

**A CITY THAT  
LIVES UP TO OUR  
ASPIRATIONS**

**S U M M A R Y**

**MARCH 2010**

REPORT OF THE TASK  
FORCE ON MONTRÉAL'S  
ISSUES OF GOVERNANCE  
AND TAXATION

COMMISSIONED BY:



Chambre de commerce  
du Montréal métropolitain  
Board of Trade of Metropolitan Montreal



The full text of the report is available in French at [www.cmm.qc.ca/rapport-gouvernance-fiscalite](http://www.cmm.qc.ca/rapport-gouvernance-fiscalite)



MESSAGE FROM THE  
PRESIDENT AND  
CEO OF THE BOARD  
OF TRADE OF  
METROPOLITAN  
MONTREAL

Montréal, March 31, 2010

Ladies and Gentlemen:

We all share the dream that Montréal will become a leader among cities, admired both for its quality of life and economic success. Our dream is of a dynamic, entrepreneurial, creative, inspiring and successful metropolis. We want Montréal to be an international city of culture; a pole of higher learning; a capital of design; a leader in the aerospace, interactive entertainment, and life sciences industries; a centre of creativity and innovation: in brief, a city that lives up to grand aspirations.

These aspirations, however, are founded on very real strengths. We have made progress over the past fifty years, particularly in the rate of general and university education. This progress can also be seen in the sometimes-painful but successful transition from an economy based heavily on manufacturing to an economy based on knowledge and the added-value segments of traditional economic sectors. We have redefined the identity of our city by building on the work of our creative minds from all fields — from the organization of major festivals to the reconfiguration of entire neighbourhoods around high-benefit projects. In short, we have good reasons to hold high expectations for the future of our city.

Yet, despite this progress, the expected results have not materialized, and Montréal is still at the bottom of the pack among North America's major cities. Based on this observation, we have sought to understand what needs to be fixed and to identify the barriers that are preventing the city from developing according to our dreams.

To take stock of this situation, and to serve as a catalyst wherever possible for the crucial decisions that will affect our future, the Board of Trade of Metropolitan Montreal asked a group of prominent experts and administrators to address Montréal's issues of governance and taxation.

In mandating this expert group, the Board of Trade wanted to receive an objective analysis that was neither complacent nor partisan regarding the situation of our region. In light of the bold recommendations issued in this report, it is clear that the Board of Trade made the right choice. Entitled "A city that lives up to our aspirations," the report proposes a series of concrete measures that will allow Montréal to enhance its dynamic nature and improve its efficiency.

We are confident that Montréal residents and the business community will give this report their full attention. This report does not pretend to be a comprehensive road map that will allow our city to

catch up for lost time. Instead, it proposes fundamental changes to help Montréal pursue its development on more solid ground, and to capitalize on its creativity and innovation.

I would like to thank all committee members, Ms. Diane Wilhelmy, Mr. Marcel Côté, Mr. Claude Séguin, Mr. André Boisclair, Mr. André Delisle, and Mr. Gilles Godbout, for agreeing to participate in this exercise. Each one of them became involved because they are committed to the success of Montréal, and we thank them warmly.

In closing, I would like to remind everyone that change is difficult. If we want a city that lives up to our ambitions, we must act with determination. We must support our elected representatives who have the courage to make difficult decisions. This is the commitment of the Board of Trade of Metropolitan Montreal.

**Michel Leblanc**



## MESSAGE FROM THE COPRESIDENTS



Montréal, March 31, 2010

To the President and CEO of the Board of Trade of Metropolitan Montreal:

On behalf of the task force, we are pleased to present our report on Montréal's issues of governance and taxation.

On September 10, the Board of Trade asked us to produce a series of simple recommendations that could be implemented quickly to improve the performance of our city. Although the essential part of what we are presenting to you today meets this criteria, we nevertheless had to address complex issues that required a nuanced approach. The document before you is therefore longer than we had anticipated, as the nature of our task led us to raise more questions and push our thinking further.

Our goal was not to perform an exhaustive review of the process that led to Montréal's current situation but rather to establish a thorough diagnosis of the situation so that we could then devise solutions. Two key messages emerge from our work: the City of Montréal must improve its organizational structure in light of the municipal transformations of recent years, while the Government of Quebec must take steps to adequately respond to the problems and needs of the metropolitan region.

This report suggests significant changes to certain organizational structures. We invite the people affected by these changes to put their particular interests in the proper perspective and to assume leadership by using this opportunity to reflect on the common good and future of our city.

We would like to thank André Boisclair, André Delisle, Gilles Godbout and Diane Wilhelmy, who are co-signatories of this report and with whom we had the pleasure of working. We would also like to thank Louis Roquet, who was a member of the group at its inception but who chose to contribute to Montréal's future in another way by accepting the position as Montréal's city manager.

We hope that this report will meet your expectations and lead to changes that will benefit all residents of the metropolitan region.

  
**Marcel Côté**

  
**Claude Séguin**

**A CITY  
THAT LIVES  
UP TO OUR  
ASPIRATIONS**  
TASK FORCE  
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## SUMMARY

In May 2009, the Association des économistes québécois (ASDEQ) held its annual conference with one of the main themes being “Major cities: engines for economic development”. A backdrop to this theme was Montréal’s role as the economic engine of Quebec and, by extension, its economic health as a major city.

A few weeks later, the conference chair, Mr. Marcel Côté, and the conference program chair, Mr. Claude Séguin, proposed the creation of a task force (one of many recommendations issued at the conference), which would give local and provincial political authorities solutions on improving governance and municipal taxation in the Montréal region.

The Board of Trade of Metropolitan Montreal decided to accept the invitation of the two conference chairs to create a task force on this issue and to provide funding for their work. Mr. Côté and Mr. Séguin agreed to co-chair the task force, which was also composed of people who had each had the opportunity in the past to address Montréal-related issues as part of their professional duties, particularly with the Government of Quebec. Joining the co-chairs were:

- Mr. André Boisclair, Consultant, Strategic Development and Public Affairs, former Minister of State for Municipal Affairs and Greater Montréal, Government of Quebec.
- Mr. André Delisle, Corporate Director and Consultant, former Director of Finance for the City of Montréal, and former Assistant Deputy Minister, Ministère des Finances du Québec.
- Mr. Gilles Godbout, Consultant and former Deputy Minister, Ministère des Finances du Québec.
- Ms. Diane Wilhelmy, Consultant, former Deputy Minister, Ministère des Relations internationales du Québec, and former Quebec Delegate General in New York.

This report presents the conclusions of the task force. After six months of discussion, the team became convinced of the need for a major shift in how the Montréal region is organized so that it can face local challenges. This understanding was also widely shared by the majority of people interviewed as part of the task force’s work.

This report is also in line with many government reports such as the ones produced by Messrs. Picard, Pichette, Bédard and Bernard, who for thirty years

have investigated the problems of the Montréal region. The respective professional experience of the task force members made them very aware of how difficult it can be to change organizational structures. It was therefore with the goal of facilitating this change that the task force approached its mandate.

## THE NEED FOR A MAJOR SHIFT

The major municipal organizational structures in the region and their underlying principles are the result of political decisions arising from debate that lasted over ten years. The task force did not believe it was within the scope of its mandate to challenge these major organizational structures, such as the Communauté métropolitaine de Montréal (CMM), the structure of the boroughs in Montréal and Longueuil, and the powers allocated to the cities of the region by the Government of Quebec. However, these broad political boundaries do provide much room to improve what is already in place and to make a change in direction.

There is much need for this new direction. Indeed, how long will we accept that the region of Montréal is ranked among the bottom of North American cities, ranked last in wealth, and ranked second last in productivity? How long will we accept the problems of poverty and inequality that go hand-in-hand with this weak economic performance? How long will Quebecers accept that their metropolis is not really the economic engine that it is supposed to be, given that it is ranked second last among the sixty major cities in industrialized countries in terms of the power to stimulate the economy in their zone of influence?<sup>1</sup>

We could try to shut our eyes to the situation. The report of the OECD expert committee on the economy of the Montréal region (published in 2004 and unfortunately forgotten) presented a very similar diagnosis. The reality it described remains true today whether we choose to see it or not. Immigrants, however, are well aware of this reality. Despite our governments’ efforts, three times more newcomers choose to settle in Toronto over Montréal each year.

This economic underperformance of the Montréal region is obviously not solely due to deficiencies in governance and taxation. The work of the ASDEQ, however, has pinpointed how these elements could help make Montréal a city that is more efficient and therefore more attractive and more productive. It is from this standpoint that improving governance and taxation becomes important.

The municipal structures in place are the result of layers upon layers of initiatives taken over the years. Some of these were necessary due to circumstances of the day.

<sup>1</sup> POLÈSE, Mario. 2009. *The Wealth and Poverty of Regions : Why Cities Matter*. Chicago : University of Chicago Press.

Others were compromises stemming from sometimes unforeseen negative consequences. There are no guilty parties behind the shortcomings that emerged; the culprit is rather good intentions that have outlived their usefulness and no longer correspond to today's reality. Of particular concern to us is the fragmented nature of many of these organizational structures.

## OUR RECOMMENDATIONS

The task force has formulated 33 recommendations. While some of these touch on more organizational aspects, they are all important and achievable. They can be grouped under the main chapters of the report. Given the scope of its mandate, however, the task force had to limit its focus and prioritize five issues that it studied in depth: the management of the City of Montréal, the organization of the Government of Quebec in the metropolis, the organization and promotion of economic development in the region, public transit, and tax issues.

In 2000, the Island of Montréal launched a twofold integration and decentralization process, which, six years later, led to a city comprised of 87% of the population, an agglomeration responsible for collective services on the entire island, more equitable tax sharing, and 19 decentralized boroughs with their own elected representatives for the delivery of local services.

After four years of operation, some shortcomings have appeared in the organizational structures. Thus, it is clear that the City of Montréal must strengthen its core corporate services. With a budget of \$5 billion, the city needs to develop an internal counterweight similar to a treasury board, which almost every public administration of a similar size in North America already has. Montréal should also be better structured so that decentralization is not only effective but also efficient. In this regard, the City of Montréal could learn from governments and large companies that are also decentralized and whose continuity is ensured by sound management practices. Hence the importance of shared norms and standards in particular as well as the importance of grouping support and expertise as shared services within the administration.

The task force also found it essential to clarify the authority of the city manager over the borough managers. In fact, the task force recommends that borough managers report administratively to the city manager. This hierarchy would not change the borough managers' duties in relation to the borough's elected representatives. In fact, they would remain at the service of their borough mayors, just as deputy ministers report to ministers or just as district managers in Paris report to their district mayors. The task force also recommends

a similar change for borough financial directors.

In another vein, the task force has discovered the "non-organizational structure" of the Government of Quebec in relation to the metropolitan reality. The structures that currently define the Quebec government's presence in the Montréal metropolitan area, which is fragmented into five administrative regions, are based on a logic that unfortunately ignores the reality of the city. Almost all senior officials and political leaders of the Government of Quebec who met with the task force also admitted that the government has no real awareness of the metropolitan reality. Recovery programs, commitments and discourse will have little impact as long as the Quebec government is not better organized in the Montréal metropolitan region. Currently, it is not operating in an optimum manner due to a lack of consideration for Montréal's fundamental reality: that it is integrated within a metropolitan area.

The dysfunctional nature of the Quebec government's organizational structures in the region is clear in the promotion of economic development, in that fragmentation and centrifugal pressure are not counterbalanced through relevant, strong and integrated structures. The task force has made various recommendations to better organize the Quebec government's presence in the region while considering the administrative logic that governs the current organizational structure. As a result, the task force recommends that a ministerial committee and a secretariat be created for the Montréal metropolitan region. The task force also recommends streamlining the many organizations created or financially supported by the Government of Quebec and that result in an unacceptable fragmentation of efforts to promote economic development.

The business community also has a responsibility in this regard: it could be better organized to put pressure on local, provincial and federal governments. The Board of Trade of Metropolitan Montreal, which sponsored our work, must provide leadership at this level while mobilizing the strengths of this community through a Council of leaders, whose aim would be to maximize the potential impact of economic leaders on the policies of governments in the Montréal region.

Public transit is a microcosm of the challenges facing the metropolitan region, as it is an issue marked by indecision, friction and a lack of accountability. The Quebec government has set ambitious sustainable development goals that will have a major impact on the organization of regional public transit. These goals will not materialize without significant emphasis on public transit and urban densification to counter the

trend towards urban sprawl, a phenomenon that has been stimulated at the same time by the implementation and expansion of the commuter train network in recent years.

These considerations led us to propose a fundamental structural change to the governance of public transit in the region. The Government of Quebec is the only authority with the power to make political and technical compromises related to the future development of the metropolitan transit system. The task force proposes that the government assume full responsibility for developing the metropolitan public transit system. It will of course have to consult the region and in particular take into account the CMM land use plan. In the end, the government will have to make the necessary compromises between the interests of municipalities, its sustainable development objectives, and the network development costs for which it is almost entirely responsible. These compromises are what will shape the evolution of the region that is home to half of all Quebecers.

To make such a policy a reality, the task force proposes that the AMT be replaced by a government corporation responsible for planning and implementing the development of the regional transit system within the orientations of the Government of Quebec. The other operational responsibilities of the AMT should be transferred to the CMM, as the municipalities have all the skills required to manage these tasks.

Finally, the task force addressed the region's tax situation at the municipal level. Contrary to the assumptions of some experts on municipal taxation, our work indicates that property taxes are very appropriate as the main source of funding for municipalities in the Montréal region, especially considering that they have almost exclusive rights over this area of taxation. The City of Montréal's desire to reduce the gap between property taxes for its residents and those in the suburbs, particularly Laval and Longueuil, led it to freeze tax bills in recent years. More than anything else, this political decision is at the root of the city's latent financial crisis, as has been reported in the media for several years. A city cannot afford to freeze tax bills without risking a budget impasse.

The main issue for the city's finances is public transit funding: major infrastructure projects (such as renovations to the metro and metro cars), the desire of all stakeholders to increase the use of public transit, and the need to provide the metropolitan region with a truly integrated regional network will require major investment to the order of approximately \$10 to \$15B in the next decade. The resulting increase in services will

lead to significant pressure on municipal budgets in the context of current funding rules, even with a major contribution from the Government of Quebec to key infrastructure. This is why the task force recommends that a regional ad valorem gas tax could be imposed throughout the metropolitan region served by regional transit infrastructures. Every penny of tax would generate approximately \$35 million. Although collected by the Government of Quebec, the tax would be determined by the elected representatives of the CMM. In summary, political accountability would follow from financial accountability.

## MONITORING

The task force's 33 recommendations are listed on the following pages at the end of this summary. They are obviously of varied importance and involve different authorities, as some require legislative changes while others require simple decrees. A number of them will only require administrative decisions. Systematic monitoring of their implementation will be necessary. Chapter 7 mentions a recent report by the Auditor General of Quebec, which pointed out the lack of monitoring of legal requirements in relation to public transit by most governmental and municipal authorities in the region, a finding that surprised the task force.

As the recommendations of the task force can be applied quickly, systematic monitoring is justified and should be carried out by the Board of Trade of Metropolitan Montreal. The recommendations can be grouped according to the authorities involved.

### **1. City of Montréal**

Organization of central decision-making, service standards, shared services, indexing of property taxes, support for major projects, independence of the audit committee, funding for necessary investments, and water taxes.

### **2. Government of Quebec**

Ministerial committee, Secretariat for the metropolitan region, regional statistics, assistant deputy ministers, strategic metropolitan plans, framework agreement on economic development, public transit orientations, change of mission of the AMT, streamlining local development organizations in Montréal, CRÉ.

### **3. City of Montréal and Government of Quebec**

Amendments to the Charter of the City of Montréal.

### **4. Communauté métropolitaine de Montréal**

Public transit operations, Montréal International, gas tax for public transit.

### **5. Board of Trade of Metropolitan Montreal**

Creating of Council of leaders, monitoring of recommendations.

## **THE COURAGE TO ACT**

The task force would like to thank everyone who contributed to this report, particularly the Board of Trade of Metropolitan Montreal, which provided the necessary resources that allowed the task force to fulfill its mandate. The task force members witnessed a deep desire for change in the community and hopes that these recommendations will be implemented as a result of that desire. Montréal and its region can improve greatly on its current economic performance. Improving governance and municipal taxation in the region could be an important milestone in this process.

## **TASK FORCE MEMBERS**

**Marcel Côté**  
**Claude Séguin**  
**André Boisclair**  
**André Delisle**  
**Gilles Godbout**  
**Diane Wilhelmy**

## LIST OF RECOMMENDATIONS

### RECOMMENDATION 1 :

THE CITY OF MONTRÉAL MUST HAVE A CENTRALIZED SERVICE THAT INDEPENDENTLY ANALYZES THE VALUE AND POSSIBILITIES OF ANY PROJECT WITH FINANCIAL REPERCUSSIONS BEFORE THE PROJECT IS SUBMITTED TO POLITICAL AUTHORITIES FOR APPROVAL.

### RECOMMENDATION 2 :

THE CITY OF MONTRÉAL MUST STRENGTHEN ITS CENTRAL SERVICES SO THAT THEY CAN ADEQUATELY FULFILL THEIR DESIGNATED FUNCTIONS.

### RECOMMENDATION 3 :

THE CHARTER OF THE CITY OF MONTRÉAL SHOULD BE AMENDED SO THAT BOROUGH MANAGERS ARE APPOINTED BY THE CITY MANAGER (AFTER APPROPRIATE CONSULTATIONS) AND THAT THEY FALL UNDER THE ADMINISTRATIVE AUTHORITY OF THE CITY MANAGER. THIS RECOMMENDATION SHOULD ALSO APPLY TO FINANCIAL DIRECTORS, WHO FOR THEIR PART SHOULD FALL UNDER THE ADMINISTRATIVE AUTHORITY OF THE DIRECTOR OF FINANCE OF THE CITY OF MONTRÉAL.

### RECOMMENDATION 4 :

THE CITY COUNCIL SHOULD REVIEW THE COMPOSITION OF THE AUDIT COMMITTEE TO ENSURE THAT THE MAJORITY OF MEMBERS ARE INDEPENDENT AND THAT NONE OF THEM SIT ON THE EXECUTIVE COMMITTEE.

### RECOMMENDATION 5 :

THE CITY OF MONTRÉAL SHOULD BE THE SOLE BODY RESPONSIBLE FOR THE PUBLIC CONSULTATION PROCESS TO APPROVE MAJOR PROJECTS. IT SHOULD ALSO SIMPLIFY APPROVAL MECHANISMS AND DEVELOP EASY-TO-ACCESS SUPPORT AND ASSISTANCE MECHANISMS FOR DEVELOPERS IN ORDER TO FACILITATE THESE PROJECTS.

### RECOMMENDATION 6 :

IN CONSULTATION WITH THE BOROUGHs, THE CITY OF MONTRÉAL SHOULD IDENTIFY THE LOCAL SERVICES PROVIDED BY BOROUGHs FOR WHICH SERVICE STANDARDS SHOULD APPLY. PRIORITY SERVICES FOR WHICH SUCH STANDARDS SHOULD BE PUT IN PLACE MUST BE EXPLICITLY IDENTIFIED. ONCE THE STANDARDS ARE DEFINED, THEIR APPLICATION SHOULD BE SUBJECT TO IMPLEMENTATION AND MONITORING MECHANISMS.

### RECOMMENDATION 7 :

THE CITY OF MONTRÉAL SHOULD CONDUCT A SYSTEMATIC REVIEW OF ADMINISTRATIVE AND TECHNICAL SUPPORT SERVICES CURRENTLY DIVIDED AMONG THE BOROUGHs AND DEFINE THE CONDITIONS THAT WILL ENCOURAGE THESE SERVICES TO BE GROUPED INTO SHARED SERVICE UNITS.

### RECOMMENDATION 8 :

THE ORGANIZATIONAL STRUCTURES OF THE BOROUGHs SHOULD BE APPROVED AT CITY LEVEL. THE CITY SHOULD ALSO DEVELOP A UNIQUE FRAMEWORK FOR HIRING AND ALLOCATING FIXED-PRICE CONTRACTS WITH VERY CLEAR GUIDELINES FOR THE BOROUGHs. THE BOROUGHs SHOULD BE OBLIGATED TO JUSTIFY EXTERNAL HIRING WHEN INTERNAL RESOURCES ARE AVAILABLE.

### RECOMMENDATION 9 :

THE CITY OF MONTRÉAL SHOULD REVISE ITS ACCOUNTABILITY RULES FOR THE COST OF FUNDING UPGRADES IN BOROUGHs THAT ARE NOT AS WELL EQUIPPED IN ORDER TO ELIMINATE CURRENT INEQUALITIES.

### RECOMMENDATION 10 :

THE QUEBEC GOVERNMENT SHOULD ESTABLISH A MINISTERIAL COMMITTEE RESPONSIBLE FOR COMPLIANCE WITH GOVERNMENT POLICIES WITH REGARD TO THE CITY AND THE DIRECTION OF RELATIONS BETWEEN REGIONAL AUTHORITIES AND THE GOVERNMENT.

### **RECOMMENDATION 11:**

THE GOVERNMENT SHOULD ESTABLISH A SECRETARIAT FOR THE METROPOLITAN REGION WHOSE TWO-FOLD MISSION WILL BE TO SUPPORT THE MINISTERIAL COMMITTEE IN ITS COORDINATION OF GOVERNMENT POLICIES AND TO ENSURE THAT GOVERNMENT OFFICIALS COOPERATE WITH STAFF IN THE MONTRÉAL METROPOLITAN REGION TO PROMOTE THE DEVELOPMENT OF THE CITY.

### **RECOMMENDATION 12:**

THE INSTITUT DE LA STATISTIQUE DU QUÉBEC SHOULD HAVE THE MANDATE AND RECEIVE THE NECESSARY RESOURCES TO DEVELOP AND IMPLEMENT AN ECONOMIC AND SOCIAL STATISTICS PROGRAM FOR THE METROPOLITAN REGIONS OF QUEBEC, INCLUDING IN PARTICULAR THE MONTRÉAL METROPOLITAN REGION.

### **RECOMMENDATION 13:**

EACH MINISTRY OF THE QUEBEC GOVERNMENT SHOULD PREPARE AN ACTION PLAN FOR THE CITY TO ENSURE THAT THE PROGRAMS MANAGED IN REGIONAL ADMINISTRATIVE OFFICES CORRESPOND TO THE DEVELOPMENT PRIORITIES FOR THE CITY AS A WHOLE.

### **RECOMMENDATION 14:**

WITH THE MONTRÉAL COMMUNITY, THE QUEBEC GOVERNMENT SHOULD CREATE A DEVELOPMENT STRATEGY WITHIN A FRAMEWORK AGREEMENT WITH REGIONAL POLITICAL AUTHORITIES AND THE REGION'S BUSINESS COMMUNITY. THIS AGREEMENT SHOULD BE COORDINATED BY THE SECRETARIAT FOR THE METROPOLITAN REGION. THIS STRATEGY SHOULD BE BASED ON A BALANCED SCORECARD OF DEVELOPMENT INDICATORS FOR THE REGION THAT INTEGRATE COMPARATIVE MEASURES WITH OTHER CITIES.

### **RECOMMENDATION 15:**

THE MINISTÈRE DU DÉVELOPPEMENT ÉCONOMIQUE, DE L'INNOVATION ET DE L'EXPORTATION AND THE MINISTÈRE DE L'EMPLOI ET DE LA SOLIDARITÉ SOCIALE SHOULD ENTRUST THE RESPONSIBILITY OF THEIR FIVE REGIONAL OFFICES IN THE MONTRÉAL REGION TO AN ASSISTANT DEPUTY MINISTER.

### **RECOMMENDATION 16:**

THE QUEBEC GOVERNMENT SHOULD ABOLISH THE CRÉS WHOSE TERRITORIES CORRESPOND TO THOSE OF A MUNICIPALITY AND TRANSFER THEIR RESPONSIBILITIES AND BUDGETS TO CITIES OR MUNICIPALITIES THAT CORRESPOND TO THEIR TERRITORIES.

### **RECOMMENDATION 17:**

THE TASK FORCE RECOMMENDS THAT THE GOVERNMENT OF QUEBEC STREAMLINE THE NETWORK OF CLDs, CEDCs AND SAJES ON THE ISLAND OF MONTRÉAL IN ORDER TO CONSOLIDATE STRENGTHS AROUND A SMALLER NUMBER OF POLES.

### **RECOMMENDATION 18:**

THE TASK FORCE RECOMMENDS THAT INFLUENTIAL ECONOMIC LEADERS IN THE REGION SUPPORT THE CREATION OF A "COUNCIL OF LEADERS," WHICH WOULD ACT AS A STRONG VOICE REPRESENTING THE BUSINESS COMMUNITY ON REGIONAL ECONOMIC DEVELOPMENT ISSUES WITH POLITICAL AUTHORITIES.

### **RECOMMENDATION 19:**

THE CMM SHOULD MAINTAIN MONTRÉAL INTERNATIONAL'S MANDATE TO ATTRACT FOREIGN INVESTMENT AND MAINTAIN ITS BUDGET. CITIES AND COMMUNITIES MAY ALSO DECIDE TO EXPAND THIS DEVELOPMENT MANDATE TO INCLUDE INVESTMENT IN FOREIGN SUBSIDIARIES IN THEIR RESPECTIVE TERRITORIES.

## RECOMMENDATION 20:

MONTRÉAL INTERNATIONAL AND INVESTISSEMENT QUÉBEC SHOULD COLLABORATE TO ATTRACT FOREIGN INVESTMENT IN THE MONTRÉAL REGION AS PART OF A FORMAL PARTNERSHIP THAT WOULD SPECIFY THE ROLES AND RESPONSIBILITIES OF EACH PARTY. THIS WOULD ALLOW MONTRÉAL INTERNATIONAL TO FREE UP MORE RESOURCES TO MARKET THE REGION INTERNATIONALLY.

## RECOMMENDATION 21:

THE QUEBEC GOVERNMENT SHOULD ASSUME FULL RESPONSIBILITY FOR PUBLIC TRANSIT IN THE MONTRÉAL REGION. AFTER CONSULTING WITH LOCAL POLITICAL AUTHORITIES, IT SHOULD DETERMINE THE MAJOR DEVELOPMENT ORIENTATIONS AND PRIORITIES FOR THE REGIONAL PUBLIC TRANSIT NETWORK, INCLUDING THE METRO. THESE PRIORITIES SHOULD REFLECT THE CHANGING DEMOGRAPHICS OF THE REGION AND ITS OWN SUSTAINABLE DEVELOPMENT POLICIES.

## RECOMMENDATION 22:

THE CMM SHOULD QUICKLY COMPLETE ITS LAND USE PLAN AND SUBMIT ITS RECOMMENDATIONS TO THE GOVERNMENT OF QUEBEC ON THE DEVELOPMENT ORIENTATIONS AND PRIORITIES FOR THE REGIONAL PUBLIC TRANSIT NETWORK.

## RECOMMENDATION 23:

THE QUEBEC GOVERNMENT SHOULD REPLACE THE AMT WITH A GOVERNMENT CORPORATION WHOSE PRIMARY MISSION WOULD BE TO PLAN AND BUILD THE INFRASTRUCTURE OF THE REGIONAL PUBLIC TRANSIT NETWORK IN THE MONTRÉAL REGION BASED ON THE ORIENTATIONS AND PRIORITIES ESTABLISHED BY THE GOVERNMENT OF QUEBEC.

## RECOMMENDATION 24:

POLITICAL RESPONSIBILITY FOR THE OPERATION OF THE REGIONAL TRANSIT SERVICES CURRENTLY SUPERVISED BY THE AMT SHOULD BE GIVEN TO THE CMM.

## RECOMMENDATION 25:

THE TAX REVENUE DEDICATED TO METROPOLITAN PUBLIC TRANSIT SERVICES, WHICH IS CURRENTLY MANAGED BY THE AMT, SHOULD BE MANAGED BY THE CMM FOR THE SAME PURPOSE.

## RECOMMENDATION 26:

THE TASK FORCE RECOMMENDS MAINTAINING PROPERTY TAXES AS THE MAIN BASE OF TAX REVENUE FOR MUNICIPALITIES IN THE REGION.

## RECOMMENDATION 27:

THE TASK FORCE RECOMMENDS THAT THE CITY OF MONTRÉAL ESTABLISH A WATER TAX POLICY TO COVER ALL COSTS REQUIRED TO UPGRADE PRODUCTION AND DISTRIBUTION FACILITIES.

## RECOMMENDATION 28:

THE QUEBEC GOVERNMENT SHOULD FUND SPECIALIZED POLICE SERVICES AND SCHOOL TRANSPORTATION SERVICES IN MONTRÉAL.

## RECOMMENDATION 29:

THE TASK FORCE RECOMMENDS THAT THE CITY OF MONTRÉAL PERFORM COMPARATIVE STUDIES OF MUNICIPAL SERVICES TO DETERMINE ITS EFFICIENCY COMPARED TO LARGE NORTH AMERICAN CITIES THAT OPERATE IN A SIMILAR CONTEXT.

## RECOMMENDATION 30:

THE CITY OF MONTRÉAL SHOULD INCREASE PROPERTY TAXES EACH YEAR BY AT LEAST THE LEVEL OF INFLATION.

### **RECOMMENDATION 31:**

THE TASK FORCE RECOMMENDS THAT THE GOVERNMENT OF QUEBEC AUTHORIZE THE CMM ON BEHALF OF THE GOVERNMENT TO LEVY AN AD VALOREM TAX ON THE GASOLINE SOLD ON ITS TERRITORY FOR THE EXCLUSIVE PURPOSE OF PUBLIC TRANSIT.

### **RECOMMENDATION 32:**

THE QUEBEC GOVERNMENT SHOULD ENSURE THAT TRIPARTITE FINANCIAL ASSISTANCE PROGRAMS FOR THE REPAIR AND RENEWAL OF URBAN INFRASTRUCTURE ARE EXTENDED BY AT LEAST FIVE YEARS AND ADAPTED TO THE SCOPE OF THE REQUIRED REPAIRS.

### **RECOMMENDATION 33:**

THE TASK FORCE RECOMMENDS THAT THE BOARD OF TRADE OF METROPOLITAN MONTREAL CREATE A PROGRAM TO MONITOR THE RECOMMENDATIONS OF THIS REPORT AND THAT IT REPORT BACK REGULARLY TO THE COUNCIL OF LEADERS AND THE VARIOUS AUTHORITIES MENTIONED IN THESE RECOMMENDATIONS.





