

**JOINT STATEMENT OF THE GOVERNMENT OF QUÉBEC AND
THE NEW CITY OF MONTRÉAL
SIGNED AT THE
SOMMET DE MONTRÉAL, JUNE 2002**

A major undertaking for the future of Montréal

Preamble

Territorial development policies and the issue of urban governance are on the agenda of most member countries of the OECD and the European Union as well as most associations of American and Canadian municipalities. Pressures exerted on large cities by globalization, aging populations, and social and urban problems urge countries and large cities to equip themselves with the tools that will help them to better deal with these realities. Large cities are also widely recognized as strategic, privileged melting pots of culture, innovation, and development. As such, large cities deserve special attention.

Aware of the issues and challenges facing urban centres, the Government of Québec has committed itself to a major municipal reorganization that resulted in the creation of the new City of Montréal, thus consolidating its position as the second-largest French-speaking city in the world.

The Government of Québec recognizes from the outset that the densely populated urban setting, the heart of which is the new City of Montréal, plays a central role for all of Québec.

The Government of Québec emphasizes and recognizes the leadership role that the new City of Montréal has and must have in a broad range of industries or areas essential to the well-being and future of everyone in Québec. The Government depends on the new City of Montréal to promote Québec's influence and to ensure Québec's presence in the major networks of knowledge, industry, and culture. The growth and development of Montréal will benefit all Québeckers.

In this perspective, the time has come to set down the details of a new partnership between the Government of Québec and the new City of Montréal and to equip the latter with modern means that will enable it to fulfill its mandate, not only as the dispenser of services to citizens but also as the hub of the metropolitan area. Defining and respecting clearly specified priorities, decision-making autonomy, flexibility, quickness and effectiveness of municipal action, the adaptation of government involvement to the specific needs of the community as well as transparency of actions and accountability with regard to results—all of these will ensure the dynamism of this renewed partnership between the new City of Montréal and the Government of Québec, and allow Montréal, by building on the new conditions created by the integrated nature and synergies of its new territory, to consolidate and strengthen its position as a:

City of creativity and innovation, open to the world

City of knowledge and culture

City of sustainable development

City of solidarity, inclusiveness and good living

City of democracy, fairness and transparency

City with an efficient administration serving the community

JOINT STATEMENT

WHEREAS Montréalers are entitled to a quality municipal organization and services that fully meet their expectations;

WHEREAS the Government of Québec is constitutionally responsible on its territory for the organization of cities and that it shall maintain or create the conditions necessary for their full development;

WHEREAS the Government of Québec recognizes the importance of the leading role played by the new City of Montréal, as is the case with other new large cities created by municipal reform, with financial means, expertise, and know-how that benefit all of Québec;

WHEREAS the charter of the city has given it new responsibilities and specifies these responsibilities in economic, cultural, and social development;

WHEREAS the Government of Québec hopes to better support the new City of Montréal in the attainment of its objectives with regard to sustainable development in the economic, social, community, and cultural areas, as well as with regard to its influence and positioning on the international scene;

WHEREAS the Government of Québec and the City of Montréal have a tradition of working together already demonstrated through formal agreements and numerous joint-action mechanisms in several areas of activity;

WHEREAS the Government of Québec and the new City of Montréal wish to strengthen these ties and develop new ones;

WHEREAS establishing the city calls for new work and management methods to better meet the needs of citizens, and calls for an association based on new rules of partnership that allow for quick, flexible, and effective action;

WHEREAS the new City of Montréal has the size and all of the capabilities required to assume its responsibilities with increased freedom of action and independence;

WHEREAS the quick and harmonious development of the new City requires the joint involvement of a number of partners;

WHEREAS the Government of Québec has set precise orientations for the development of the new City of Montréal and hopes to harmonize its action on the territory of the city, in partnership with the new City;

WHEREAS the partnership between the City and the Government of Québec shall include rules and mechanisms that ensure transparency of action and accountability of results;

WHEREAS the new City has held a Sommet to better establish its priorities of action with the agreement of citizens, businesses and unions, associated groups and government representatives;

NOW, THEREFORE, the Government of Québec and the new City of Montréal state their desire to enter into a partnership contract or “city contract” by December 1, 2002, a contract that will set forth the terms and conditions of an association based on new rules of partnership as well as on the principles of transparency and accountability and whose implementation will begin January 1, 2003.

The discussions leading to this city contract shall comply with the following limits:

Article 1
Preamble

The preamble hereto shall form an integral part hereof.

Article 2
Underlying principles

- 2.1 The actions covered by the city contract shall meet the essential needs of citizens with regard to quality of life and municipal services and will follow the action plan previously agreed upon.
- 2.2 The implementation of these actions shall be entrusted to the group most able to efficiently and effectively meet the needs of citizens.
- 2.3 The term of the contract shall be for a period of at least 5 years in order to allow coherent planning, and shall include firm financial commitments to guarantee the carrying out of the agreed upon action plan.
- 2.4 The needs of Montréalers, the necessary improvements in certain services, the negotiation of working conditions, the amortization of the actuarial deficit, debt repayment, and the enhancement of Montréal's advantages—all of these will exert increasingly greater pressure on the expenditures of the new City.
- 2.5 The demands on the financial framework of the new City will require at once a decrease or careful prioritization of certain expenditures, the improvement of its fiscal structure, and the diversification of sources of revenue.
- 2.6 The financial contributions demanded of the new City and the Government, both on the level of initial investment and operating expenditures, shall take into account the required actions, their ability to pay, and the necessity of balancing the government's budgets.
- 2.7 Where applicable, amendments will be proposed if they are necessary to the implementation of the contract between Québec and the City of Montréal, and if they are necessary in order for the City to attain its objectives.
- 2.8 Where applicable, the various control measures agreed to will be *a posteriori* and will include performance indicators and the relevant progress reports, each party to the contract being accountable for the results it has committed itself to producing.

Article 3 Objectives

The purpose of the objectives set by the contract is:

3.1 To establish a concrete shared action plan and to define basic strategies starting from which the Government, the City, and other socio-economic actors concerned will direct their efforts to:

- **Increase the number of jobs and the quality of jobs**

Together with the business community, to maximize the spinoffs of public expenditures planned by the Government of Québec for the City by 2005. These expenditures alone, totalling \$10 billion including \$6 billion in investment, will create 68,000 jobs and maintain 42,000 other jobs.

- **Strengthen support for families**

Encourage the implementation of integrated family support services at the neighbourhood level by relying, in particular, on the 8,300 new childcare places on the territory of the new City of Montréal that the Government of Québec will develop during the next two years.

- **Substantially increase housing**

The Government and the new City will work together during the coming years to promote access to property, to encourage renovation of old sectors, and to stimulate the construction of housing units in order to meet observed market needs as a whole, and to re-establish the vacancy rate at its level of equilibrium (3%).

- **Develop a Montréal strategy for social development and full participation**

The Government and the new City hope to combine their efforts to reduce poverty, to fight the problems of exclusion of youth, the underprivileged, and the members of ethnic communities; and generally to strengthen the fabric of community life.

- **Guarantee the energy and quality of cultural life**

The Government and the new City hope to strengthen Montréal's role and its leadership as a city of culture and knowledge through the enhancement of the creative capacities of its various cultural stakeholders, the consolidation of the infrastructures necessary to this enhancement, and the protection and enhancement of the heritage.

- **Increase the international reputation of Montréal**

Together with the business and cultural communities, the Government of Québec and the new City plan to support and to promote the international reputation of Montréal.

- **Modernize infrastructures and ensure their sustainability**

The Government and the City hope to work together to bring the annual rate of rehabilitation of water distribution systems and the sewer network (currently below 0.3%) to 0.8% by 2007. For the 2008-2015 period, the targeted rate is 1.7%. They will also agree upon measures to take and deadlines for upgrading the standards of the City's water treatment plants, for implementing adequate processes for disinfecting wastewater, and for setting up the facilities required to control wastewater overflows.

Ensure the joint development of roads and public transit infrastructures especially in the eastern part of the island through the modernization of Rue Notre-Dame, including reserved lanes for public transit; and in the western part of the island by the development of certain sectors including the road network to access Dorval airport and the north-south Cavendish axis.

- 3.2 Consider downtown as a hub for economic development and facilitate access and travel in the hub by adding various measures and environmentally friendly and harmonized means of public transportation suited to the area.
- 3.3 Ensure the sustainability of the City's development.
- 3.4 Set up a dynamic, innovative city that is open to the world, while protecting is pleasant living areas through decentralized management focused on providing services to citizens.
- 3.5 Direct the choice of management to the best practices in all areas of activity and services, and implement efficient management methods and processes that will enable the modernization of the Municipal Administration.

Article 4 Content

The “city contract” will be made up of three major parts:

- 4.1 One part will define the general characteristics of the contract and will specify the new management rules, in particular:
 - . expected results;
 - . measures for controlling results (*a posteriori* control, performance indicators, progress reports, etc.);
 - . financial framework and management responsibilities.
- 4.2 For each of the previously mentioned objectives, one part dealing with the niches or sectors chosen for intervention, including, in particular and as indicators:
 - . housing;
 - . downtown;
 - . the consolidation of rundown neighbourhoods;
 - . social development;
 - . support for families;
 - . welcome and integration of immigrants;
 - . infrastructures;
 - . industrial development and high technology;
 - . culture
 - . local economic development;
 - . sports and recreation;
 - . tourism;
 - . transportation (transportation infrastructures and group transportation);

- . the protection of natural areas;
 - . brownfield remediation
- 4.3 One part concerning the financing of the various interventions identified, in particular:
- . economies of scale and the productivity efforts the City is committed to, through the modernization of the Municipal Administration to achieve a margin of manoeuvrability;
 - . the subsequent estimates of the level of capital expenditures and operating expenditures required to attain the objectives set and the agreed upon results;
 - . the definition of the implementation of new sources of revenue for the City.

Article 5 Implementation process

The parties agree to the implementation of the following negotiation structure in order to develop the terms and conditions of the “city contract” by December 1, 2002:

- 5.1 A steering committee comprising, for the Government of Québec, the ministre des Affaires municipales et de la Métropole, the ministre des Finances and the sectoral minister called for by the city contract; and, for the City, the Mayor, the President of the Executive Committee, and a borough president.
- 5.2 A subcommittee composed of the sous-ministre des Affaires municipales et de la Métropole, the sous-ministre des Finances, the sous-ministre of a sectoral minister called for by the city contract, (a seat that may be held by various ministers, in turn), the Director General of the City, the Assistant Director General in charge of finance, and an associate director general;
- 5.3 The required technical committees.

Article 6 Term

The term of the contract shall be for a period of at least 5 years.

IN VIRTUE WHEREOF, WE HAVE SIGNED IN MONTRÉAL, ON THURSDAY, JUNE 6, 2002

For the Government of Québec

Bernard Landry Premier ministre	date
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André Boisclair Ministre d'État aux Affaires municipales, À la Métropole, à l'Environnement et à l'Eau	date
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For the City of Montréal

Gérald Tremblay Mayor	date
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Frank Zampino President of the Executive Committee	date
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