montréal streets more attractive. To realize this objective, we must increase the number of reserved bus lanes, and bring in comfortable, air-conditioned, fast and clean energy buses.

Reserved lanes can be implemented quickly and affordably over the 15 points of entry into the Island, on highways and on major arterial roads and speedways. These reserved lanes should be brought into use as incentive parking spaces are built—and this will need to be done fast.

Other reserved lanes should be developed to allow smooth and efficient traffic between Montréal Island neighbourhoods and boroughs. Bicycles and roller skaters should also be allowed to use reserved lanes; this means any individual “soft means of traffic” or collective transportation should be allowed on these lanes.

COMMITMENTS

- **To develop 15 to 20 new reserved bus and taxi lanes by the end of the first mandate.**
- **To carry out quick construction of new incentive metropolitan parking spaces (Laval – Longueuil – North and South shores).**
- **To prioritize the construction of new reserved bus lanes shared by cyclists.**
- **In all boroughs, to offer new *Gold Shuttle* services outside rush hours.**

Pedestrian malls are an original and efficient way to get individuals to gradually change the way they go about. Discretion must be exercised in transforming a street into a pedestrian mall, based on a number of criteria centered around safety, economic development and on the number of tourists. Provisions must be made as well to ensure that there are intelligent intersections between pedestrian malls and reserved lanes. Further, to make Montréal streets friendlier for pedestrians, actions associated with reducing traffic in Montréal neighbourhoods must be implemented quickly.

COMMITMENTS

- **To increase walking and bicycle use by 5% over the next 4 years.**
- **To prioritize traffic reduction in boroughs.**
- **Jointly with the different bodies involved, to transform some Montréal streets into pedestrian malls, as well as on Sainte-Catherine Street, between Papineau and De Bleury Streets, to start and then, by the end of the first mandate, to Atwater Street.**

Currently, there is consensus both among businesses and among Montrealers and suburbanites, for the need to reduce congestion on the 15 points of entry into the Island and to reduce traffic on the city's streets. The implementation of some form of traffic fees – a toll system across the metropolis – is in fact being considered as a doubly beneficial measure: an efficient tool for making drivers contribute toward road infrastructures as well as a modal transfer incenting people to use public transportation.

COMMITMENT

- **To dedicate revenues collected from metropolitan toll systems to the following:**
 - **improvement of the quality and frequency of public transit service;**

- **ongoing improvement of maintenance of Montréal road network.**

Finally, it is crucial that we take another look at the **role of taxis in Montrealers' transportation system**. A Harel-Labonté Administration will consider taxis to be an essential component of the public transit system, particularly in respect of the transportation of disabled people. There is currently no comprehensive view of the situation, of the framework and of how taxis complement the other modes of public transit; which is even more worrisome since Montréal's situation is quite particular in that regard: most taxis belong to individuals. These taxi owners must therefore be given a voice, including at the *Table de concertation du taxi* currently in place.

COMMITMENTS

- **To consider the taxi industry as a stakeholder in the public transit and adapted transportation system, and develop services accordingly.**
- **To assign Montréal taxis a unique corporate signature and guide them in properly defining their advertising spaces so that the design of the signature is given its due import.**

SOCIAL DEVELOPMENT FOR AN INTEGRATED AND CONCERTED APPROACH

Unfortunately, Montréal is a city with too much poverty; that is experienced at various levels. In some Montréal boroughs, 25 to 50% of the population is living below the poverty line. There are about 30,000 people here living in extreme poverty, and up to 4,000 are homeless on some nights. There are also an estimated 5000 young people living on the streets. Indifference is just not an option in the face of such statistics.

Each year, Montréal sees this social dropping out rising unabated. All these have-nots must constantly deal with prejudice, indifference from a large part of the general population, and much too frequently, a lack of involvement by elected officials. Community organizations working with these people receive little or no funding, and the different levels of government do not manage to coordinate their efforts. Then there is the absence of concerted action and of an integrated vision, which leave a lot of these disenfranchised people with no help.

COMMITMENTS

- **To act fast to fight dropping out and to head off delinquency, by implementing the following measures:**
 - **To register Montréal in the international network of “Learning Regions”;**
 - **To work with schools and organizations involved, to support Montrealers’ schooling and vocational training in order to foster integration into the labour market by enlisting the aid of work re-entry firms and social economy businesses;**
 - **To contribute to the funding of organizations working to fight dropping out and encourage school success;**
 - **In all boroughs, to foster better local sports, recreational and cultural services (such as the creation of the *Club de boxe l’Espoir* in the Saint-Michel neighbourhood, for example).**

A Harel-Labonté Administration intends to take a keen interest in these issues; following an analysis of the specific needs of each borough, and in collaboration with the organizations involved as well as other levels of government, we will develop an action plan which will be a de facto building block. This plan will focus on a single issue – fighting poverty and all the inequalities resulting from it – and gather all those working on a daily basis to give the most deprived people in our city the means to improve their lot, the means to regain their dignity, which is something no one should ever lose.

This global action plan will be adapted to suit the reality of each borough, and will be developed in collaboration with the neighbourhood *Tables* and social development services in the boroughs. Next, we will provide enough funding for neighbourhood *Tables* in order to allow them to fulfil the mandates they will be assigned within the global plan. This plan will also encourage local businesses to become involved.

The City of Montréal will provide the necessary leadership in developing this intergovernmental plan, in which:

- Municipal elected officials will play a role;
- Boroughs will play a primary role in delivering front-line services;
- Consistency and collaboration will be prioritized among the different stakeholders (central city, boroughs, federal and provincial governments, community organizations) in order to derive the maximum benefit from the available resources.

The plan will also lead to solidarity among citizens with the have-not population, making this fight against poverty and school drop-out everyone's business.

COMMITMENT

➤ **To develop an action plan whose priority will be the fight against poverty. The plan will focus particularly on:**

- **the creation of social housing units, with support from the community;**
- **food security (community kitchens, themed restaurants, food distribution) – in December 2009, give a \$500,000 grant to community organizations operating in the area of food security;**
- **better access to local services (recreation, culture, support, meeting places) for the most vulnerable people, elderly and disabled people;**
- **emergency (palliative) response, which will provide support and ultimately, individual autonomy**
- **local actions in boroughs aimed at eliminating social isolation;**
- **increase in funding provided to local organizations and neighbourhood *Tables* in the boroughs;**
- **awareness actions (campaigns against prejudice) and actions aimed at increasing accountability among citizens.**

The face of poverty is changing in Montréal, and is much more complex than it was in the past. The significant arrival of a broad diversity of immigrants and the presence of a mix of socioeconomic classes within the same area as well as their harmonious integration into neighbourhoods are causing socio-cultural changes that are not easy to deal with. Some of these new populations, who are unemployed and who are not part of any meaningful social networks, are living lives of exclusion and of extreme poverty. Furthermore, many of these people are settling in *old* urban areas, which are undergoing rapid degradation.

The current silo approach does not produce expected results in terms of social integration, and must be completely overhauled, and a new approach adopted, which is what is presented in a clear vision of **Montréal–Supportive City**, i.e.: **URBAN, COMMUNITY AND TERRITORIAL RENEWAL.**

This new approach aims to create viable and sustainable communities targeting the harmonious integration of individuals into their environment. It encourages a concerted response, not only to housing needs, but also to the different needs of the individual, with support from a neighbourhood community network, reflecting what is already on the ground, in the Mercier-Hochelaga-Maisonneuve and Montréal-North boroughs, for example.

COMMITMENT

- **To develop a concerted action plan and launch the implementation of a new *URBAN, COMMUNITY AND TERRITORIAL RENEWAL* approach, with housing as its cornerstone.**

For social development to emanate from neighbourhoods, it must be handled by the central city, as only this can ensure the integrated and fair application of actions throughout the territory. Expertise must be pooled and a comprehensive global view of social issues realized in order to ensure the transfer of best practices and to be able to act quickly wherever problems are settled, for example, through the direct involvement of the City mayor.

At a political level, safety issues in the City of Montréal are handled by the *Commission de la Sécurité publique de l'agglomération de Montréal*. As part of their legal mandate, urban safety providers generally carry out all activities needed to ensure the safety of Montréal citizens; tasks which they perform professionally.

The role of elected officials is to identify the most pressing problems, set out action priorities and see to it that needed actions are taken. Problems may involve situations present in the local communities making up Montréal and/or the response methods used by safety responders. In dealing with safety-related matters, the Harel-Labonté Administration shall adopt an upstream intervention approach, to encourage problem prevention rather than the sterile confrontations that become unavoidable whenever communities do not receive adequate support from the City in the first place.

COMMITMENTS

- **To foster and provide financial support for community initiatives involving the management of local safety-related problems, particularly those associated with youth, elderly people and at households located close to at-risk facilities.**
- **To cooperate with school boards in a orderly manner in order to reduce the incidence of criminal, social and economic misdeeds associated with school drop-out and all the ensuing problems faced by youth on the street.**
- **To organize training activities for public safety professionals in order to allow them to better deal with issues related to diversity.**

HOUSING

A SUITABLE AND ACCESSIBLE HOME FOR EVERYONE

Major urban centres are places where millions of people work, produce wealth and live. The housing market meets a significant part of the needs of the more privileged citizens, but too often leaves a large number of citizens to their own devices; these are mostly citizens who are not included in the economic system.

According to the *Institut de la statistique du Québec* (ISQ), in 2021, there could be up to 101,000 more households on the Island of Montréal than there were in 2001. The City of Montréal's share is expected to be about 88%. To meet these needs, about 70,000 new housing units will have to be built over the next five years.

To also meet social housing program needs, the following findings must also be taken into consideration: the City has a very high rate (69.5%) of renters; the income of 43% of all households is lower than what is needed to satisfy basic needs; then, there are still some 28,000 people on waiting lists in the region's municipal housing offices. The outgoing Administration's housing programs do not go far enough in taking this reality into account, and cannot meet the target objectives.

To catch up with public housing needs, a Harel-Labonté Administration will make even greater strides in order to succeed. During the 2010-15 period, about 10,000 new social housing units will have to be built. Furthermore, the current housing stock has aged since the units were built 40 years ago, and will therefore need significant renovations. To improve residents' quality of life, during the 2010-15 period, 5,000 existing units could benefit from financial aid to cover both minor and major renovations. This huge work in progress will also provide an opportunity to develop greener houses in a sustainable development perspective.

COMMITMENTS

- **Over the 2010-15 period, to carry out the construction of 10,000 social and affordable housing units and the renovation of existing units.**
- **To establish a strategy for developing greener housing units.**

Incidentally, the current home ownership program instituted by the outgoing Administration has not met its targets. The goal was to reduce the number of households aged 24 to 41 at risk of leaving the city for the suburbs by 25%. While the program targeted 8000 households each year, only 750 remained.

COMMITMENT

- **To enhance the home ownership program for first-time family home buyers, particularly with regard to the purchase price.**

The vacancy rate for houses with more than 3 bedrooms is 1.1%, which poses a big problem for families, particularly those with modest incomes. To that end, since 2000, the private market has basically only been building small condos and medium- and high-end rental homes for retirees. The City's support program for the development of 3- or more bedroom family houses for 2006-09 aimed to create 1500 units on the territory over three years. However, only 200 have been generated in that category, and 700 under the general strategy. There once again, we see that the targets identified by the outgoing Administration have not been met.

COMMITMENT

- **To enhance the program for support for the development of houses for families needing three or more bedrooms, and increase the target to 2000 units in all, between 2010 and 2015.**

The City has both a responsibility and the power to regulate sanitation-related issues. The regulation indeed specifies that minimum standards respecting maintenance, residence sizes, lighting, sanitary ware and plumbing fixtures must be observed. The regulation is also intended to eliminate problems associated with untidiness, vermin, rodents, odours, water infiltration, dampness and deterioration of housing units.

However, we know that in reality, even though the regulation was tabled in 2003, the problem of poor sanitation is only getting worse in Montréal. Several clarifications and amendments need to be made to the regulation in order to render it more effective.

COMMITMENTS

- **To adopt new housing sanitation regulations which are more binding and effective and ensure that they are implemented in a uniform manner throughout the territory of the City.**
- **To increase the number of inspectors assigned specifically to the inspection of unsanitary housing units.**

CULTURAL DIVERSITY IN TUNE WITH REALITY

The open-mindedness which so typically characterizes Montrealers, together with the decisions made in immigration matters, have helped Montréal evolve into an open society in which diverse cultures live side by side. Such diversity, which is so characteristic of Montréal, is an undeniable and irreversible fact. This is only good news!

Too many competent persons who are the children of diversity (scholars who are not acknowledged, professionals, performers, creators, etc.) remain shamefully unemployed and cannot contribute to the development of our city as they would like to do.

Strong, clear and vigorous action must be taken if we want to make Montréal into:

- A city that is both cosmopolitan and francophone;
- A metropolis characterized by creativity, diversity, innovation and which is open to the world;
- A cultural metropolis.

If we intend to make diversity a true impetus for the economic development of Montréal, it is up to Montréal, which is the crucible of Québec's imagination, to jump-start change in close cooperation with the two other levels of government.

COMMITMENTS

- **During the first year of the term of office, to develop and implement a new *Diversity Policy*.**
- **To nominate within the City's senior management, a *Diversity Bureau*, whose terms of reference would involve the effective implementation of the new *Diversity Policy*.**
- **To establish a new *ISO-Diversity* standard to ensure better representation of diversity within the municipal public service and in para-municipal organizations by a thorough application of the equality policy;**
- **To reward by granting additional points when assessing their offers of service, City of Montréal suppliers and contractors who apply the new *ISO-Diversity* standard.**
- **Together with Emploi-Québec, to coordinate the establishment of hiring initiatives that would allow all regions in Québec to benefit from the diversity talent pool available in Montréal.**
- **To implement within the City's Economic Development Department, a specific program for immigrant investors to support them in starting their businesses and in developing relationships with young entrepreneurs.**

SUSTAINABLE DEVELOPMENT DETERMINED ACTION

Everyone knows that the challenge in this century is to find new and sustainable solutions to the equation in which economic development and environment are closely intertwined. This challenge is facing all large cities in the world to a degree that has never been seen before. The overall quality of the environment is among the most important factors that will allow Montréal to increase its pulling power in the 21st century. Montréal must be a leader; Montréal must set the pace.

Accordingly, sustainable development and environmental protection and enhancement must be more than mere words and be a true priority in the budgetary choices made by the Harel-Labonté Administration.

In order to become a real leader in sustainable development, Montréal must show more consistency in its decisions and actions as well as having a much more thorough coordination of all actors in this field, as both of these are presently cruelly missing.

Our commitment is to make Montréal into the *greenest* city in North America by 2020.

The management of residual and organic matter is a major challenge to well-being in a city. Energetic actions in this field must be oriented on the basis of a clear view of the situation.

The political courage to finally protect Mount Royal is more than overdue.

The incumbent Administration made access to the river a slogan, we will make it into reality.

Montréal is not an exception and must resolutely act to improve the quality of air in the City by reducing summer and winter smog. We must also strive to progressively eliminate ragweed, which is a major cause of allergies for many Montrealers.

Urban agriculture must be better managed and structured.

Finally, it is essential to ensure intelligent management of our primary resource: water.

Waste Management

A Harel-Labonté Administration would basically count on recycling to allow Montrealers to reach a goal of zero landfill burial. In order to do so, various initiatives must be undertaken, including:

- Intense and continuous awareness;
- Strengthened regulations;
- Clear and measurable objectives to be attained;
- Sufficient financing.

As far as local awareness is concerned, *Éco-quartiers* must be in the forefront of this initiative. In fact, this program, which was established in 1995 by the Bourque Administration, is a tool that has a direct and almost immediate impact on the awareness level of local residents, especially in connection with the 4Rs - E: (*Reduce, Reuse, Recycle and Recover (+ Eliminate)*).

Since 2001, the incumbent Administration has not taken advantage of the enormous potential for awareness and action that the *Éco-quartiers* have.

COMMITMENTS

- **To develop new *Éco-quartiers* in 9 of the City's boroughs.**
- **To reassess the needs of the existing *Éco-quartiers* and increase their budgets.**
- **To concentrate the awareness campaigns on the 4Rs and pay special attention to the recovery of table refuse.**
- **To establish a direct connection between the *Éco-quartiers* and the Eco-centres so that the former will educate the population about the terms of reference of the latter.**

The major problem with the Plan for the Management of Residual Materials is the division of the decision-making power it confers on the 19 boroughs as well as the division of their capacity to finance their initiatives. Accordingly, the boroughs endeavour without any concerted action or coordination among them, to:

- Define the collection services available (recycling, table refuse, etc.);
- Determine the tool used for collection purposes;
- Determine the frequency of collection (once or twice per week);
- Determine the collection schedule;
- Decide on awareness initiatives;
- Decide not to collect organic materials but implement instead a system of home compost;
- Decide on the means for preparing and storing residual materials.

This way of proceeding entails a division into 19 different processes. In addition, taking into consideration the financial statements of the boroughs, major discrepancies may be expected from one borough to another, which will entail a potential reduction in the quality and percentage of recovered materials and accordingly an increase in the volume of discarded materials which are sent for landfill burial.

COMMITMENTS

- **To ensure the central city assumes complete control over the management of residual materials, especially in connection with:**
 - **collection and/or carriage of residual materials;**
 - **types of collection and equipment to be used;**
 - **frequency of collection.**
- **To propose a standardized method for the management of residual matters for the whole City by the end of 2010.**

- **By 2012 at the latest, to implement a reduction in the collection of refuse for all boroughs to once per week.**

Even if the city centre will ensure – in a spirit of equity for all citizens, more efficiency and enhanced management – the control of the management of residual materials, **the decentralization of the delivery of related services by the boroughs will still be maintained.**

On the other hand, we will ensure that this management will be coordinated through networking between the boroughs, especially concerning complete and total access for all Montrealers to activities and installations of all the boroughs, no matter where they may live in the City.

Presently, the recovery rate for residual materials for the Montréal agglomeration is 34%, a far cry from the target of 60% determined by the government of Québec for 2008.

Recyclable materials constitute 40% of the content of a garbage bag. In 2009, the rate of recovery of recyclable materials of the agglomeration was 53%.

The problem with recyclable materials concerns the collection equipment. The new bag-container, which is now part of a pilot project, holds only 6 litres more than the former green container. On the other hand, the recyclable plastic bag, which was successfully used by the Ville-Marie borough, may hold up to 16 litres more than the former green container.

COMMITMENT

- **To increase the rate of recycling by encouraging the use of plastic bags all over the territory of the City and thus reach the 80% recycling goal by the end of 2011.**

Organic matter (kitchen leftovers) represents 47% of the contents of a garbage bag. In 2009, only 8% of organic matter was recycled in the city.

With the exception of a pilot project in five city boroughs, no infrastructure or general collection policy has yet been set up. The master plan does indeed call for the construction of infrastructure for the treatment of kitchen leftovers, but there is no fixed deadline for the realisation of all the projects regarding leftover collection.

Yet, according to a study done by the *Conseil régional de l'environnement de Montréal* (CRE-Montréal) in 2009, 80% of the population says it is in favour of a municipal policy for kitchen leftover collection.

COMMITMENTS

- **As of 2010, to educate the population (local and citywide) with a campaign in favour of the collection of organic leftovers.**

- **To choose an organic matter collection container towards the end of 2010 at the latest, and make sure that it is distributed to the boroughs as soon as 2011.**
- **To adopt, as early as 2011, a regulation against throwing organic matter within garbage.**
- **To reach our goal of having 80% of organic matter recycled by 2016.**
- **To ask the Québec Government to cover the costs of the installation of organic matter treatment infrastructure.**

Protection of Mount Royal

In 2005, the Québec Government created the historic and natural borough of Mount Royal, confirming the mountain's status as an historic site. In the wake of this action, the City of Montréal formed a consultation forum which led to the adoption of a plan for the protection and enhancement of Mount Royal, as well as the signing of a Heritage Pact with 14 institutions located on the slopes of the mountain.

This approach led to a dead-end because it could not stop the development of new residential projects on the perimeter of this historic borough that was decreed by Québec.

Faced with this type of a situation, a Harel-Labonté Administration is committed to protecting Mount Royal in its entirety and exercising strong leadership in the efforts to enhance this historic borough.

COMMITMENT

- **To protect Mount Royal, this powerful symbol of Montréal's identity, in its entirety.**

Access to the Saint Lawrence River

Montréal is an island with 315 km of river banks, only 40% of which are accessible. Even though swimming used to be a popular activity in the 50s almost everywhere around the island, who does not remember the Pointe-Calumet beach? Today, only 3 beaches are now available in the greater Montréal area (Cap Saint-Jacques, Île-Bizard, and the beach at Jean-Drapeau Park).

A Harel-Labonté Administration would give Montrealers greater access to the shores and river banks surrounding the island, by developing at least 3 swimming sites during its first term: In Pointe-aux-Trembles, a second in Old Montréal, and a third in the southwest section of the city (Verdun-LaSalle).

COMMITMENT

- **To carry out, during the first term, three projects to increase access to the river for swimming activities: In Pointe-aux-Trembles on the site of the old Beaudoin marina (The east beach), in Old Montréal, on the Jacques-Cartier pier, and in the southwest of the city (Verdun-LaSalle sector).**

Improving air quality

Problems related to poor air quality and pollution are first and foremost felt on smoggy days, both in summer and in winter, and are increasing year after year. Besides our transportation plan which is aimed at reducing atmospheric pollution produced by the movement of people, two additional steps will be taken by a Harel-Labonté Administration to improve air quality, fight winter smog and progressively eradicate ragweed.

Winter smog is caused primarily by burning wood in old, slow-burning stoves which are incapable of retaining the very fine particles that exit through chimneys. In Montréal, it is estimated that 50,000 people own this type of old stove. During the winter of 2008-09, 48 episodes of smog were recorded. In the wake of the regulation adopted by the Québec Government in 2009, the outgoing Administration adopted a regulation which forbids the purchase of new wood-burning stoves, but still allows the installation of gas and granule stoves and does not affect the existing stock of old stoves in use today. In the end, this does not solve the problem at all, making it obvious that the number of winter smog days will consequently not diminish.

COMMITMENT

- **To improve air quality by the replacing of the existing stock of old wood burning heating equipment within 7 years, and by prohibiting the installation and use of any heating equipment that releases more than 1g/hour of fine particles.**

About 20% of Montrealers have yearly allergies known as hay fever, which are caused by the spread of ragweed pollen. It is the main air contaminant in the Montréal region, an area where it seems to be constantly growing. Faced with this public health problem, a Harel-Labonté Administration will not limit itself to a regulatory approach which is not necessarily the most appropriate in the present circumstances. We instead propose a ragweed eradication campaign, which under the auspices of the City of Montréal, would bring together on a voluntary basis, citizens, ministries and government organisations whose premises are ragweed nursing grounds, merchants (especially pharmacists), NGOs and *Éco-quartiers*.

COMMITMENT

- **To carry out an aggressive ragweed eradication campaign in collaboration with all persons, government organizations, businesses and concerned companies.**

Protection of Agricultural Land

The coalition for the protection of agricultural land has indicated that agricultural dezoning has resulted in the loss of 32,000 hectares of good agricultural land in the Greater Montréal area in the period between 1981 and 2009.

These areas, situated on the Saint Lawrence plain, are some of the best and most fertile lands available. They contribute towards the diversity of lifestyles on the borders of the urban agglomeration and constitute a major sector of the metropolitan region's economy.

Protecting agricultural lands also means protecting economic activities, jobs, workers' revenues and the agri-food chain.

Since its creation in 1981, the protected agricultural zone has been subjected to various assaults from development and urban spread in the territory of metropolitan Montréal.

There is presently enough land available to satisfy all the demands from households for the next 20 years. Consequently, there is no reason for new zoning exclusions on agricultural lands.

COMMITMENTS

- **To reject, in its development planning, any agricultural dezoning on the territory of the Montréal Metropolitan Community (MMC).**
- **To systematically develop, in collaboration with the *Corporation des marchés publics de Montréal* and *l'Union des producteurs agricoles (UPA)*, community markets and urban agriculture.**

Time to Stop Wasting Water

Everybody knows that 2/3 of water pipes in Montréal are obsolete or about to be obsolete, and that the problem needs to be solved urgently. The outgoing Administration has given the boroughs the responsibility of replacing, maintaining and rehabilitating primary and secondary lines. This inevitably leads to a fluctuation in the types of services received depending on where one lives. This situation has to be changed in order to have an integrated and systematic approach to water management in Montréal.

Moreover, still under the Tremblay-Zampino Administration, a \$25 million annual water tax has been announced to be put into a special Water fund. However, this fund is simply an item in the city budget and does not constitute a law. A Harel-Labonté Administration is committed to putting an end to this situation by giving the Water fund legal status, with the staff and resources it needs to effectively carry out its mission.

Regarding the water meters, the excesses of the Tremblay-Zampino Administration in this area are likely to cost Montrealers a great deal. A Harel-Labonté Administration is committed to rectifying the situation and substantially reducing the cost of installing water meters for industries, businesses and institutions.

Moreover, given the scarcity of this resource and the enormously wasteful manner in which it is used, we will strive to reduce the use of drinkable water by 40%. This will be done through a water management plan which will sensitize citizens about this scarce resource, offer them different ways of saving water, promote the use of drinkable water rather than bottled water, and insist that the Québec Government impose a refund on small water bottles strewn everywhere.

COMMITMENTS

- **To give the Water Fund a real letters patent with the staff and means to effectively carry out its mission.**
- **To give priority to the repair and replacement of drinking water lines.**
- **To rapidly move towards a minimum 40% reduction in the use of drinking water in the long term.**

CONCLUSION

Montrealers share the same dream: to restart Montréal.

They want to be **proud of their new city**, of the way it is managed, its economic and social dynamism, the quality of its environment and its international reputation.

We are witnessing the end of a regime which has unfortunately weakened Montréal. It is almost over.

The Harel-Labonté duo, as well as all Vision Montréal candidates, will have the courage to make the necessary decisions and more importantly, to fully assume them. That is what it means to be an elected official. We will never waiver from carrying out this fundamental responsibility. We will not run away from our responsibilities.

We will give ourselves the means to achieve our goals. In this respect, we will give ourselves some additional flexibility, by rationing city services. By adopting a similar exercise that was done in the Ville-Marie borough in 2006, we expect to achieve a 5% savings from the budget, resulting in a 200 million dollar surplus year after year. Obviously, achieving our goals will require us to set up new priorities for the city, in terms of both operations and programs, as well as in terms of our investments.

In addition, once the metropolitan toll system is installed, an additional, recurrent sum of about 250 million dollars can be reinvested for improving the quality and frequency of our public transportation system, as well as for the ongoing improvement of the Montréal road network. Finally, we will cancel, as soon as we are elected, the "optimization" part of the water meter contract, which will increase our annual budget surplus by around 20 million dollars.

If we know how to manage, we also know how to dream. We have a big project for Montréal: hosting the 2020 Universal Exhibition. We want to use this major event as a catapult to beautify the city, revitalize our districts, welcome people and offer Montrealers a veritable springboard towards the rest of the world.

The Montréal that we want will belong exclusively to Montrealers. It will pull all its own strings, develop through the help of its leaders and leave no one behind.

The Montréal that we want is one that we want to build with you.

Together let's **restart Montréal!**

Welcome to this magnificent adventure.