

CHARTING OUR INTERNATIONAL FUTURE :

BUILDING A COMPETITIVE, ATTRACTIVE,
INTERDEPENDENT AND RESPONSIBLE COMMUNITY

STRATEGIC VISION STATEMENT

VISION 2025



Communauté métropolitaine
de Montréal



La Communauté métropolitaine de Montréal

The Communauté métropolitaine de Montréal is made up of 63 municipalities and has a population of 3.4 million covering approximately 4,360 square kilometres. It is the organization responsible for planning, coordinating and financing the following:

- land planning;
- economic development;
- social housing;
- facilities, infrastructures, metropolitan services and activities;
- public transportation;
- metropolitan arterial network;
- waste planning and management;
- air purification;
- wastewater purification;

The Communauté métropolitaine de Montréal has 4 objectives:

- Provide the region with a common, shared vision, followed by an economic development plan, a land use and development plan and comprehensive planning services, that will help the Montréal metropolitan area to compete at the international level;
- Ensure an harmonious development of the Communauté's territory by providing a quality setting for the citizens of the region;
- Establish a metropolitan financing system based on a diversification of revenue sources, to ensure the Communauté's activities and services;
- Harmonize government and regional organization policies and programs with the Communauté métropolitaine's activities;

Our Vision 2025 web site Charting our international future

[HTTP://WWW.CMM.QC.CA/VISION2025](http://www.cmm.qc.ca/VISION2025)



You will find an interactive presentation of our Vision 2025, information on the public consultation, different documents of interest and the Club 2025.

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Charting our international future

A MESSAGE FROM THE PRESIDENT



Vision 2025, Charting our international future, is a twenty-first century vision for our metropolitan region. It marks a significant step in the short history of the Communauté métropolitaine de Montréal. It is a proposal to adopt a new way of thinking and building our community by looking at our region in 25 years.

Our vision addresses several issues such as transportation, the quality of our air, our land and our water, our quality of life, and our economic development that will require specific strategies if we want to be a leading region in the Americas of tomorrow.

To achieve this we must work together and it requires collaboration among different groups, among governments, among municipalities and among the private sector.

The vision that we present today had been discussed for the last year by the mayors and councillors of the 63 municipalities of the metropolitan region. But to be successful, a vision has to be shared by all the stakeholders and most of all by the population's community. It is time now to listen to what our population has to say on this important matter.

The public consultation that will take place in May is an important exercise in participatory democracy. I hope it will lead to an important mobilization



to shape our common future and build a society that will always have in mind a better balance between economic prosperity, environmental respect and social equity.

Your point of view is essential to the successful outcome of Vision 2025: Charting our international future, because once we share a common vision we can make a long term commitment to making decisions on how we manage our metropolitan region.

A handwritten signature in black ink, appearing to read 'Gérald Tremblay'.

Gérald Tremblay

A STRATEGIC VISION FOR DEVELOPMENT¹

This strategic vision of the Communauté métropolitaine de Montréal (CMM) represents what our society wants to become by 2025. It is a call to action and mobilization to shape our common future.

Based on the values shared by the CMM's population, Vision 2025 is inspired by the will to achieve a balance among economic prosperity, environmental respect and social equity.

Vision 2025 will guide us in making a better use of our assets, consolidating our brand image and strengthening our identity. It proposes a collective project to be supported by the population.

Formulating this vision is an important exercise for the CMM. A recent CMM study, «Vision stratégique, tome 1: diagnostic et défis»³, profiles the Montréal metropolitan region, pinpoints its strengths and weaknesses, provides a diagnosis and identifies the challenges that the Communauté métropolitaine de Montréal is called upon to meet over the next twenty years.

Vision 2025 has been discussed through a consultation process with all the elected officials from the region's municipalities, held in October 2002.² In the weeks ahead, it will be at the centre of a second round of consultations, this time carried out with the organizations and population of the metropolitan area.

METROPOLITAN GOVERNANCE AND FINANCING⁴

Throughout the consultations with the CMM's municipalities, two issues have consistently been of concern: metropolitan governance and metropolitan financing.

The introduction of a new metropolitan administration always raises legitimate questions regarding functioning, responsibilities and financing. However, to take on the challenge of globalization and ensure coherent planning, it is essential to realize that strengthening the metropolitan region depends on regional leadership shared by elected municipal representatives⁵. To assert this leadership, we must ensure constant participation of all municipalities to develop a metropolitan culture.

This endorsement depends on financing consistent with the new metropolitan dynamic. The traditional sources of municipal financing are barely sufficient to meet local obligations. A new financial partnership must be established, based on metropolitan financing that permits diversification of revenue sources. This partnership will give the region new financial means to support its economic development and its land use planning choices, while strengthening its quality of life.

Charting our international future

Charting our international future : building a competitive, attractive and sustainable community



A COMMUNITY WITH A COMPETITIVE ECONOMY BASED ON TALENT, TOLERANCE AND TECHNOLOGY

In 2025, the Montréal metropolitan community is positioned as one of the leading metropolitan regions in the Americas. It is recognized for its skilled and productive workforce and its strong presence in the dynamic and strategic clusters of the new economy. It is a «smart growth» community that fosters knowledge, creativity and culture.

A COMPETITIVE COMMUNITY WITH AN INTEGRATED APPROACH TO FREIGHT AND PASSENGER TRANSPORTATION

In 2025, the community is one of North America's leading intermodal transportation centres thanks to the interconnection of the road, air, maritime and rail networks. These systems are recognized as safe, reliable and fluid. Above all, the community has met the challenge of mass transit by developing a fast, accessible, attractive and flexible system that has significantly reduced the use of the automobile.

AN ATTRACTIVE COMMUNITY WITH AN EXCEPTIONAL LIVING ENVIRONMENT ENHANCED BY QUALITY PLANNING

In 2025, the community offers its population an outstanding living environment enhanced by quality planning. The community's territory is developed on the basis of consolidated, denser and dynamic urban entities. The downtown core continues to play a leading role in financial, commercial and service industry activities, while offering an attractive living environment for its residents. Its cultural and tourist vitality is an internationally attractive asset for the community. The residential neighbourhoods and boroughs of the community's municipalities are considered safe and offer quality local services. Agricultural land is recognized as an essential component of the metropolitan ecosystem.

AN ATTRACTIVE COMMUNITY THAT PRESERVES AND ENHANCES ITS ENVIRONMENT

In 2025, the public has access to unique observation sites, places of relaxation and recreational activities because its natural areas, including the Montérégie hills, have been enhanced and preserved. The community has facilitated the deployment of a metropolitan system of bicycle and hiking paths and a nautical network. The population has reclaimed its blue spaces, where swimming is now permitted. The community stands out for the quality of its air and water and its high rate of waste reclamation.

attractive, interdependent and responsible community⁶



AN INTERDEPENDENT COMMUNITY RECOGNIZED FOR ITS TOLERANCE AND OPENNESS

In 2025, the community is recognized worldwide for its festive character, «joie de vivre» and tolerance. Its social fabric is diverse. The community continues to benefit from an intense cultural life and a creative artistic milieu. Services are accessible to the entire community and each household has access to decent housing. Community involvement is recognized as an important value for the society's well-being. The community's spirit of inclusiveness is a source of pride.

AN INTERDEPENDENT COMMUNITY THAT BENEFITS FROM A PLURALISTIC PARTNERSHIP WITH THE ORGANIZATIONS INVOLVED IN ITS DEVELOPMENT

In 2025, the community benefits from a plural partnership with the organizations that shape its development. A strong sense of belonging contributes positively to the region's dynamism. The political and socioeconomic leaders share a common vision of the community's development.

THE MONTRÉAL METROPOLITAN REGION IS :

- A community focused on sustainable development;
- A community where quality of life, solidarity and tolerance are valued;
- An attractive community where creativity, innovation, knowledge and culture make us more competitive internationally;
- A responsible community endowed with transparent institutions and participatory democracy.

We therefore hope to chart our international future by building a competitive, attractive, interdependent and responsible community.

A RESPONSIBLE COMMUNITY THAT TAKES ITS CITIZENS' CONCERNS SERIOUSLY

In 2025, the citizens of the Montréal metropolitan community will have many forums and means to make their voices heard and influence decision-making. Everyone can play a role, find a place and contribute to building their living environment: a Montréal metropolitan community that is competitive, attractive, interdependent and responsible.

interdependent

responsible

our statement



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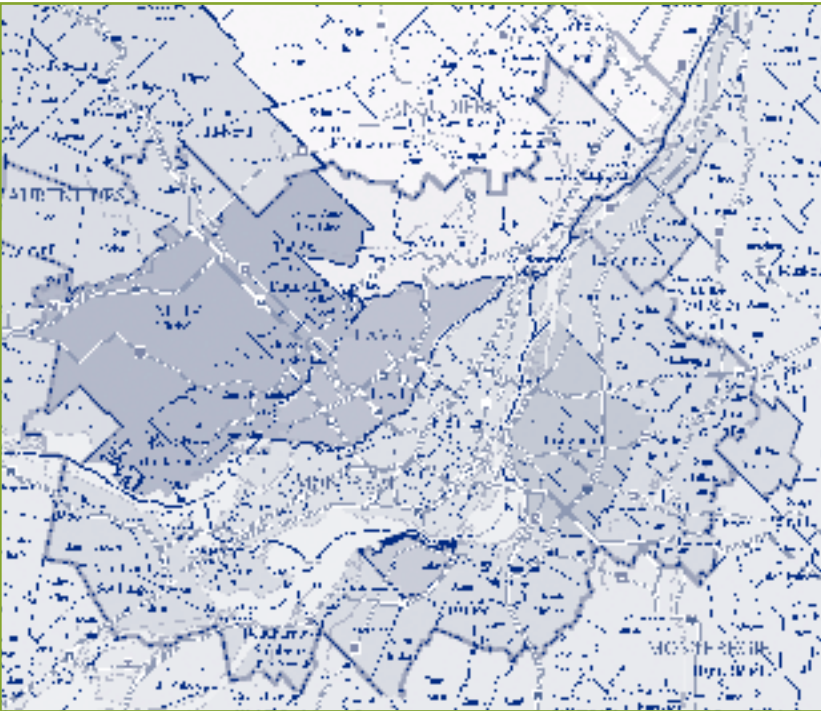
BECOMING A LEADER AMONG AMERICAN METROPOLITAN ECONOMIES

Metropolitan regions now produce the bulk of the national gross domestic product (GDP). The Montréal metropolitan community does not escape this reality. It is the engine of economic development and the most important region in Québec's economic growth and it attracts of the forces of knowledge, creativity and innovation .

With the creation of the Communauté métropolitaine de Montréal (CMM), the metropolitan area, for the first time in its history, has a public institution that essentially covers the entire metropolitan economic space, while allowing elected representatives to plan, coordinate and fund strategic projects. This is an important step in the creation of a proper political structure that is consistent with the economic territory.

The territory of the Montréal metropolitan community essentially corresponds to the territory of the census metropolitan area (CMA), as defined by Statistics Canada. The CMA includes 3.4 million people divided among 63 municipalities, the most populous of which are Montréal, Laval and Longueuil. It extends over a vast territory of nearly 4,300 square kilometres, characterized by the presence of an archipelago, the St. Lawrence River, many water courses and the Montérégie hills, which dominate the metropolitan landscape.

The following table offers a quick profile of the community in a few numbers.



The CMM territory

THE CMM IN A FEW NUMBERS

1	COMMUNITY Since January 1, 2001
14	REGIONAL COUNTY MUNICIPALITIES 4 of which are cities with RCM jurisdictions
63	LOCAL MUNICIPALITIES
1 (of 63)	CITY (MONTRÉAL) with more than 1,8 million inhabitants
2 (of 63)	CITIES (LAVAL ET LONGUEUIL) with more than 350 000 inhabitants
19 (of 63)	MUNICIPALITIES with between 15,000 and 84,000 inhabitants
41 (of 63)	MUNICIPALITIES with less than 15,000 inhabitants
5	ADMINISTRATIVE REGIONS three of them partial (Laurentides, Lanaudière, Montérégie)
4360 KM ²	TOTAL AREA including 525 km ² of aquatic surfaces
3,4 MILLION	POPULATION or nearly 50% of the Quebec population
885	INHABITANTS PER KM²
1,44 MILLION	PRIVATE DWELLINGS 50,2% are rented
2,3	PERSONS / HOUSEHOLD
18%	OF THE POPULATION ARE IMMIGRANTS one third of whom arrived less than 10 years ago
75	LANGUAGES SPOKEN of which the most spoken are French, in majority, and English
20%	OF THE POPULATION SPEAK AT LEAST TWO LANGUAGES AT HOME including half who speak a non-official language

120	CULTURAL COMMUNITIES
17,8%	OF THE POPULATION HAVE A UNIVERSITY DEGREE
\$ CA 113,2 BILLION	METROPOLITAN GDP or \$CA 33,290 per capita
1,76 MILLION	JOBS or 50 % of Québec's jobs
155,000	JOBS IN THE NEW ECONOMY including 110,000 in the information technology sector, 31,000 in the aerospace sector and 14,000 in the biopharmaceutical sector
10 MILLION	VISITORS in the five administrative regions
80 MILLION	CONSUMERS within a 1,000 km radius
1,67 MILLION	AUTOMOBILES or 1.18 cars per dwelling in 1998
8,1 MILLION	TRIPS in 24 hours in 1998, including 69,6% by automobile, 13,5% by public transportation, 13% non-motorized and 5,2% by other modes
2	INTERNATIONAL AIRPORTS with traffic of 9,5 million travelers in 2001
1	PORT with traffic of 19,1 million tonnes of cargo in 2001, including 45% containerized
5	UNIVERSITIES three French-speaking and two English-speaking, for a total of 178,000 students in 2000
30	CEGEPS public and private
450	RESEARCH CENTERS
60	CONSULATES AND FOREIGN DELEGATIONS

Sources of data: Statistics Canada 2001 Census, *Enquête Origine-Destination sur la mobilité des personnes dans la région de Montréal de 1998*, Aéroport de Montréal, Port of Montréal, Performance indicators of Montréal Technovision (2001) and Institut de la Statistique du Québec.



Charting our international future

COMMUNITY VALUES

The vision is based on the values that define and distinguish us as a society. These values are intended to bring people together instead of dividing them. They represent benchmarks for the future of the metropolitan area. They are a mirror in which we recognize ourselves as a society.

Our support for sustainable development⁹, the importance we attribute to the quality of life and our attachment to democracy represent the core values that define us.

We are an interdependent community that can be easily brought together around common objectives when in need, such as the collective sharing of wealth, sound management of growth and social equity.

Our attractiveness is linked to a world-class metropolitan area, recognized by our peers. We rely on assets such as knowledge, education, creativity and culture. Our tolerance and openness to differences remain our most frequently mentioned mark of distinction.

We are proud of our natural and built heritage, as well as the Francophone and cosmopolitan face of our population. We benefit from a harmonious cohabitation between flourishing Francophone and Anglophone cultures.

To increase our competitiveness and contribute to the growth of wealth, we rely on knowledge and innovation, while investing in research. The entrepreneurial spirit is valued as an essential factor in the success of our economy and our know-how.

Meanwhile, we have a sound management approach to the development of our region. Respect for the individual is at the heart of our concerns and the highest priority is given to protecting the natural and built environment.



THE MONTRÉAL METROPOLITAN REGION IS :

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- An attractive community where creativity, innovation, knowledge and culture make us more competitive internationally;
- A responsible community endowed with transparent institutions and participatory democracy.

We therefore hope to **chart our international future by building a competitive, attractive, interdependent and responsible community.**

A COMMUNITY WITH A COMPETITIVE ECONOMY BASED ON TALENT, TOLERANCE AND TECHNOLOGY¹⁰

The transition to a service economy, the predominance of new technologies, workforce specialization and deregulation all impose challenges on the economy of the Montréal metropolitan community. To these trends are added the liberalization of trade and other factors favourable to globalization of national economies, so that the community, like other metropolitan areas, must stake its future on its international competitiveness.

In this context, it is imperative to accelerate wealth creation in order to improve the standard of living and quality of life of the community's citizens. Already, by choosing to intervene in the strategic clusters of the new economy, we have quickly shone as a major player in the Canadian and North American economy.

We have the potential: we must now contend for first place among the metropolitan economies of the Americas.

Tomorrow's Montréal metropolitan community will be the region favoured by companies of the future that count on talent, tolerance and technology. It will be the flagship region of an economy that has taken on the challenge of the information society.



TO MAKE IT HAPPEN, WE MUST :

- Promote innovation to increase productivity in the production methods of all companies¹¹;
- Strengthen cooperation between postsecondary education networks and companies;
- Develop a strategy based on strengthening strategic clusters¹²;
- Strengthen ties with the United States, particularly the Northeast, while targeting diversification of export markets¹³;
- Improve coordination of organizations involved in metropolitan economic development.

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competitive



TO MAKE IT HAPPEN, WE MUST :

- Encourage the use of mass transit;
- Improve the functionality of individual transportation networks by establishing measures to harmonize and control freight and passenger trips;
- Optimize the use of the strategic transportation network and strengthen Montréal's competitive position as a manufacturing centre and continental freight transportation hub¹⁶;
- Further integrate the passenger and freight transportation networks and systems.

A COMPETITIVE COMMUNITY WITH AN INTEGRATED APPROACH TO FREIGHT AND PASSENGER TRANSPORTATION¹⁴

The Montréal metropolitan community is a major transportation hub, due to the convergence of Québec's road, rail, maritime and air transportation systems.

Because of its geographic position, Montréal has been, and remains, a crossroads of trade between the heart of the North American continent and Europe, two of the world's most industrialized zones. The community is located at the north-eastern railhead of a North American network of three major railway corridors: the trans-Canada corridor, the Québec-Chicago corridor and the American East Coast corridor. Montréal's airports play a role in passenger transportation (international, cross-border and domestic), while developing the air freight market.

To be competitive, companies need rapid transportation systems that are easily adaptable to their goals, on which they can rely for their deliveries and their customers' and employees' travel needs. Citizens want a reliable, comfortable and safe transportation system for their trips within the community. They also require user-friendly services that get them to their destinations quickly.

To accomplish this, the region has adopted an integrated transportation approach, by facilitating the mobility of passengers by mass transit, and the mobility of freight, by a fluid and efficient metropolitan network. This measure will support economic development within the context of urban planning inspired by the principles of sustainable development.

The structuring impact that transportation facilities have on urban planning should be taken into account. Any development of the transportation system will have to consider the region's development as well as the objectives aimed at reducing greenhouse gas emissions¹⁵.



AN ATTRACTIVE COMMUNITY WITH AN EXCEPTIONAL LIVING ENVIRONMENT ENHANCED BY QUALITY PLANNING¹⁷

Social and individual fulfillment and the growth of the collective wealth of the Montréal metropolitan region largely depend on its power of attraction, a major component of which is the living environment. This represents a key factor in an individual's decision to settle here and in an entrepreneur's decision to invest.

The occupation of the spaces available within urban areas should be a matter of constant concern, with due consideration to the vocations already established within the community. A territory's development must benefit from the comparative advantages already acquired. An approach based on consolidation makes the different components of an urban environment more dynamic, allows orderly implementation of various activities, facilitates controlled growth and improves the efficiency of the various infrastructures.

A close relationship must therefore be established between land use planning and economic development to ensure that the different functions and activities coexist harmoniously.

The metropolitan region also stands out for the richness of its heritage. Many sites and buildings bear witness to our metropolitan history and should be recognized, because of the great value they add to the environment.



TO MAKE IT HAPPEN, WE MUST :

- Recognize the specific role of Montréal's downtown core, since its appeal and dynamism are assets for the Montréal metropolitan region;
- Make the spatial organization more coherent, consolidate the urban fabric to optimize public investments, while promoting and facilitating the use of mass transit;
- Protect and enhance the built environment while preserving landscapes of interest;
- Offer diverse, attractive and safe living environments within the territory's urban areas;
- Facilitate access to quality local services in all neighbourhoods of the community's municipalities and boroughs.



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TO MAKE IT HAPPEN, WE MUST :

- Protect and enhance the natural environment;
- Ensure the quality of air and water;
- Preserve and enhance woods and watercourses;
- Reduce residual materials at the source and ensure their ecological management;
- Recognize agricultural land as an essential component of the metropolitan ecosystem.

AN ATTRACTIVE COMMUNITY THAT PRESERVES AND ENHANCES ITS ENVIRONMENT¹⁸

Beyond the organization of land use, the quality of the living environment is also largely related to the region's geography and natural landscapes. On this basis, the Montréal metropolitan region stands out with the omnipresence of bodies of water and the Montérégie hills, which largely contribute to the quality of the landscape. It is therefore necessary that these features be enhanced and that interesting views be protected. Moreover, accessibility of green spaces should be increased while protecting their vulnerability. In addition to their partial role as the lungs of urban environments, they allow the population to practice sports and recreation activities.

It is also necessary to protect the natural environment, particularly woods and wetlands that are greatly coveted for development or agriculture. Shorelines should be maintained in their natural state to avoid altering the flow of water and allow the vitality of wildlife and plant life. The levels of the main watercourses should be seriously controlled, not only for ecological reasons but to protect the water inlets and ensure adequate conditions for commercial and recreational navigation.

Life in an urban environment exposes the population to certain risks related to the quality of air, water and soil, and to noise pollution. Even though the environment of the Montréal metropolitan region compares advantageously in qualitative terms to many American and European regions, we should make every effort to improve it.

The concentration of population, industry, commerce and institutions also generates heavy production of residual materials. Environmental awareness dictates ecological and responsible management of these materials.

Urbanization also represents a threat to the agricultural environment that occupies a substantial area of the territory. Agricultural production is a leading economic activity. However, cohabitation between agricultural activities and urban activities should not conflict.

AN INTERDEPENDENT COMMUNITY RECOGNIZED FOR ITS TOLERANCE AND OPENNESS

The future of the community’s quality of life depends on concrete actions likely to ensure the security of property and persons, maintenance of social peace, cooperative relations among the population’s various components, participation by immigrants in the host society and the implementation of a community approach to avoid social exclusion.

Since our demographic growth is largely dependent on our ability to attract citizens from around the world, we should make every effort to welcome and retain newcomers. Their contribution to the community’s social, cultural and economic development will be solicited and valued¹⁹.

It is necessary to value the role of the family, which is the cornerstone of society, while at the same time recognizing that the family is being profoundly transformed. We should also ensure the social integration of single persons who will increase in proportion in our aging society. The necessary actions must therefore be taken to fight social exclusion and thereby reduce poverty²⁰.

Young people are a society’s future, and therefore will occupy an important place in our social concerns, mainly in education and knowledge. Efforts must be made to reduce the school dropout rate and improve the quality of training, resulting both in a skilled workforce and in an attractive advantage for employers.

It is also necessary to promote empowerment of individuals so that our collective wealth is used efficiently. Initiative should be encouraged, by facilitating exchanges of ideas and information to give free rein to innovation and entrepreneurship.



TO MAKE IT HAPPEN, WE MUST :

- Significantly increase the contribution of immigration to the community’s development;
- Implement partnerships between companies and educational institutions so that training programs better meet the needs of the economy;
- Pursue measures to reduce the school dropout rate and facilitate reintegration of dropouts into the job market;
- Implement a community approach to avoid social exclusion.



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interdependent



TO MAKE IT HAPPEN, WE MUST :

- Encourage all partners to endorse the 2025 vision statement of the Communauté métropolitaine de Montréal;
- Develop mechanisms for joint action in the strategic niches of activity;
- Value and better publicize the role of the various partners in the community's development.

AN INTERDEPENDENT COMMUNITY THAT BENEFITS FROM A PLURALISTIC PARTNERSHIP WITH THE ORGANIZATIONS INVOLVED IN ITS DEVELOPMENT

The dynamism of the Montréal metropolitan community is based on a plurality of organizations who contribute to its development, each in their own sector of activities. The level of investment and employment, the quality of education and the wealth of cultural life depend on their initiatives. Our success as a society rests on their ability to work together around common objectives.

The institution of a new dynamic process of development within the community relies on the interaction of ideas between the region's elected and socio-economic leaders. Promoting synergy and closer cooperation among these partners in the community's development, and recognizing and respecting the original contribution of each, will necessarily result in added value that will benefit society as a whole and position the community on the world stage.

Taking responsibility for the interests of the metropolitan community demands a plural partnership with the various organizations in the community's development. It is important to ensure that the sense of belonging to this community evolves towards greater solidarity. Everyone should agree to work together to build this community by sharing a common vision of its development and displaying the same determination to make this vision a reality.



A RESPONSIBLE COMMUNITY THAT TAKES ITS CITIZENS' CONCERNS SERIOUSLY²¹

The citizens of the Montréal metropolitan community are very clearly asserting their will to participate in the region's public affairs. They are also asking to be better informed about the issues that concern them and expect their aspirations to be heard by their representatives on the various decision-making bodies.

These new requirements demand that the community make a resolute commitment to participatory democracy in order to nourish and strengthen the bond of trust that defines the relationship between citizens and their elected representatives. Resorting to new information technology opens up previously unexpected horizons for citizen participation in community life, with more direct contact with those who make decisions in their name.

Citizens should be closely involved in civic life and the democratic process. All have forums and opportunities to make their views heard and influence decision-making.

The sense of belonging to the metropolitan community should be encouraged. It will contribute to the region's dynamism.



TO MAKE IT HAPPEN, WE MUST :

- Ensure continuous information practices to associate citizens with decision-making;
- Encourage collective learning of the issues and challenges facing the community;
- Promote integration of consultation mechanisms into the planning and decision-making process;
- Accompany the chosen consultation mechanisms with credible, transparent and effective follow-up.



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- 1- The approach of developing a vision is inspired by the principles of strategic planning. Please see the MAMM site for a description : http://www.mamm.gouv.qc.ca/ministre/revu_muni/2002_01/vision10.pdf.
- 2- Communauté métropolitaine de Montréal (CMM). 2002. Vision stratégique, tome 1: diagnostic et défis, 322 pages.
- 3- «Les Assises de la CMM» were held on October 10 and 11, 2002. Elected representatives from throughout the CMM municipalities discussed the diagnosis and the key points of the draft vision statement. The summary of the workshop discussions can be consulted on the vision Web site : www.cmm.qc.ca/vision2025
- 4- Several analysts deal with the importance of metropolitan governance and metropolitan financing in ensuring the success of metropolitan regions within the context of economic globalization. In particular, see: TD Bank Financial Group. 2002. A Choice Between Investing in Canada's Cities or Disinvesting in Canada's Future. Toronto: TD Bank Financial Group, 29 pp. Online: http://www.tdbank.com/economics/special/db_cities0402.pdf; Organisation for Economic Co-operation and Development. 2001. Cities for Citizens. Improving Metropolitan Governance. Paris: OECD, 293 pp.
- 5- The Mayors of Montréal, Laval and Longueuil spoke about the importance of metropolitan leadership. Their speeches can be consulted on the vision Web site : www.cmm.qc.ca/vision2025
- 6- The vision presented by the CMM follows in the wake of several similar exercises over the past twenty years, particularly: Advisory Committee to the Ministerial Committee on the Development of Montréal Region (Picard Task Force, 1986); Ministerial Standing Committee on the Development of Greater Montréal (Johnson Plan, 1991); Task Force on Montréal and its Region (Pichette Report, 1993); Consultation Forum on the Commission de développement de la Métropole (Ménard Commission, 1997). In the past few months, Ville de Montréal initiated the Montréal Summit, and the Board of Trade of Metropolitan Montréal held a Symposium on the future of the Montréal metropolitan region (Montréal 2017). Several other metropolitan regions in Canada and around the world have conducted similar exercises. Among others, we should note Ottawa, Toronto, Vancouver, Portland, Minneapolis-St. Paul, Barcelona, and Phoenix.
- 7- Ecosystem management is a management process with the aim of sustainable use of natural resources by maintaining the productivity, adaptive capacity and renewal capacity of the ecosystems producing the resources used. Ecosystem management integrates, in the short, medium and long term, economic, ecological, social, cultural and technical considerations regarding the local ecosystem and the landscape. It is based on scientific results and common sense. See: Schlaepfer, R. 1997. Ecosystem-Based Management of Natural Resources: a Step Towards Sustainable Development. International Union of Forestry Research Organisations, Occasional Paper no. 6, Vienna.
- 8- Communauté métropolitaine de Montréal (CMM). 2002. Vision stratégique, tome 1: diagnostic et défis, pp. 7-17.
- 9- The report of the United Nations Commission on Sustainable Development defines sustainable development as: « development that meets the needs of the present without compromising the ability of future generations to meet their own needs».
- 10- Florida, Richard. 2002. « À l'ère de la créativité ». La Presse, April 30, 2002; Florida, Richard. 2002. The Rise of the Creative Class and How it's Transforming Work, Leisure, Community and Everyday Life. 387 pp.; Lipton, Mark. 2003. Guiding Growth: How Vision Keeps Companies On Course, HBS, 291 p.; Rischard, J.F. 2002. High Noon: 20 Global Problems, Twenty Years to Solve Them. Basic Books, 229 pp.
- 11- The CMM is currently formulating a strategy to set up a metropolitan table on innovation. The Governments of Québec and Canada have each developed their own innovation strategy. The Government of Québec strategy can be consulted at the following address: http://www.mrst.gouv.qc.ca/_fr/politique/document.html. The Government of Canada strategy can be consulted at the following address:



<http://www.innovationstrategy.gc.ca/cmb/innovation.nsf/MenuF/DocCles40>.

- 12- The CMM will identify metropolitan clusters over the next few months. In the past few years, Montréal Technovision has identified clusters of the new economy: Montréal Technovision. 2002. Indicateurs de performance 2001, région métropolitaine de Montréal, 25 pp.

Among the works regarding clusters, see the following monographs: Porter, Michael E. 1998. *On Competition*, HBRB, 483 pp.; Gagné, Pierrette and Michel Lefèvre. 1993. *L'Atlas industriel du Québec*. 351 pp.

- 13- Québec, Ministère des Affaires municipales et de la Métropole (MAMM). 2001. *Une vision d'action commune: cadre d'aménagement et orientations gouvernementales*, p. 46, 240-245.
- 14- Communauté métropolitaine de Montréal (CMM). 2002. *Vision stratégique, tome 1: diagnostic et défis*, pp. 190-196.
- 15- The CMM had already adopted a resolution calling on the Government of Canada to ratify the Kyoto Treaty. A copy of the CMM resolution is available on the vision Web site.
- 16- The Montréal, Laval, Laurentides, Lanaudière and Montérégie regional councils have jointly studied the problem of freight transportation in the Montréal metropolitan region. The results of this work are published in the following document: Comité interrégional pour le transport des marchandises. 2000. *Plan d'action stratégique pour le transport des marchandises, 2001-2006*.
- 17- Several articles have been written in the international media about the Montréal metropolitan region's attractiveness. The articles published in the American magazine *Wired*, which ranks Montréal 5th among the metropolitan cities that are hospitable to the development of high technology, and the article published in the British magazine *Wall Paper*, praising our quality of life and our gastronomy, attracted special attention. In this regard, see the Tourisme Montréal Web

site: http://www.tourisme-montreal.org/B2C_Target/Testimonial/FR/HTML/98_FR.asp and <http://www.tourisme-montreal.org/Media/01/default.asp>.

- 18- Signalling the importance it attaches to the environment, the CMM has entered into a community agreement on sustainable development with the Government of Québec. This agreement can be consulted on the vision Web site. The CMM is following through on this importance with the impending adoption of its Interim Control By-law, which will allow protection of 31 wooded areas of interest in the metropolitan region. The CMM is also working on the development of a network of blue and green spaces, which will significantly improve the quality of life in the region.
- 19- Communauté métropolitaine de Montréal (CMM). 2002. *Vision stratégique, tome 1: diagnostic et défis*, pp. 249-254.
- 20- Communauté métropolitaine de Montréal (CMM). 2002. *Vision stratégique, tome 1: diagnostic et défis*, pp. 259-269.
- 21- There have been numerous reflections on the renewal of democratic processes and institutions. The most recent of these reflections is the one undertaken by Mr. Jean-Pierre Charbonneau, former Minister responsible for the Reform of Democratic Institutions. The report of the États généraux sur la gouvernance démocratique can be consulted at the following address: http://www.pouvoircitoyen.com/fr/etatsgeneraux/RAPPORT_FINAL.pdf.



Vision 2025

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For more informations :

*Henri Goulet
vision2025@cmm.qc.ca
(514) 350-2550*



Communauté métropolitaine
de Montréal

1002, Sherbrooke Street West, office 2400
Montréal (Québec)
H3A 3L6
Telephone : 514-350-2550
fax : 514-350-2599
www.cmm.qc.ca