Société du Havre de Montréal

The Montreal Harbourfront

FINAL REPORT AND RECOMMENDATIONS

April 2006

The City and the St. Lawrence – Action Plan




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Message from the Co-chairs

Our first words are those of gratitude to all those who helped the Société du Havre (SHM) with their thoughts and supported its planning process. The vision and the timetable that we propose have, amongst other qualities, the fact that they were generated through the financial support of the three levels of government as well as the concerted efforts of all stakeholders. We offer them our most sincere thanks.

You may note that we have taken great care in basing our proposals on an examination of the history of the harbourfront as well as on an exhaustive assessment of its current situation. In identifying a prioritised sequence for the implementation of projects, we have also sought to use both our imagination and a sense of realism.

The realisation that the harbourfront has a pre-ordained destiny generated excitement among all those who participated in our work. Gateway to the continent, it was here that Montreal was born and that Canada started its economic growth. Although the technological and industrial mutations of the last century transformed it into a zone of considerable devastation, the harbourfront has not lost its natural vocation. More than ever, its redevelopment is incontestably part of Montreal's future. It offers Montreal the opportunity and the means to become, once again, an international hub, a metropolis of the 21st century. For the City, it is both a birthplace and a source of rebirth.

For the harbourfront to become the busy centre of construction and renewal that it should be, a number of starter projects are needed to set off this chain reaction. Among the more significant ones, we had identified (1) the integrated Loto-Québec and *Cirque du Soleil* entertainment complex and (2) the relocation of the Bonaventure Expressway and its transformation into an urban boulevard.

We cannot hide the disappointment that we both felt when the plans for the Entertainment Complex unravelled. We had believed strongly that it was imminently desirable to implement this project once the fears and questions it had raised had been answered adequately.

Setting aside the disappointment that the collapse of this particular project may have caused, we must ask ourselves whether Quebec society is now unable to carry out large development projects. A widespread indecisiveness grants certain groups and lobbies such power to obstruct that several of our projects remain blocked. Must our progress be paralysed while waiting for an impossible consensus? This collective inability to make choices can only be overcome by the leadership of decision-makers, supported by well-informed public opinion.

Yet, it has not always been so. Expo 67, James Bay, *la Manic*, the Hippolyte-Lafontaine Tunnel, but to name a few, showed the creative vitality of Quebec, when it was not held back by a cacophony of dissension – what some have called *la dictature du bruit*.

We ask that you forgive this outpouring of concern, that is ours alone. It does not implicate in any way the other signatories of the report that follows.

The potential of the harbourfront area has offered us an urgent invitation to shake off our current inertia. It is not only a symbol. Its development will inject into the Montreal metropolis and Quebec as a whole the élan that has always been one of our greatest characteristics.

Lucien Bouchard
Co-Chair of the Board of Directors

Francis Fox
Co-Chair of the Board of Directors

Message of the President and CEO

When it was tabled in May 2004, *Vision 2025* was very well received. There was however a concern: the public investments needed for its implementation were too demanding, in light of the other Montreal area infrastructure projects under consideration (hospitals, universities, Notre Dame St., Turcot interchange), even though the Vision's economic impact was clearly recognized.

Our team therefore concentrated, during this last phase of its mandate, on clearly identifying the cost of these projects so as to avoid unfortunate surprises. Then, it developed an implementation timetable that allowed the projects with the lowest cost and the highest economic impact to be implemented first. In short, we sought to facilitate a decision by our governmental partners to undertake rapidly the implementation of *Vision 2025.*

We believe that we have met the challenge. Thus, Phase 1 (2006-2010) of the transformation of the Bonaventure Expressway, consisting of the expansion of downtown from Notre Dame St. to Peel Basin, would cost barely a few tens of million dollars more than the rebuilding of the current structure that is, in any case, at the end of its useful life. This transformation project will favour, however, commercial investments exceeding $800M, will generate annual property taxes of $15M and will even allow the City to recover an additional $15M from the sale of its land. That is an easy decision to make!

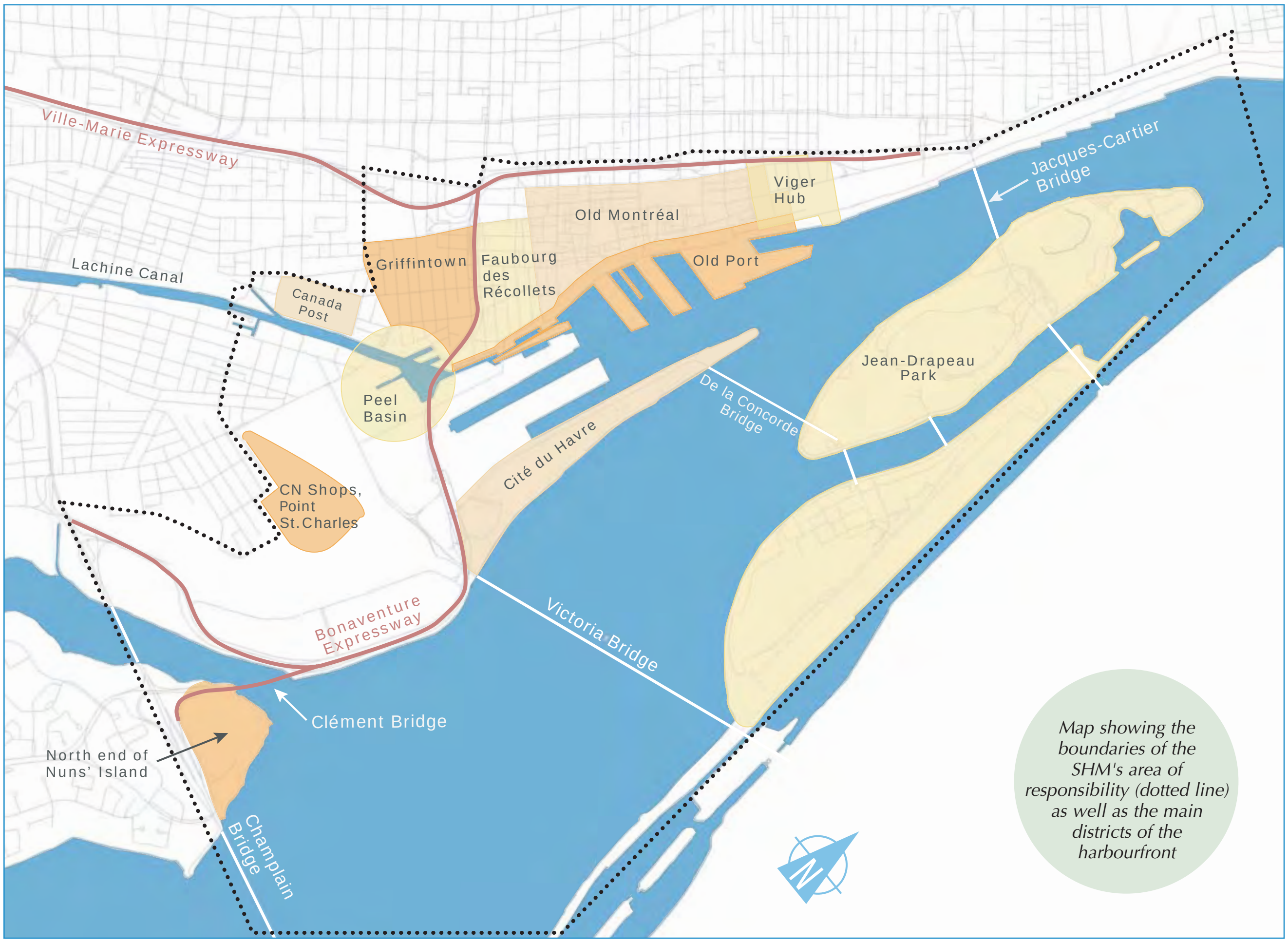
A similar approach was taken for Phase 2 (2011-2015) of the transformation project, consisting of the relocation of the section of Bonaventure Expressway, situated between the Victoria and Champlain bridges, to allow the creation of a riverside green belt that would give Montrealers, once again, real access to their St. Lawrence River. The estimated cost of this relocation ($77M) is not only most reasonable, but is completely justified in the light of the positive impact on the quality of life and the economic benefits flowing from a real estate potential of $200M to $350M.

The SHM is proud to have carried out its mandate "to propose, for the harbourfront and surrounding urban spaces, the main features of a coordinated development plan" – and above all to have presented an action plan and a realistic timetable for its implementation. We are confident that our partners in the public and private sectors will now be able to carry on in our place.

I wish to thank all who have supported us so enthusiastically!

Jacques Coté
President and CEO

Part 1: Introduction

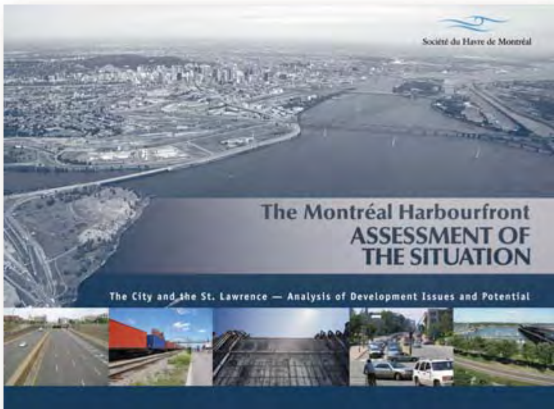


1.1 Background

Three and a half years after starting its work, the Société du Havre de Montréal (SHM) is reaching the end of its mandate. A major recommendation of the Montreal Summit was to create the SHM in October 2002, with the support of the three levels of government. Its mission was to mesh public and private interests in support of an action plan, inspired by an integrated vision of the harbourfront area, that would enable all to rally round this common cause. The SHM selected a twenty-year planning timeline, knowing full well that its vision for the future of the historic Montreal harbourfront requires a long-term commitment, as demonstrated by the successes of the previous twenty-five years in this same area. Whether it be the revitalisation of Old Montreal, opening a window onto the St. Lawrence in the Old Port, reopening the Lachine Canal or reconstituting the urban fabric of the Quartier International, all these completed projects have been characterised by both the resolution of their promoters and the indelible imprint they made on the face of the city. It is with the same perspective that the SHM has prepared this report, fully confident that, despite the abandonment of the Peel Basin entertainment complex, the determination of Montrealers will make *Vision 2025* a reality.

1.2 Mission

The mission given to the Société du Havre is "to propose, for the harbourfront and surrounding urban spaces, the main features of a coordinated action plan, along with an implementation and funding strategy."



1.3 The Montreal Harbourfront – Assessment of the Situation

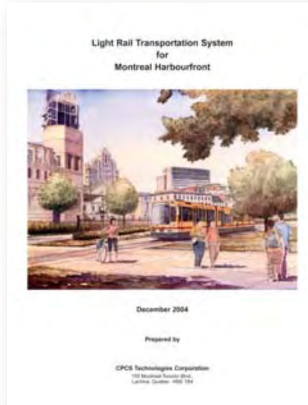
Its first task was to carry out an assessment of the situation, made public in a report tabled in 2004. That document explores the highlights of the harbourfront's development. It describes the area, both in terms of its constraints and its development potential. It presents the socioeconomic profile of the harbourfront and reports on the contribution of the participants in the consultative process. It is, indeed, the basis for the integrated development plan proposed by the SHM.

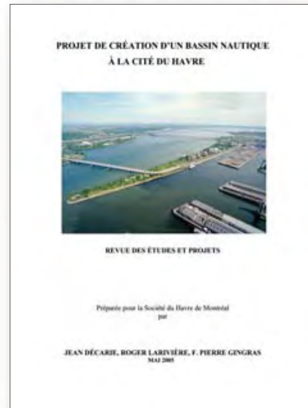
1.4 The Montreal Harbourfront – Vision 2025

Vision 2025 is the culmination of research and analysis, multiple consultations, and overall study and consideration of the harbourfront's future. With the aim of "reuniting the city with its river", *Vision 2025* identifies three strategic areas:

- reclaiming urban space;
- reclaiming the waterfront;
- sustainable urban development.

Unveiled in May 2004, *Vision 2025* was favourably received by a great many of the harbourfront's partners and stakeholders, including the City of Montreal, The Board of Trade of Metropolitan Montreal, the Old Port of Montreal Inc., the Parks Canada Agency as well as the general public.





1.5 Prefeasibility Reports

Following the tabling of the *Vision 2025* report, the three government partners asked the SHM to examine the major initiatives that were envisaged, in terms of both technical and financial feasibility. The SHM commissioned these preliminary studies from consulting firms, supported by its partners.

Transformation of the Bonaventure Expressway

- The prefeasibility study of the Bonaventure Expressway transformation project was carried out by SNC-Lavalin, in a joint effort with the Jacques Cartier and Champlain Bridges Incorporated, the *ministère des Transports du Québec* and the City of Montreal. It lays out the main issues related to the transformation of the expressway. The aim of this study was to take a first look at the engineering, traffic management, environmental, city planning and urban development aspects; identify the main issues; define the constraints and problems of implementation; show the direct costs of this project; and draw conclusions that would be of use in subsequent decision-making.
- The Groupe Genivar, in conjunction with the City of Montreal and the Société de développement de Montréal, was commissioned to quantify the economic impact of transforming the Bonaventure Expressway. The resulting study reflects the trends in the real estate market, the development potential of the area and the value added through infrastructure investment.

The Harbourfront Tramway

- CPCS Technologies and the Groupe Genivar participated in a study to validate the technical feasibility and evaluate the level of investment needed to implement a tram service between the harbourfront and the downtown areas.

The Recreational Basin

- Décarie, Gingras, Larivière et associés carried out a survey of the different studies and projects dealing with the Laprairie Basin area in order to create a better understanding of the potential for a recreational basin upstream of the De la Concorde bridge.

1.6 Redevelopment of Brownfield Properties

Reclaiming the harbourfront's urban space will require the redevelopment of numerous brownfield properties (larger than one square kilometre) scattered throughout the area. The SHM has focused on identifying the potential of the main sites, the development constraints as well as the measures that would encourage their revitalisation. The sites that received particular attention include:

- the former Tate and Wellington basins area where Loto-Québec, supported by the *Cirque du Soleil*, proposed to create a world class entertainment complex;
- the site of the former CN shops in Point St. Charles where the SHM had suggested, as a follow-on to the entertainment complex project, the development of a world scale trade fair centre as well as residential units, extending the urban fabric of Point St. Charles into the western portion of the site;
- the Canada Post property on the northern bank of the Lachine canal, to be transferred to the Canada Lands Company that would start the consultative process leading to the redevelopment of the whole area;
- the parcel of land, in the eastern portion of Windmill Point (Pointe du Moulin) pier, where development is centred on the transformation of Grain Elevator number 5, a project that the Montreal Port Authority intends to entrust to the private sector;
- the Cité-du-Havre properties, where development depends on reaching agreement in regard to land ownership;
- the area of the former Canadian Pacific Viger rail yard, in the eastern part of the harbourfront, where the *Société de développement de Montréal* is nearing completion of the faubourg Québec project and where Développement Télémédia is planning to reconvert the Jacques Viger Building back to its original hotel function;
- and the faubourg des Récollets that has several properties that could be developed following the transformation of the Bonaventure Expressway.

The future of the sites of the Tate and Wellington basins and the CN shops in Point St. Charles remains to be defined following the cancellation of the entertainment complex and world scale trade fair centre projects.

Location of the main brownfield and vacant properties in the harbourfront area

1.7 Consultation

Dialogue and cooperation with the main harbourfront stakeholders played an important role in the development of *Vision 2025*, both at the level of the Board of Directors, as among the sectorial coordination committees. Five work groups took on this task, as recommended by *Vision 2025*

Heritage Committee

Its mandate was to help the SHM in its double role of coordination among the various harbourfront stakeholders and of encouraging a common vision among promoters and financial institutions. The committee's work led to the commissioning of a report that would present an overall picture of the heritage resources in the area of the basins as well as making recommendations in regard to their revitalisation. The study, financially supported by Loto-Québec, will be carried out in close cooperation with the Old Port of Montreal Inc., the Montreal Port Authority, the Parks Canada Agency, the *ministère de la Culture et des Communications du Québec*, the *Conseil du patrimoine de Montréal*, the Arrondissement Sud-Ouest, and Montreal's S*ervice de la mise en valeur du territoire et du patrimoine*.

Recreation and Tourism Committee

Its mandate was to create a consensus on common objectives among stakeholders in the recreation and tourism fields. The committee identified the branding potential that would flow from a planned tourist route covering the harbourfront. It was agreed that the harbourfront tramway project was the best way to achieve this end.

Transit Management Committee

It was charged with addressing the problem of moving people throughout the harbourfront, but most particularly in the Old Montreal and Old Port areas. Stakeholders agreed that the tramway was the preferred method of serving the Old Port and the southern portion of Old Montreal. At the same time, these discussions allowed an analysis of the available interior parking in this area of the city, leading to proposals to maximise the use of such space.

Soil Management Committee

It was mandated, on the one hand, to prepare an inventory of the main harbourfront sites where the state of the soil constitutes a serious obstacle to development and, on the other, to identify economically viable solutions for the rehabilitation of these sites. Its work consisted essentially of updating information on government assistance programmes. The committee was able to bring to the same table the environmental representatives of the three levels of government, thereby enabling very valuable dialogue. These meetings revealed that there is a will on the part of the Federal Government to rehabilitate its own land. To this end it will prepare an exhaustive inventory of its Montreal properties and allot the appropriate budgets (Federal Contaminated Sites Accelerated Action Plan (FCSAAP)). The committee members also participated in the feasibility study on the relocation and transformation of the Bonaventure Expressway.

Harbour Basin Committee

This committee's mandate was to bring together the stakeholders and organizations whose mission is the protection and development of the St. Lawrence River. The committee's work was carried out through a series of thematic meetings where participants expressed their views, concerns, interests, etc. Two representatives of the firm RSW made a presentation, at the end of January 2006, on the project for a run-of-the-river hydroelectric generating station. The concerns of committee members are varied. These sessions permitted the identification of the range of interests that are affected as well as confirming the need for further analysis.

Part 2: Action Plan

Main Elements of the Plan:

- **Bonaventure Expressway**
- **Harbourfront Tramway**
- **Recreational, Tourism & Cultural Activities**
- **Brownfield Properties**
- **Blue and Green Spaces**
- **Soil Management**

The two co-chairs of the SHM, in their presentation to the Board of Trade of Metropolitan Montreal on October 6th, 2005 gave a progress report and highlighted the start of the last phase of the SHM's planning mandate. In view of the significant investments required by the plan, as well as the financial constraints of the different levels of government, the SHM focused on an implementation timetable.

The past months have therefore been devoted to the preparation of a timetable that would maximize, in the short term, the plan's economic impact as well as its effect on the quality of life. At the same time a critical path of the more significant infrastructure investments is proposed.

The priorities flow from the following criteria:

- need to start rapidly the first implementation phase of *Vision 2025*;
- the potential to generate commercial investments;
- financial constraints of government partners;
- impact on both the economy and on the quality of life;
- and the state of the infrastructure targeted by *Vision 2025*.

All these considerations lead the SHM to recommend:

Recommendation 1

That the infrastructure investments needed to implement *Vision 2025* be spread over a twenty-year period

The implementation calendar proposed by the SHM will therefore allow the preparation of a planning timeline for the most significant government investments, while also hastening, to the degree possible, commercial investments

Distribution over 20 years of the investments to implement *Vision 2025*

PERIOD	PUBLIC INFRASTRUCTURE		COMMERCIAL INVESTMENT		**TOTAL INVESTMENTS**	
	M$	%	M$	%	**M$**	**%**
2006-2010	289	20	322	7	**611**	**10**
2011-2015	173	12	960	19	**1 133**	**18**
2016-2020	385	27	1 750	35	**2 135**	**33**
2021-2025	602	41	1 900	39	**2 502**	**39**
	1 449	**100**	**4 932**	**100**	**6 381**	**100**

2.1 Transformation of Bonaventure Expressway

The transformation of the Bonaventure Expressway is the keystone initiative of *Vision 2025*. A "structuring" project is essential in this corridor in order to reclaim the river banks and mend the urban fabric. The project is in two parts: the relocation of the Bonaventure Expressway in the area between the Victoria and Champlain bridges so as to create a riverside park; and the conversion of the expressway's elevated portion into an urban boulevard so as to transform the current no man's land into a busy, living milieu. This latter aspect could, however, be carried out in two distinct phases.

The city planning exercise that was carried out during the economic impact study demonstrates an indisputable potential for real estate development along the complete corridor of the current expressway. No less than 950,000 square metres would be built over a 20-year period, generating private real estate investments in the order of 1.5 billion dollars and an economic impact that would amply justify the financial effort expected of governments.

The Bonaventure Expressway transformation project follows in the path of the great projects that, over the last two decades, have similarly transformed Old Montreal and its surrounding *faubourgs*, and more recently, the Quartier international.

The required infrastructure investment was evaluated by SNC-Lavalin to be $793M for the option of a tunnel under the Peel Basin, and $558M for the bridge alternative. Although these costs are significant, they must be compared to the cost of the status quo ($120M from now to 2025 for reconstruction work). Moreover, this latter option adds no value to the neighbouring areas, unlike the urban redevelopment project that generates a vigorous multiplier effect on real estate investment

The implementation of this large urban redevelopment project requires the close cooperation of the three levels of government. The infrastructure programme is a case in point. As well, the private sector and government agencies will be called on to contribute to the commercial efforts. Innovation will be needed in putting together the financing plans. The City of Montreal should put to good use its large inventory of real estate assets in the Peel Basin area that will be made suitable for development by the transformation of the Bonaventure Expressway.
The consequent "value added" could contribute to the financing of the reconstruction.

[1] All transformation work costs on the Bonaventure Expressway are level D estimates (±25 %). They are based on 2005 costs before taxes.

It should also be noted that these costs include the mitigation measures to reduce traffic disruption during the work. However, they do not include the cost of possibly rebuilding underground infrastructure.

The Bonaventure Expressway is an impenetrable obstacle between the city and the St. Lawrence

The Bonaventure Expressway: a concrete wall, dividing communities, surrounded by underused properties.

As previously mentioned, the financial constraints of the different levels of government will require an extension in time of these large construction projects. We therefore recommend:

Recommendation 2

That the Bonaventure Expressway transformation work be undertaken in three distinct phases, giving priority to those expressway sections that have the maximum economic impact, while also considering the current state of the infrastructure

Phase 1: Expansion of Downtown, from Notre Dame St. to Brennan St. (2006-2010)

Phase 2: Bonaventure Expressway relocation, between the Victoria and Champlain bridges (2011-2015)

Phase 3: Bonaventure Expressway transformation, between Victoria Bridge and Brennan Street (2016-2025)

The first two phases require barely 20% of the infrastructure investment, while facilitating more than 65% of the commercial investment. Significantly, the first two phases will allow continued government revitalisation efforts in pursuit of the urban renewal that has been underway for the past decades, as well as providing Montrealers with real access to the St. Lawrence between Victoria and Champlain bridges

The implementation phases and the principal initiatives proposed in the Bonaventure Expressway corridor

Lemay et associés

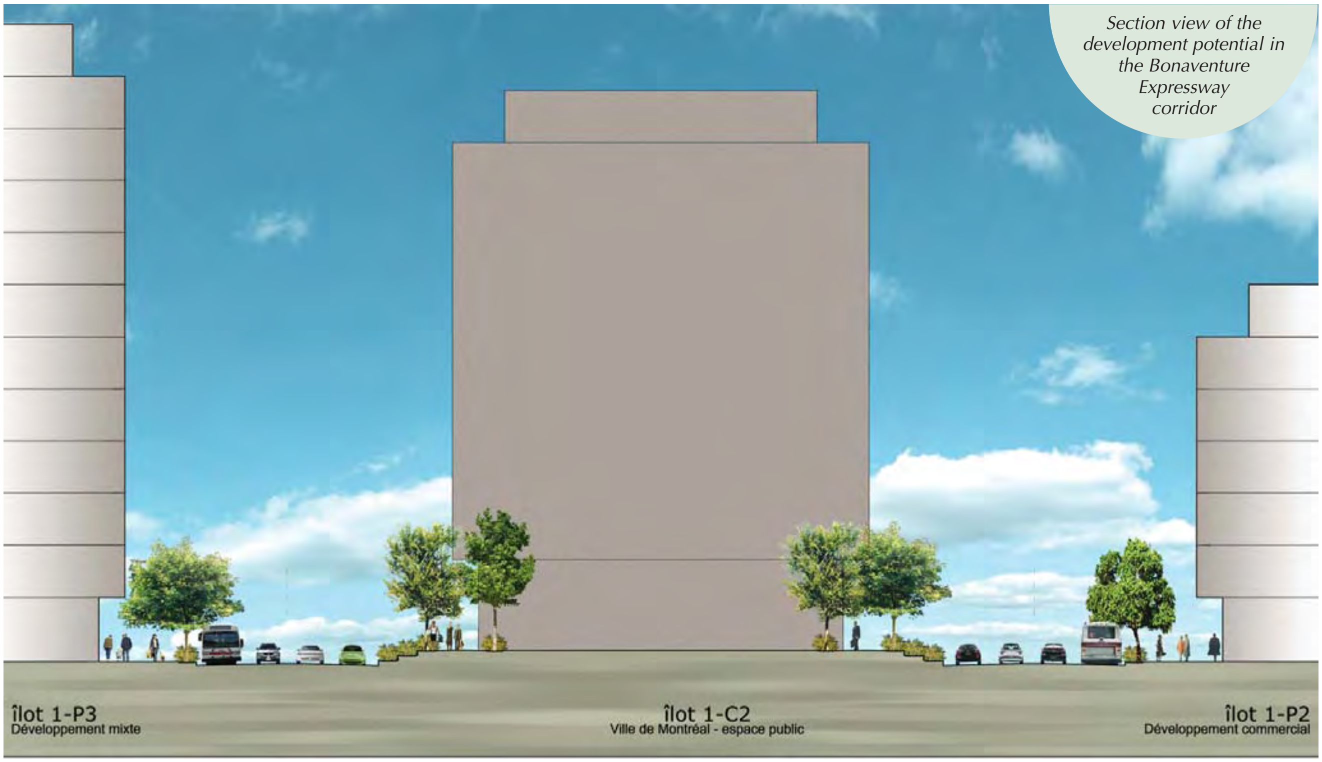
Phase 1: Downtown Area Expansion, from Notre Dame St. to Brennan St. (2006-2010)

The Bonaventure Expressway, between Brennan St. and Notre Dame St., would be replaced by a boulevard with a city block separating the north and south traffic lanes. In some locations the city block would be of solid construction, but in others it would be landscaped.

This configuration replicates the appearance of the area's historical urban framework, linking the faubourg des Récollets and Griffintown.

This freed-up land, belonging to the City of Montreal, will be developed in the same way as real-estate operations currently underway in the Quartier International and the Cité Multimédia. It will allow the creation of significant commercial and residential real estate potential, thereby expanding the downtown area of the city and transforming Montreal’s main gateway into a dynamic living environment.

"Before and After" view facing downtown, at the corner of Brennan and Nazareth streets.



Section view of the development potential in the Bonaventure Expressway corridor

Lemay et associés

Built for Expo 67, the Bonaventure Expressway is suffering from both its age and the wear and tear of traffic. For example, during the past few years, municipal workers have had to carry out frequent emergency repairs to avoid chunks of concrete from falling off the structure. Faced with this situation, the City of Montreal must determine, in the coming months, whether it will repair, rebuild or replace the existing structure between Notre Dame St. and Peel Basin. A recent study by Roche (consulting firm) evaluated the cost of rebuilding this part of the expressway in its existing form, at more than $60M.

Therefore, the implementation of this first phase envisages the dismantlement of the elevated expressway structure between Brennan and Notre Dame streets, as well as the building of a ramp to the existing expressway south of De la Commune St. The costs of building and transforming this section of the expressway, enabling the expansion of the downtown area to Wellington St., are estimated to be $79M. This includes the cost of dismantling of the expressway infrastructure, levelling the land, roadway structures, drainage, lighting and traffic signals. Excluded is the rebuilding of underground infrastructure such as sewers and water pipes.

The transformation of this section of the expressway, north of Brennan St., will free large tracts of land for real estate development. This potential will generate more than $800M of real estate investment. The economic impact of this investment would allow the three levels of government to justify their investment, first in terms of construction-generated revenues and, subsequently, ongoing recurring revenues. Indeed, close to 165,000 square metres of retail and office space, and more than 2,100 residential units are likely to be built in this area during the time frame of *Vision 2025*. The dismantling of the existing expressway will also enable the creation of more than 15,000 square metres of new green spaces.

Representation of redeveloped City of Montreal properties between Wellington and Notre Dame streets

Lemay et associés

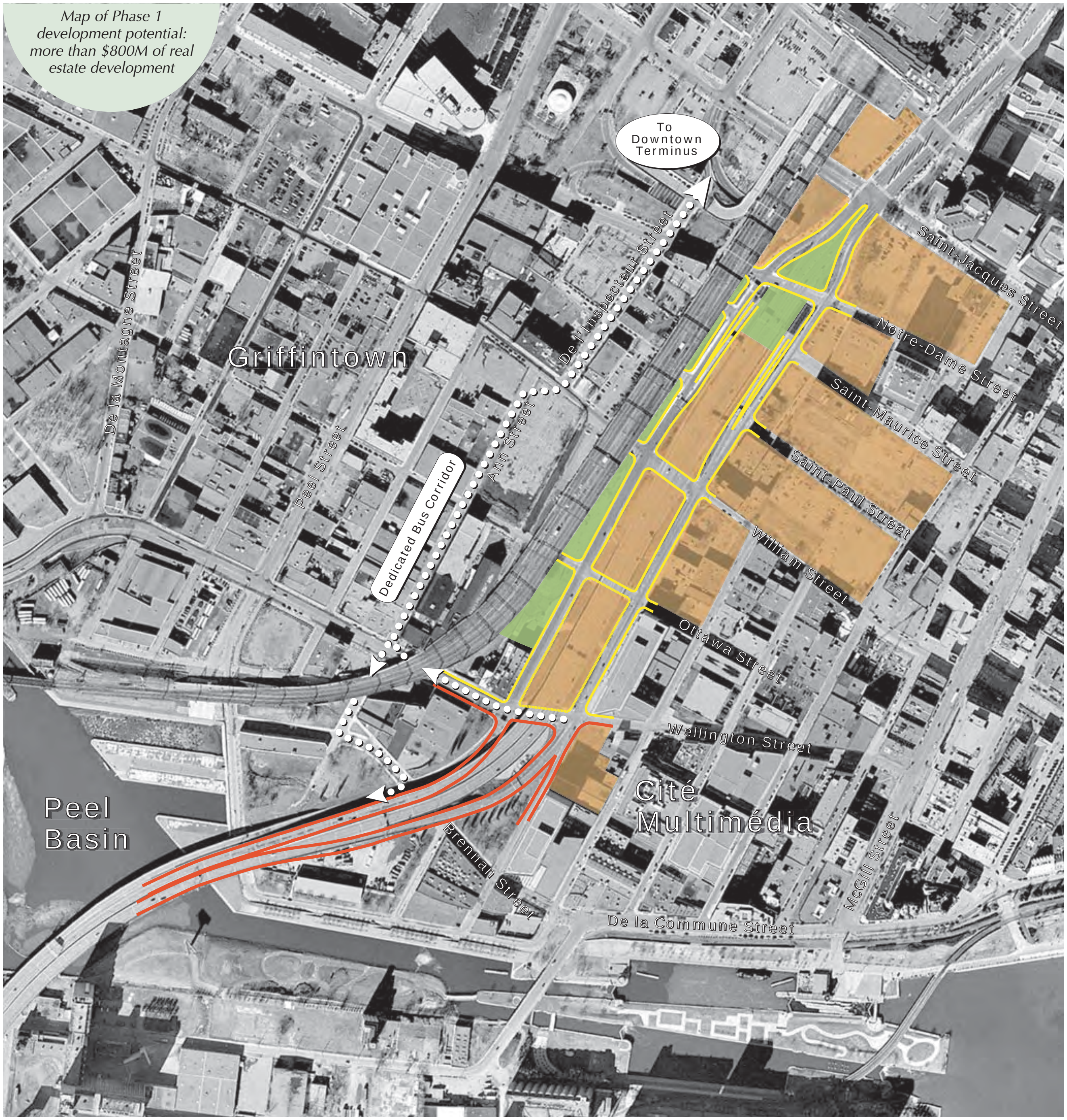
A *Société de développement de Montréal (SDM)* study of the redevelopment potential of city blocks freed by expressway dismantling concludes that more than 1,200 residential units and close to 12,000 square metres of retail businesses could be built on these lots belonging to the City of Montreal. The sale of this land would provide the City with revenue in the order of $15M. For this reason the SHM recommends:

Recommendation 3

That the transformation of Bonaventure Expressway between Notre Dame and Brennan streets be undertaken as a high priority (2006-2010).

That the City of Montreal be responsible for its implementation, with the financial assistance of the two other levels of government.

That the City of Montreal use the plus value accruing from the development of its properties, on which the expressway structure is built, so as to help finance its investment.



Legend

- Ramps connecting with the existing expressway
- Proposed layout
- Real estate development potential
- Proposed public spaces

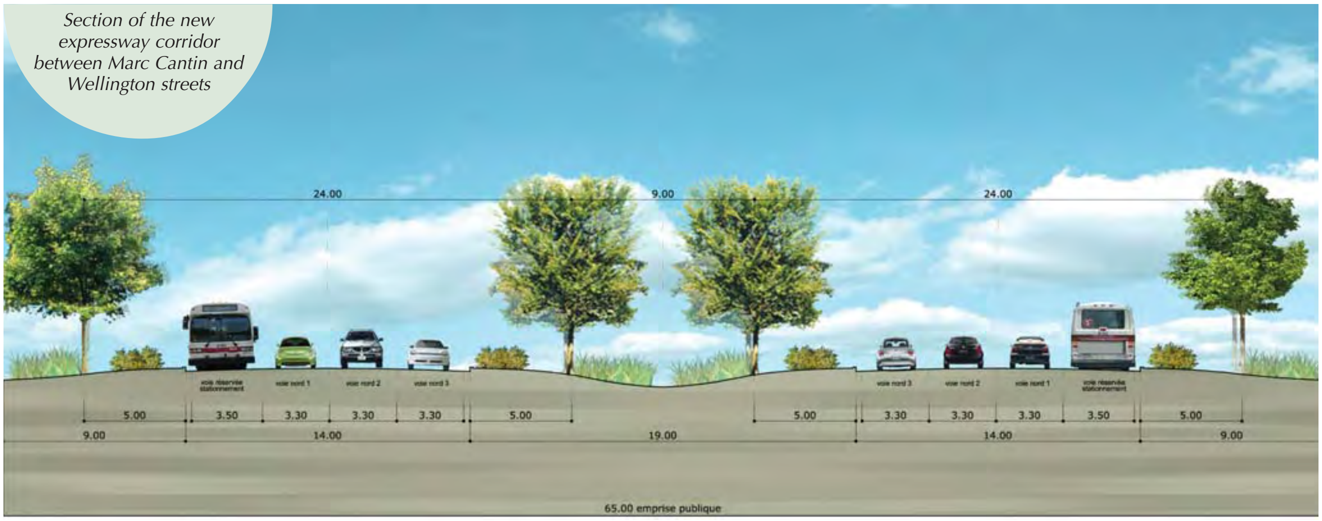
Phase 2: Bonaventure Expressway Relocation Between the Victoria and Champlain Bridges (2011-2015)

This initiative is also a priority because one of the fundamental objectives of *Vision 2025* is to give Montrealers real access to the St. Lawrence River. The relocation of the Bonaventure Expressway will enable the creation of a vast riverside park, along the shore of the St. Lawrence, linking the recreational areas of the Arrondissement Verdun, Jean Drapeau Park, the Lachine Canal and the Old Port, through its bicycle paths and walking trails. In becoming part of this green belt, this great new attraction will be accessible to the population as a whole, and will become the central hub for recreational use of the shores of the St. Lawrence.

The implementation of this second phase consists essentially of relocating the Bonaventure Expressway onto the Marc Cantin St. axis, reconfiguring the Wellington St. interchange, and improving access from Point St. Charles. This latter goal will be achieved by the western extension of Marc Cantin St., and by a new north-south connection that will allow Point St. Charles residents to have access to the riverside park. The cost of construction and redevelopment of this section of the expressway is estimated to be $77M. It is worth noting that it will have an immediate benefit of giving Montrealers access to the St. Lawrence River.

The relocation of the Bonaventure Expressway situated between the Victoria and Champlain bridges will give access to the shore of the St.Lawrence.

The relocation of the Bonaventure Expressway will allow the creation of a vast riverside park



Section of the new expressway corridor between Marc Cantin and Wellington streets

Lemay et associés

With the exception of the riverside park, the role of the area remains unchanged (business parks). The redevelopment of this section of the expressway has the added advantage of breaking the isolation of the land to the west of Mel's Cinematographic Studios. Close to 170,000 square metres of business park space could be established there, generating real estate investments in the order of $200M. The removal of the existing expressway will also enable the establishment of more than 235,000 square metres of new green spaces. Clearly, the implementation of this project of relocating the expressway situated between the Victoria and Champlain bridges is highly desirable. However, with due regard for the extension in time of the infrastructure projects and the need to stop the seepage of hydrocarbons into the river, it is recommended:

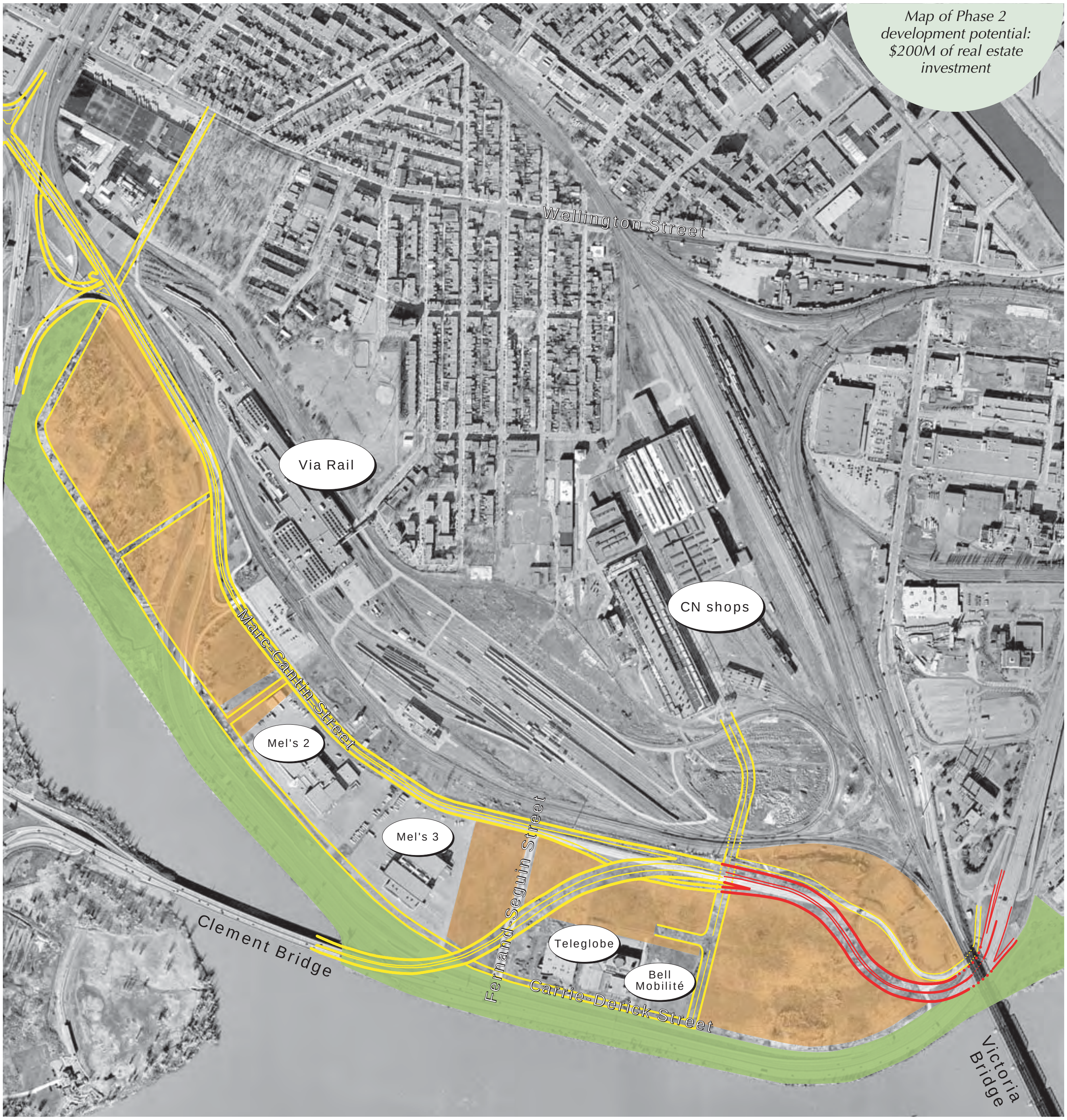
The transformation of the Bonaventure Expressway will open the enclave to the west of Mel's Studios

Recommendation 4

That the relocation of the section of expressway situated between the Victoria and Champlain bridges be planned for the 2011 to 2015 timeframe.

That the City of Montreal undertake immediately the creation of the "reserved areas" (*réserves foncières*) necessary for the implementation of this project.

That the problem of hydrocarbons leaking into the river be resolved prior to the start of this work.



Legend

- Ramps connecting with the existing expressway
- Proposed layout
- Real estate development potential
- Proposed public spaces

Phase 3: Transformation of Bonaventure Expressway between Victoria Bridge and Brennan St. (2016-2025)

The dismantling of the elevated portion of the Bonaventure Expressway, beginning at Victoria Bridge, replacing it with a boulevard crossing the Lachine Canal, through a tunnel or over a bridge, will ultimately open up the expansion of downtown right to Peel Basin. The land thus freed for development will generate significant residential real estate potential, particularly on the northern bank of Peel Basin, along De la Commune St. West. The creation of an esplanade between the Lachine Canal and the Cité-du-Havre will give new life to the basins area, opening it up to new uses, without hurting its industrial and port roles. The main aspects of Phase 3 consist of demolishing the elevated structure situated between Victoria Bridge and Peel Basin and crossing the Lachine Canal, either by way of a bridge or through a tunnel.

The dismantling of the elevated portion of the expressway opens up considerable residential potential on both sides of the basin

Lemay et associés

Pierre Malo image bank, 2003

Night view of Peel Basin and Bonaventure Expressway seen from the Cereal Foods Canada silo

The proposed route follows the existing route of the Bonaventure Expressway. The length of the tunnel or the bridge will require a footbridge east of Peel Basin, connecting the two banks of the Lachine Canal so as to allow users of the green belt to cross. The cost of building and redeveloping this expressway section, thereby opening up Peel Basin, is estimated to be $637M.

The proposed work will free up large tracts of land for development in the port area, east of the expressway corridor, around the basins. Indeed, more than 100,000 square metres of retail businesses and business parks as well as 1,300 residential units around Peel Basin, may well be built between now and 2025. The dismantling of the elevated structure between Victoria Bridge and Brennan St. will enable an estimated $500M of real estate investment. Despite the very positive impact of the dismantling of the Bonaventure Expressway between Victoria Bridge and Brennan St., as well as the construction of a tunnel under Peel Basin (specifically, a unique signature gateway to downtown Montreal, redevelopment of the national historic site that is the Lachine Canal and real estate investments), the SHM recommends, in view of the financial constraints:

Recommendation 5

That the transformation of the section of expressway located between Victoria Bridge and Brennan St. be envisaged only for the period after 2016, when the two first phases will have been completed and conditions for development will be more favorable.

2.2 The Harbourfront Tramway

The harbourfront tram could use the rail corridor that parallels De la Commune St.

Multiconcept graphisme Inc.

The concept of the harbourfront tramway was initially conceived as a solution to the serious cohabitation problem between the recreational and tourism function of Old Montreal, on the one hand, and its residential role, on the other. The project relies particularly on the under-used rail corridor that runs the length of De la Commune St., that can handle a modern tram service at little additional cost.

Consultations with the main recreational and tourism stakeholders in the area demonstrated that this same tram service, if extended to the area of the major hotels (Dorchester Square), and eventually to the Quartier des spectacles entertainment district, (Saint-Laurent metro station), could answer the pressing need for a direct connection between the harbourfront and downtown in order to provide better access to the Old Port, Old Montreal and the Lachine Canal.

The harbourfront tramway could serve the many tourist attractions located in these centres of interest, such as the Montreal Science Centre, the Montreal Museum of Archaeology and History at Pointe-à-Callière, the International Flora Montreal 2006 exhibition, the cruise ship terminal, the Marguerite-Bourgeoys Museum and the Georges Étienne Cartier House, but to name a few.

Finally, the tramway could become a valuable economic development tool for the Griffintown area, the Cité Multimédia, the revitalisation of Grain Elevator number 5, the faubourg Québec, the redevelopment project at the former Viger station hotel and the real estate development of the area north of Peel Basin.

Dorchester Square – Peel Basin – Old Port – Champ-de-Mars Metro Segment

Given the contribution that the tramway would make to solving Old Montreal's traffic congestion, as well as the tramway's support of recreational, tourism and real estate development in the harbourfront area; given the very reasonable implementation costs (less than $50M) due to the existing rail infrastructure over much of this segment; and finally, given the potential of this segment to become the central loop of a larger network, that would respond to the Mayor's expressed interest in a tramway system, it is recommended:

Prototype of a tram displayed on Peel St. in November 2005

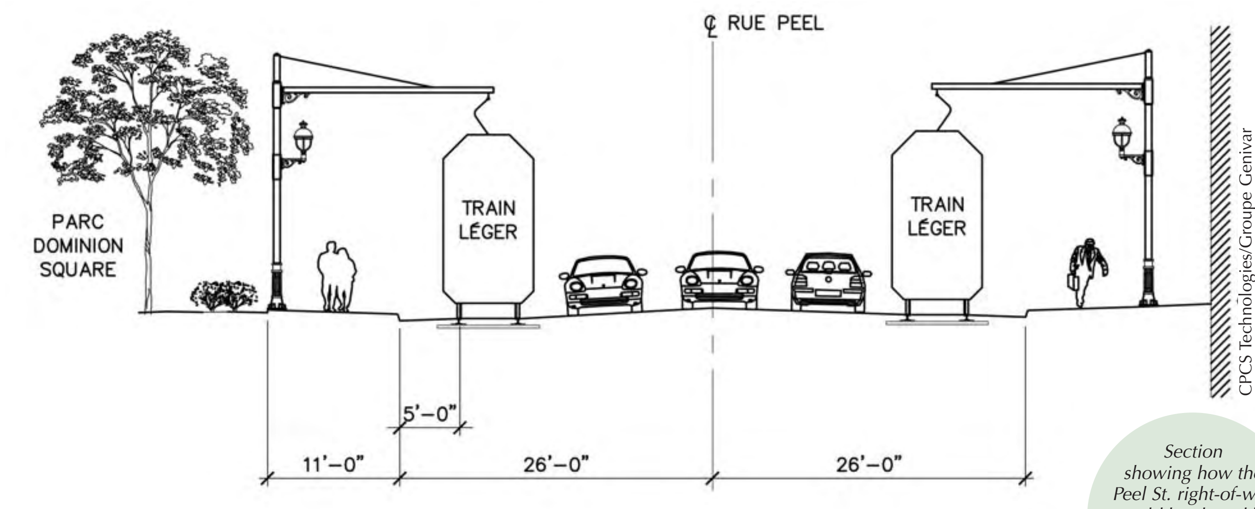
Photo: Denis Gendron

Recommendation 6

That, by 2010, the implementation of the harbourfront tramway project between Dorchester Square, Peel Basin, the Old Port and the Champ-de-Mars metro station, be completed.

That to this end, a partnership be created with the main stakeholders, such as the Old Port, Parks Canada Agency, l'Association des commerçants du Vieux-Montréal and interested developers with a view to promoting the implementation of this project.

The proposed harbourfront tramway route, in its initial phase



Section showing how the Peel St. right-of-way could be shared by users when a tram is using the tracks.

Jean Drapeau Park Segment

It is equally important to examine the advantages of a tramway line extension between Jean Drapeau Park and the line serving the area of the major hotels and Old Montreal. This segment could be put into service in large part on the roadbed of the former Expo Express.
It would contribute to reduce automobile congestion on Île Notre-Dame. The SHM recommends:

Recommendation 7

That the development potential of a tramway line extension to Jean Drapeau Park be evaluated. (2011-2025)

Champ-de-Mars Metro – Place-d'Armes Metro – Quartier des Spectacles Extension

The *Quartier des spectacles* partnership has identified the importance of having a special public transport connection between the Quartier des Spectacles and the Old Port, particularly during events attracting large crowds. This can be accomplished by the extension of the tramway to the Saint Laurent metro station. It is therefore recommended:

Recommendation 8

That the feasibility of extending the tramway network, connecting Champ-de Mars metro station with Place-d'Armes metro station and the Quartier des Spectacles, be evaluated. (2011-2025).

Peel Basin – Atwater Market Extension

Parks Canada Agency has protected a right-of-way along the north bank of the Lachine Canal for the possible start-up of a tourist tramway line in this corridor. A former rail corridor is still available for the same purpose along Saint Patrick St. on the south side of the canal. The Arrondissement Sud-Ouest asked the SHM to envisage an extension of tramway service on its territory as far as the Charlevoix metro station and/or Atwater Market. The SHM recommends:

Recommendation 9

That the feasibility of extending the tramway network to connect the Peel Basin activity hub to the Atwater Market be evaluated. (2016-2020)

2.3 Expansion of Recreational, Tourism and Cultural Activities

The Montreal Harbourfront – *Vision 2025* clearly identified the need for coherent growth of the recreational, tourism and cultural functions in the harbourfront area. In particular, it focused on the need to promote a better distribution of users on the territory, greater facility of movement as well as an extension of the availability of these activities over the four seasons of the year. The three main stakeholders in this area – the Old Port of Montreal Inc., the Société du parc Jean-Drapeau, and Parks Canada Agency – have undertaken to consider these objectives in the revision of their development plan.

The SHM regrets that the full benefit of Loto-Québec's ambitious plan to build a world class entertainment complex, including a world scale trade fair centre, at Peel Basin and on the site of the former CN shops in Point St. Charles, was not recognized, thus forcing the abandonment of the project. Its implementation would have made a significant contribution to recreational, tourism and cultural development. It would have put Montreal at the same level as Toronto, Boston and Philadelphia in terms of holding commercial exhibitions on a North-American scale. Nevertheless, the need for a second recreational and tourism hub in the western part of the harbourfront remains undiminished. The SHM wishes to express its most sincere appreciation to Loto-Québec and to the *Cirque du Soleil* for having proposed a project of such scope. It is hoped that a new promoter will come forward, for the following reasons:

- the creation of a new hub of recreational and tourism activities in the Peel Basin will reduce the cohabitation problems between the residential and tourism functions in the Old Montreal – Old Port – Lachine Canal area, favouring a wider dispersion of visitors over the harbourfront territory;
- the creation of this new hub of recreational and tourism activities in the Peel Basin will help revitalize this decrepit area of the Lachine Canal, by attracting new visitors;
- the ridership created by this hub will help the harbourfront tramway to pay its expenses and will thus contribute to increased facility of movement throughout the harbourfront territory.
- this hub will become a gateway to the Lachine Canal for recreational visitors and tourists coming from both the Old Port and the sector of the major hotels.

Peel Basin area

The Former Tate and Wellington Basins Properties

Despite the abandonment of Loto-Québec's proposed entertainment complex, the real estate potential of these properties remains attractive. The SHM recommends:

Recommendation 10

That the properties in the area of the former Tate and Wellington basins be designated as the site of a new hub of recreational and tourism activities, and that a work group identify an appropriate project as well as promoters prepared to take on the financial risks.

World Scale Trade Fair Centre

The project to build an international exhibition centre in Point St. Charles remains attractive. The SHM therefore recommends:

Recommendation 11

That the area of the former CN shops and the former Tate and Wellington basins be included in the selection of sites under consideration by the Government of Quebec as the location to give Montreal – and the Province of Quebec – a future world scale trade fair centre.

View of the desolation that characterizes the former Tate and Wellington basins

The former Tate and Wellington basins are separated from the former CN shops by a rail yard

NOMADE, Plan de développement SVPM, 2005-2015

Proposed redevelopment of the Clock Tower area

Old Port of Montreal

The Old Port of Montreal Inc. recently presented its development plan for 2005-2015 to the Government of Canada. The SHM is of the view that this plan contributes to the implementation of the broad objectives of *Vision 2025*, in the fields of recreation and tourism. This contribution is particularly pertinent in regard to the geographic dispersion of tourism activities (development of the Clock Tower area) as well as to their dispersion in time (expansion of activities to the four seasons of the year.) It is recommended:

Recommendation 12

That the Government of Canada approve the $170M investment necessary for the implementation of the Old Port of Montreal Inc. 2005-2015 development plan.

Parks Canada revitalisation in the Peel Basin area

Lachine Canal between the Old Port and the St. Gabriel Locks

The Lachine Canal National Historic Site Management Plan proposes a range of projects. The SHM is of the view that this plan contributes to the implementation of the broad objectives of *Vision 2025*, particularly in regard to the development of centres for both visitors and interpretation, the installation of interpretation booths at strategic locations and the development of multiple activities (water and land shuttles, tour itineraries with audioguides, sales outlets). Parks Canada intends to partner with other stakeholders to meet the common challenge of protecting and developing the existing resources, cleaning up some of the basins (Wellington, canal reach no 2) and stabilizing certain structures (spillways). The SHM recommends:

Recommendation 13

That the Government of Canada approve the $10M investment necessary to implement The Lachine Canal National Historic Site Management Plan for that part of the canal situated between the Old Port and the St. Gabriel locks.

Jean Drapeau Park

View of the Lemoyne channel looking east between Sainte-Hélène and Notre-Dame islands

The *Société du parc Jean-Drapeau* is in the process of finalizing its master development plan for the next decade. Our meetings with the harbourfront stakeholders lead us to believe that this plan must propose solutions in regard to both the funding of its maintenance and the problem of cohabitation of the "park" and "commercial" functions, particularly as a result of the decision not to move the casino from the Île Notre-Dame. The possible extension of the harbourfront tramway system to serve the park, and the provision of recreational and tourism activities throughout the year must also be taken into consideration. It should be noted that, in the event of the recreational basin project being implemented, Park Jean Drapeau will play a key role in providing access to the aquatic activities that will develop in this basin. The SHM therefore recommends:

Recommendation 14

That the Société du parc Jean-Drapeau address the following points in its development plan:

- the financing required to maintain its facilities,
- the cohabitation between its "park" and "commercial" functions,
- the possible extension of the tramway system,
- the yearlong provision of recreational an tourism activities.

Banque d'images Pierre Malo, 1999

Penn & Buchanan warehouses, facing the Lachine Canal

The Harbourfront's Heritage

The unique role of the harbourfront as a witness to much of the economic, political and social history of Quebec and of Canada, demands that particular attention be paid to the historic and natural heritage where these events took place. This exceptional heritage must not be lost from view, not only because of its tourism value, but also because of its contribution to the quality of life of the area. The role that can be played by the private sector in preserving and showcasing these heritage elements must be considered

The study, currently under way, of the heritage resources of the basins area will enable the preparation of a proposed action plan and recommendations based on this heritage potential. New facilities, products and services that contribute to the economic, cultural and tourism development of the harbourfront must be created there. Similarly, urban renewal should integrate the most significant heritage aspects of the harbourfront's historic industrial and maritime era. National and international recognition of certain heritage elements present in the harbourfront area would generate support and increased credibility for the preservation and promotion related to this heritage. The SHM recommends:

Recommendation 15

That a budget of $1M be provided for the preservation and promotion of the harbourfront's heritage resources.

2.4 Real Estate Development of Brownfield Properties

The harbourfront is characterised by a significant scattering of brownfield properties – more than a square kilometre in total – of which a large proportion are government owned. These properties often have environmental problems, but their proximity to the downtown area makes them very attractive in terms of real estate development. Such development has been handicapped by a complex structure of government ownership, combined with a lack of interest on the part of the private sector. The development of these brownfield properties does not require public funding, other than perhaps for soil decontamination, since their commercial potential justifies the project financing.

Canada Post

This 92,000 square metres tract of land on the north bank of the Lachine Canal, close to downtown, has been unused for several years and offers exceptional development potential. The Arrondissement Sud-Ouest gives a high priority to its redevelopment. Community groups see this land as a unique opportunity to promote the construction of affordable social housing. This site could support several uses: its redevelopment should favour a social mix, thus combining affordable social and market housing. It could also support a mix of uses, including commercial, light industrial and residential.

Former Canada Post mail sorting facility on the north bank of the Lachine Canal

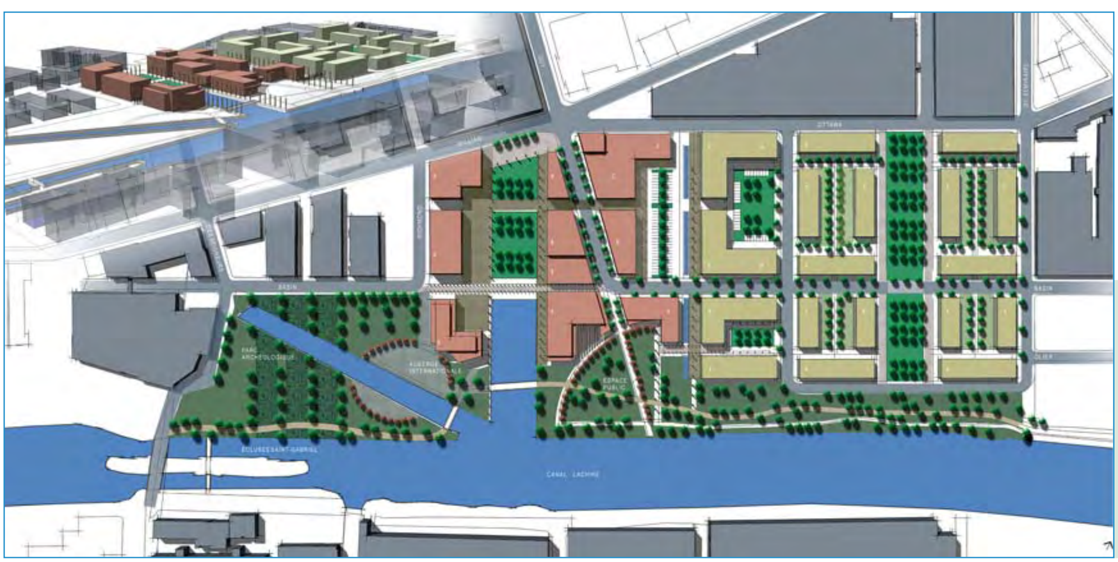
Public financing would not be required for this $250M development, except for the more generalized programmes of affordable social housing, since the intrinsic value of the land itself can support all the development costs. The SHM recommends:

Recommendation 16

That ownership of the Canada Post property be immediately transferred to the Canada Lands Company (CLC).

That the CLC undertake without delay the development of this property.

That a programme to assist in soil decontamination of public property be instituted.



RESO et Bâtir son quartier

RESO and "Bâtir son quartier" proposal for the development of the Canada Post property

Grain Elevator Number 5

This controversial building (heritage monument for some, monumental horror for others) has recently attracted the interest of several developers because of its strategic location.

Its owner, the Montreal Port Authority, called for "expressions of interest" from the private sector, last summer. In October 2005, it received six proposals and, in December, chose a short list of three. Its intention was to negotiate a final development agreement with one of these groups. The financing of the project, estimated to be $300M, would be the promoter's responsibility. It is recommended:

Recommendation 17

That the Port Authority, supported by the Government of Canada, proceed rapidly with the selection of a finalist to negotiate an agreement on the development of Grain Elevator Number 5.

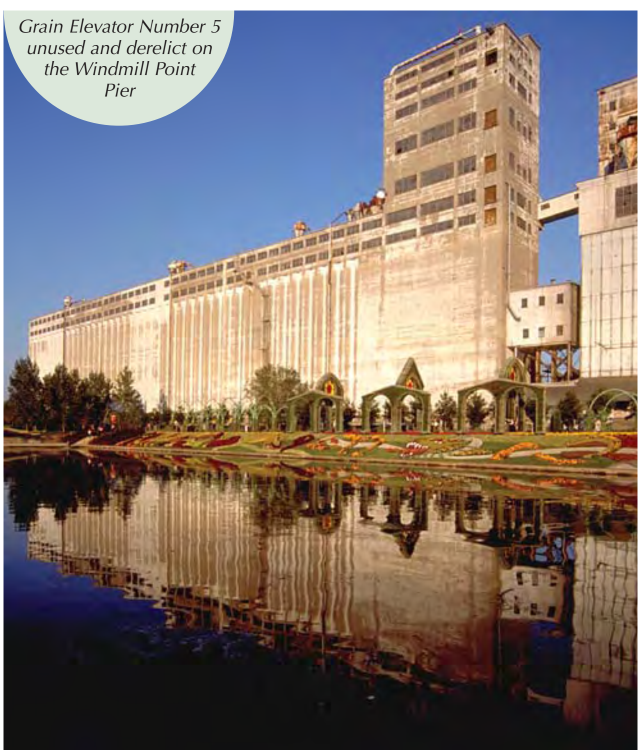
That the winning developer begin without delay the planning and approval process for an overall transformation of the structure.

Cité-du-Havre Property

An exceptional property of 150,000 square metres, just west of the Cité-du-Havre residential area, has remained vacant and unused since the end of Expo 67. A misunderstanding on property ownership between the Canada Mortgage and Housing Corporation (CMHC) and Cadim, a subsidiary of the *Caisse de dépôt et placement du Québec*, has delayed its development. The SHM recommends:

Recommendation 18

That the governments of Canada and Quebec take the necessary measures to resolve rapidly the misunderstanding on land ownership that has blocked the development of the 150,000 square meter property just west of the Cité-du-Havre residential area.



Grain Elevator Number 5 unused and derelict on the Windmill Point Pier

150,000 square metres suitable for development in the Cité-du-Havre

Viger Hub

One of *Vision 2025*'s major recommendations is to create two new development hubs so as to more adequately disperse the activities of the harbourfront, thereby helping decongest Old Montreal during the summer season. The Entertainment Complex project in Peel Basin specifically pursued this objective for the western part of the harbourfront. The creation of a hub in the eastern part of the harbourfront is part of this same strategy. It calls for the support of several stakeholders:

- The Société de développement de Montréal (SDM) has restarted real estate development in the faubourg Québec with the aim of attracting some 700 residential units.
- The project to convert the former refrigerated warehouse of the Old Port of Montreal into a "divided co-ownership" residential building should be completed in the coming months and will bring a new set of clients into that sector of the harbourfront.
- The Old Port's development plan seeks to transform the Clock Tower area, bringing to it a marina, parking space, and yearlong recreational and tourism activities; the financing of this project must be achieved within the limits of its development plan for 2005-2015; the SHM supports this development plan.
- The City of Montreal has accepted an "offer to purchase" from Développement Télémédia, a private-sector firm, for the former Viger station hotel, located at the corner of Berri and St.Antoine streets. The sales agreement will be signed by the beginning of summer 2006, at the latest. Développement Télémédia has prepared an overall plan for the transformation of the site and has indicated that it is interested in contributing to the implementation of the tramway service.

So as to consolidate this new urban development hub, reflecting investments in the order of $300M, the SHM recommends:

Recommendation 19

That the City of Montreal complete at the cost of $12M, by 2010, the transformation of Viger Square that is already underway.

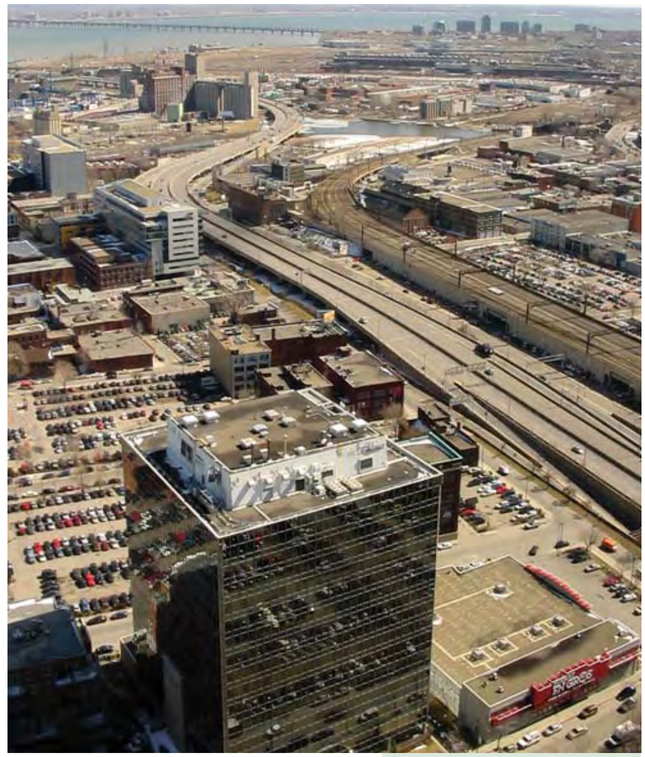

View of the faubourg Québec area with, in the foreground, the former Viger station-hotel

Faubourg des Récollets

As mentioned in Section 2.1 dealing with the transformation of the Bonaventure Expressway between Notre Dame and Brennan streets, this project will create significant real estate development potential ($800M) in the area of the faubourg des Récollets, directly, by creating new parcels of land for development, and indirectly, by making the existing parcels much more attractive for real estate development. A great number of these parcels are municipally owned. The SHM recommends:

Recommendation 20

That the municipal administration assess the feasibility of giving the responsibility to develop the land freed by the transformation of the Bonaventure Expressway between Notre Dame and Brennan streets to a municipal agency, or even to a public-private partnership that would contribute to the transformation of the expressway.



View of brownfield and vacant properties in the faubourg des Récollets

Aerial view of the former CN Point St. Charles shops

Former CN Shops in Point St. Charles

The abandonment of Loto-Québec's entertainment complex project, along with the project for a world scale trade fair centre, on the site of the former CN shops in Point St.Charles, creates a difficult challenge, to say the least, in regard to the development of this huge property located in the heart of Point St. Charles. The SHM recommends:

Recommendation 21

That the City of Montreal resume, without delay, its discussions with the designated purchaser, or with CN who is still the owner of this property, to ensure its development, respecting the rich industrial heritage of the site while giving due consideration to the need to decontaminate the soil.

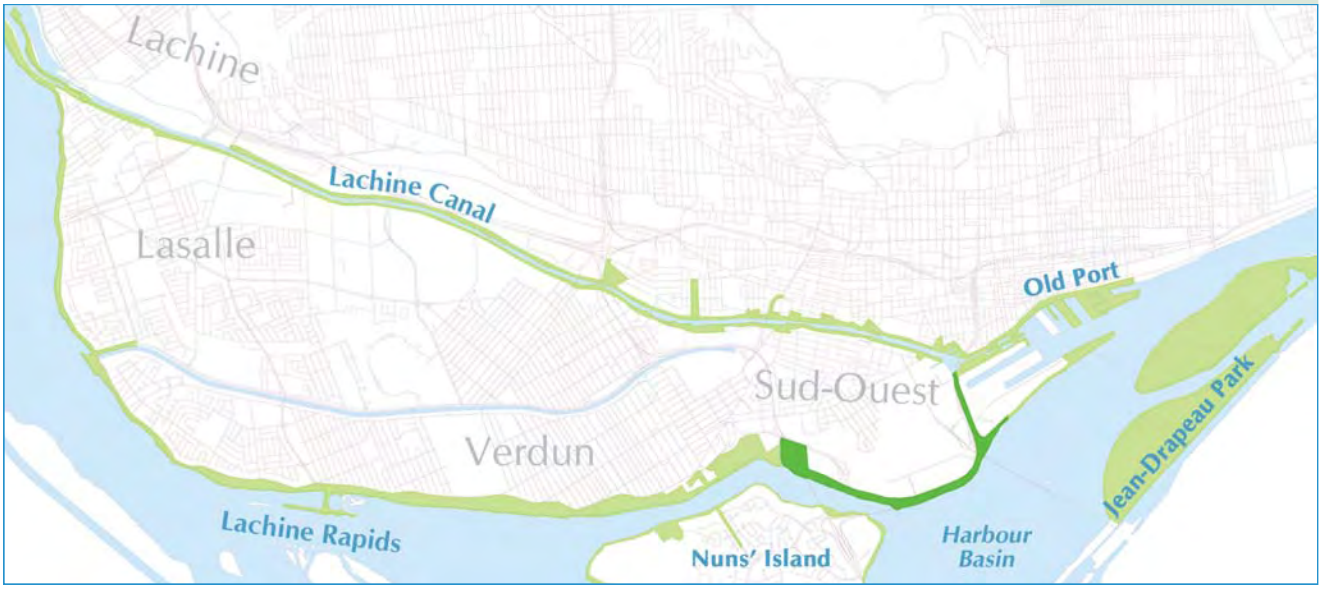
2.5 Development of Blue and Green Spaces

One of the three strategic thrusts of *Vision 2025* is to reclaim the shoreline so as to make the St.Lawrence accessible. The recommendation to relocate the expressway parallel to the rail corridor, between the Victoria and Champlain bridges, seeks to free the banks of the river so as to give Montrealers access, once again, to the St.Lawrence. *Vision 2025* mentions several other measures favouring increased accessibility to the St.Lawrence River and the Lachine Canal.

Green Belt between the Champlain and De la Concorde Bridges

The linear park that could be created along this shoreline would provide the last link in the green belt from the Arrondissement Verdun through to Jean Drapeau Park, the Lachine Canal and the Old Port. The transformation and landscaping costs are estimated to be around $35M. This new green space would represent, in terms of surface area, the equivalent of the Lafontaine or LaSalle Rapids parks.

The current green belt (pale green) and the proposed link to complete the circuit (darker green)



Elimination of Hydrocarbon Seepage into the River

The seepage of hydrocarbon contamination into the St.Lawrence, next to Victoria Bridge, must be fully resolved before a programme giving Montrealers access to their river can be envisaged. The Federal Government recently announced its support for the Montreal Centre of Excellence in Brownfield Rehabilitation (MCEBR) that will conduct a study of this serious problem requiring rapid action. The SHM recommends:

Recommendation 22

That the work needed to eliminate hydrocarbon seepage into the St.Lawrence, above Victoria Bridge, be started by 2008.

The SHM recommends:

Recommendation 23

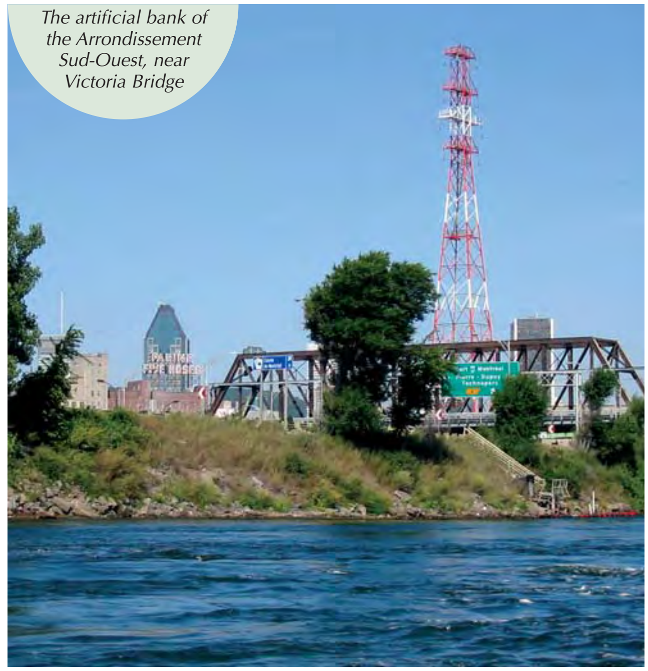
That the first section of the shoreline green belt, between Victoria and Champlain bridges, be developed as soon as the Bonaventure Expressway is relocated, by 2015 at the latest

That the section of the linear park in the Cité-du-Havre area be integrated into the real estate development of that site.

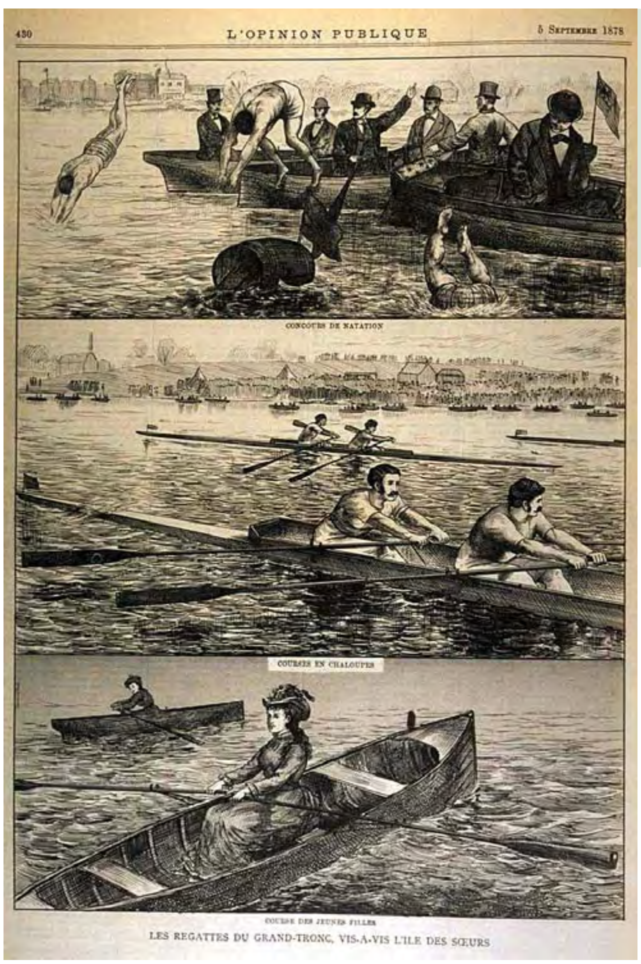
That the extension of the green belt to the Old Port be integrated into Phase 3 of the Bonaventure Expressway transformation project.

Environmental Impact and Aquatic Potential Study

The idea of developing a basin for aquatic recreational activities upriver of the De la Concorde Bridge was raised during consultations with harbourfront residents in the autumn of 2003. They clearly felt that they should not have to resign themselves to simply watching, from the top of the escarpments created by the landfill in this area, the swift flow of the river below. They want real access to the St.Lawrence for aquatic activities. The SHM decided to re-examine the project for a run-of-the-river hydroelectric generating station that had been presented to it by the engineering consulting firm, RSW. This hydroelectric project, by raising the water level in the harbour basin, would reduce the current and facilitate the restoration of the banks (completely destroyed by the engineering works of the last century), as well as produce 350 megawatts of clean energy. Finally, Hydro-Quebec would finance the upkeep of the green belt around the basin's perimeter through payment of a fee.



The artificial bank of the Arrondissement Sud-Ouest, near Victoria Bridge



The Grand Trunk regatta near Nun's Island in 1878

L'Opinion publique, Bibliothèque nationale du Québec

Sensitive to the concerns about the ecosystem in this part of the St.Lawrence, the SHM sought to identify both the risks and the mitigating measures that would be possible. Support for the idea was far from unanimous. Some see it as an ecological mistake. Others, while recognizing the environmental risk, insist that solutions can be found to effectively manage those risks.

In view of the extraordinary potential of this project that, among other advantages, would restore the full enjoyment of their river to Montrealers, in harmony with the fauna and flora of the milieu, the SHM recommends:

Recommendation 24

That the Government of Québec undertake a study to evaluate the potential of a project for a run-of-the-river hydroelectric generating station, to facilitate the practice of aquatic activities, as well as its economic, social and environmental impact, while analysing the ecological risks of the project and the appropriate mitigating measures.

Réseau bleu: The Harbour Basin

If the studies, recommended in the previous paragraph, are conclusive, the development of the basin should be undertaken, after public consultation, by Hydro-Quebec in partnership with an organization responsible for the recreational and tourism aspects of aquatic activities.

The SHM recommends:

Recommendation 25

That Hydro-Quebec undertake, if the studies are conclusive, the development of the harbour basin, after public consultation, in partnership with an organization responsible for the recreational and tourism aspects of aquatic activities.

The harbour basin, looking east

River banks of the St.Lawrence that could be restored through a recreational basin project

2.6 Soils Management

Soils Management Programme

Most brownfield sites on the harbourfront include layers of landfill of questionable quality. This landfill rarely meets Quebec's ministère de l'Environnement criteria for residential construction. However, because of their proximity to downtown, the obvious use of these properties is precisely for residential construction. It is therefore essential, in order to reclaim these brownfield sites, to develop economically viable solutions for the management of this landfill. The usual process of "dig and dump" will not permit the viable development of these properties. Finally, it should be noted that the Government of Quebec did not renew its Revi-Sols programme in April 2005. In regard to the management of soil on publicly owned properties, the SHM recommends:

Recommendation 26

That each of the three levels of government institute measures to facilitate the restoration of the soils on their properties and to establish priorities in accordance with those of *Vision 2025*

Elimination of Peel Basin's Contaminated Landfill

Canal reach number 2's esplanade on the south bank of the Lachine Canal, between Bonaventure Expressway and the Mill St. Bridge, consists of landfill that dates back to the 1960s. Owned by Public Works and Government Services Canada (PWGSC), and managed by the Old Port of Montreal Inc., this parcel of land is admissible to Federal Government financial assistance which could cover up to 80% of the cost of excavation and disposition of the soil. It is therefore possible to consider restoring the original width of the canal, here. This measure would make more attractive the redevelopment of the Montreal Port Authority's properties, north of Mill St., bordering this esplanade. The remaining 20% of the cost of work would be absorbed by PWGSC. It is recommended:

Recommendation 27

That the Old Port of Montreal Inc. undertake the elimination of the contaminated landfill in Peel Basin's canal reach number 2, under the provisions of the Federal Contaminated Sites Accelerated Action Plan (FCSAAP).

East of Bonaventure Expressway, the removal of the landfill from canal reach number 2 would allow the Lachine Canal to be given its original configuration.

Vacant land at the Cité-du-Havre, an artificial jetty built exclusively with landfill

The filled-in site of the former Tate and Wellington basins

The filled-in site of the former Lachine Canal basins 1,2,3 and 4, owned by Canada Post

Landfill area south of Point St.Charles, between the Clément and Victoria bridges

Part 3: Implementation

With the tabling of this report, the SHM will have completed its mandate, received in the autumn of 2002. The time has now come to take action.

3.1 Agreement on the Development of the Montreal Harbourfront

The SHM is of the view that the next step must be the signing of an agreement between the Federal Government, the Province of Quebec and the City of Montreal, respecting normal procedures for negotiating and approving such agreements between governments. The SHM recommends:

Recommendation 28

That an agreement between the Federal Government, the Province of Quebec and the City of Montreal be reached by December 31st, 2006.

That the agreement:

- confirm the willingness of the three parties to implement *Vision 2025*, proposed by the SHM;
- identify the priorities;
- establish the implementation programme in four phases, from 2006 to 2025;
- confirm the responsibilities of each party;
- set up a coordination structure to ensure ongoing supervision on behalf of the parties (see organisation chart).

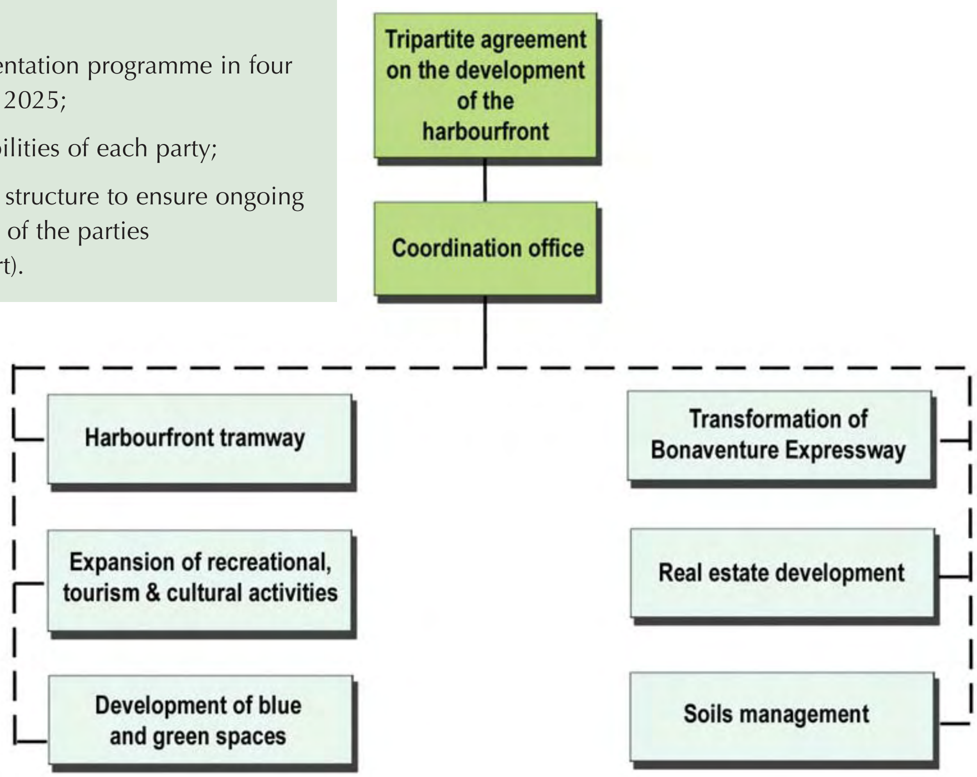
3.2 Implementation Structure

The SHM has concluded, based on its experience over the last three years, and an examination of similar projects, that the centralization in an independent organization of responsibility for the implementation of *Vision 2025* is not the best solution. Indeed, this approach was adopted by the Toronto Waterfront Revitalization Corporation. It does not appear to be suitable, however, in the Montreal context. Rather, the SHM recommends:

Recommendation 29

That the responsibility for implementing *Vision 2025*'s main initiatives be undertaken by the governmental partners, each within its own jurisdiction, and by the private and paragovernmental sectors in regard to commercial initiatives.

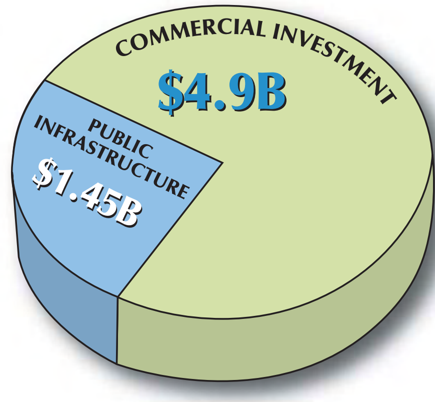
This will obviously require a close working relationship amongst the partners to ensure coordination of their efforts to implement their respective undertakings, and when required in the implementation of joint projects. A lean organization should be put in place to help coordinate their efforts



Organisation chart of the proposed coordination structure for the implementation of Vision 2025

3.3 The Financial Picture

The implementation of *Vision 2025* will generate investments in the order of $6.4 billion, that will for the most part (75%) be of commercial origin. Governmental investments for infrastructure will represent, on average, less than $50M per year over the first ten years of *Vision 2025*.



Distribution of investments envisaged by Vision 2025

Economic Impact

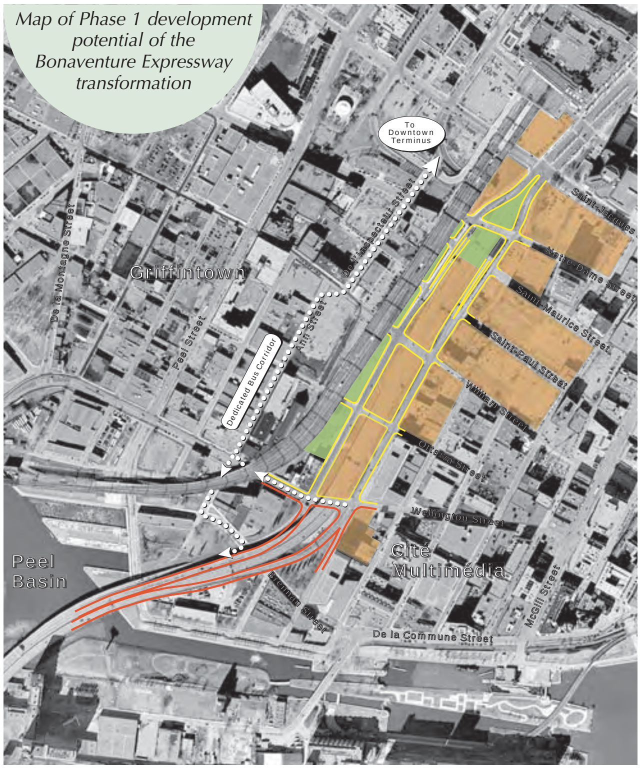
Transformation of the Bonaventure Expressway

The Groupe Genivar's study of economic impact shows that, for the Bonaventure Expressway transformation project alone, the revenues from all sources accruing to the three levels of government will reach $655M, for an expenditure of $793M. Real estate investment generated by this project will be $1.5 billion. The value added to Quebec's GDP will be $1.6 billion and the jobs created will reach 30,000 person-years.

Consolidated Economic Impact of the Bonaventure Expressway Transformation Project

Real estate investments generated by the project	**$1.5B**
Value added to Quebec GDP	**$1.6B**
Jobs created (person-years)	**30,000**
Governmental revenues	**$655M**
– Municipal	$255M
– Provincial	$285M
– Federal	$115M

Banque d'images Pierre Malo, 2003



Map of Phase 1 development potential of the Bonaventure Expressway transformation

Timeline of Expenditures

The expected financial return is further increased by the fact that most infrastructure expenditures (e.g. the Peel Basin tunnel) are put off to the latter years of the project while the less expensive initiatives, with a higher return, will be implemented during the first 10 years.

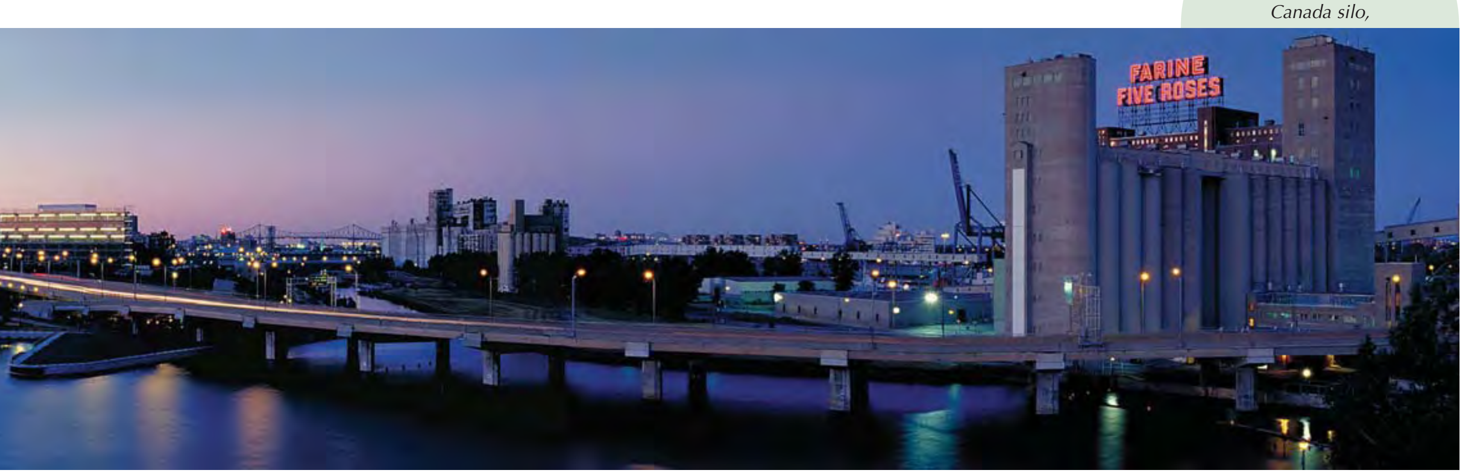
Expansion of Downtown, from Notre Dame to Brennan Streets

As a case in point, the transformation of the downtown section of the expressway (between Notre Dame and Brennan streets) represents a very profitable investment for the City of Montreal. The cost ($79M) is barely more than the cost of rebuilding the existing structure which will in any case be required in the next few years. However, it will allow the city to obtain $15M from the sale of property freed up by the dismantling of the expressway, and to receive a further $15M annually in property taxes on the $800M in real estate development associated with these properties.

Relocation of the Bonaventure Expressway Situated between the Victoria and Champlain Bridges

The main purpose of relocating the expressway situated between the Victoria and Champlain bridges, at a cost of $77M, is to improve the quality of life. Nevertheless, this relocation will allow the Jacques Cartier and Champlain Bridges Incorporated to rationalize its redundant road network (between the Wellington Interchange and the Clément Bridge), while also freeing for development ($200M) the land enclave west of Mel's cinematographic studios.

Night view of Peel Basin and the Bonaventure Expressway, from Cereal Foods Canada silo,



Self-Financing of Brownfield Sites

The development of several other government-owned properties, such as those of Canada Post, Cité-du-Havre, Faubourg Quebec, and Windmill Point, will be self-financed on the basis of the commercial value of the land, with the possible exception of the required government participation in the decontamination of their own sites.

Harbourfront Tramway

The harbourfront tramway project is very attractive, financially, because of its relatively modest cost for a project of that scope (40% of the infrastructure is already in place) and of the cost sharing to which its main sponsors could well agree.

These include: the Government of Canada in the name of the Old Port and Parks Canada Agency; the City of Montreal for the Cité Multimédia, Old Montreal and Faubourg Québec; and, finally, the promoters of the Viger Hotel and Griffintown projects.

Development Plans of the Main Recreational and Tourism Agencies

The investments required by the development plans of the various agencies in the fields of recreation and tourism should be provided by their respective governments. These agencies include: the Old Port of Montreal Inc., Parks Canada Agency (for the Lachine Canal), and the Société du parc Jean-Drapeau.

Harbourfront tramway's projected route in the initial phase

View of Marina at the Old Port of Montreal

Stéphan Poulin for Tourisme Montréal

City of Montreal

Certain projects that are primarily the responsibility of the City of Montreal will nevertheless need some financial support from the two other levels of government. The SHM recommends:

Recommendation 30

That the governments of Canada and Quebec assist the City of Montreal with the additional financial support that might be required

That this support be negotiated on a project-by-project basis

And, to the degree possible, that it be provided from existing programmes.

Soils Management

A soils management programme specifically addressing the government-owned brownfield sites in the harbourfront area will undoubtedly be required to ensure the developement of most of these properties.

3.4 Coordination

It is clear that the implementation of such an ambitious project will require, in addition to a formal agreement committing the three levels of government, a tight coordination among the relevant authorities at the operating level. It is therefore recommended:

Recommendation 31

That a coordination office be created, made up of a senior executive from each of the three levels of government, supported by a full-time staff of no more than two or three persons.

The coordination office could be established at the next annual general meeting of the SHM. This could be accomplished by simply replacing board members from the private and institutional sectors with representatives of the three levels of government.

Panoramic view of the eastern part of the harbourfront as seen from the Cité-du-Havre

Part 4: Conclusion

Lemay et associés

Map showing the main initiatives proposed in the Bonaventure Expressway corridor

The tabling of this report marks the end of the SHM's mandate. Its task was "to propose, for the harbourfront and surrounding urban spaces, the main features of a coordinated action plan, along with an implementation and funding strategy."

This has been done. *Vision 2025*, made public in May 2004, is based on an exhaustive analysis of the harbourfront territory, presented previously in The Montreal Harbourfront – Assessment of the Situation. We felt it important to base our proposal for the transformation of the historic Montreal harbourfront over the next 20 years, on a solid foundation.

Several preliminary feasibility studies on certain major initiatives highlighted by *Vision 2025* were carried out during the past year so as to advise our partners on the costs and benefits of these proposals. As well, we sought to design an implementation schedule that would help minimize expenditures, while maximizing economic impact, in the first phases of the project.

This document presents the action plan to our partners so as to provide them with the necessary elements on which to base a well-informed decision. We place the future of the Montreal harbourfront in their hands, insisting on the need to act quickly in implementing the Bonaventure Expressway transformation and the start-up of the tramway. These two initiatives are even more critical for the development of the harbourfront since we can no longer count on the Entertainment Complex to revitalize the Peel Basin area.

Needless to say, the successful implementation of *Vision 2025* will require real leadership by the three levels of government, where each has a role to play.

The **City of Montreal** is in an ideal position to accomplish in the next five years, the project of downtown expansion from Notre Dame St. towards the Peel Basin, financially assisted by the infrastructure programmes of the governments of Canada and Quebec. Economically, the decision seems obvious. The city must, in any case, rebuild this portion of the expressway in the next 10 years, at an estimated cost of $60M, with no economic impact. For an extra $20M, it can replace the crumbling structure of the expressway by a wide boulevard, separated in the middle by a city block that is either built or landscaped, depending on location. The sale of the city's property, freed up by this project, will in itself produce proceeds of $15M, while real estate development in the order of $800M will generate equivalent annual proceeds through property taxes.

For its part, the **Federal Government** has the unique opportunity to take the leadership of projects that would instil renewed energy into large sectors of the Montreal harbourfront. In particular, it should focus on the development of the Canada Post site, reinforce the development activities of the Old Port, and facilitate, with the City and the Province, the rehabilitation of the shoreline between the Victoria and Champlain bridges. (It has already started by commissioning from the Montreal Centre of Excellence in Brownfield Rehabilitation (MCEBR), a study to identify the best solution for eliminating the seepage, in this area, of hydrocarbons into the St. Lawrence.) Finally, through Jacques-Cartier and Champlain Bridges Inc it could carry out in a longer timeframe the project of relocating the Bonaventure Expressway that would allow the creation of the riverside green belt.

World scale trade fair project at the former CN shops in Point St. Charles.

BassinPeel.com

The SHM is counting on the leadership of its government partners to take the lead in delivering *Vision 2025* for the greater benefit of Montrealers. We are confident that real estate promoters will follow suit , and will not hesitate to invest.

As for the **Government of Quebec**, it could drive other very important projects for the harbourfront, such as the creation of a world scale trade fair centre. It could also take responsibility for the study of the environmental aspects as well as the potential for aquatic activities in regard to a harbour basin project. This could lead to the installation of a run-of-the-river hydroelectric generating station

Panoramic view of the harbourfront as seen from the Tour de Lévis, Île Sainte-Hélène

INTERVENTION	PROJECT	JURISDICTION	LEADERSHIP	2006-2010		2011-2015		2016-2020		2021-2025+		TOTAL		REMARKS
				Public Infrastructure (M$)	Commercial Investment (M$)	Public Infrastructure (M$)	Commercial Investment (M$)	Public Infrastructure (M$)	Commercial Investment (M$)	Public Infrastructure (M$)	Commercial Investment (M$)	**Public Infrastructure (M$)**	**Commercial Investment (M$)**	
TRANSFORMATION OF THE BONAVENTURE EXPRESSWAY	**Downtown Expansion to Brennan Street**	City of Montreal with infrastructure programme	City of Montreal or Designated Organization	79	–	–	–	–	–	–	–	**79**	–	Cost estimates exclude the rebuilding of underground infrastructure such as sewers and water pipes.
	Real Estate Development (Faubourg des Récollets)	City of Montreal	Private Sector & Govt. Agencies	–	50	–	150	–	300	–	300	–	**800**	North of Brennan St., the City of Montreal owns 15% of land that can be developed.
	Relocation of the Expressway Between the Victoria and Champlain bridges	Government of Canada	Jacques Cartier and Champlain Bridges Inc.	–	–	77	–	–	–	–	–	**77**	–	This intervention aims at giving Montrealers access to the St. Lawrence.
	Real Estate Development (Area between the Victoria and Champlain bridges)	Govt. of Canada Govt. of Quebec City of Montreal	Private Sector	–	–	–	–	–	100	–	100	–	**200**	Should the soccer stadium project be cancelled, the expansion of the business park in the eastern part of the sector could generate real estate investments of an additional $150M.
	Redevelopment of the expressway between Victoria Bridge and Brennan Street	Government of Canada	Jacques Cartier and Champlain Bridges Inc.	–	–	–	–	65	–	572	–	**637**	–	
	Real Estate Development (Basins area)	Govt. of Canada City of Montreal	Private Sector	–	–	–	–	–	–	–	500	–	**500**	
HARBOURFRONT TRAMWAY	**Dorchester Square / Peel Basin / Old Port / Champ-de-Mars Metro Segment**	Govt. of Canada Govt. of Quebec City of Montreal	Public Private Partnership	40	10	–	–	–	–	–	–	**40**	**10**	Developers in the harbourfront area have expressed interest in investing in this project because of its impact on their real estate projects.
	Champ-de-Mars Metro / Place-d'Armes metro / Quartier des spectacle Extension	Govt. of Canada Govt. of Quebec City of Montreal	TBD	–	–	15	–	–	–	–	–	**15**	–	
	Peel Basin / Atwater Market Extension	Govt. of Canada Govt. of Quebec City of Montreal	TBD	–	–	–	–	35	–	–	–	**35**	–	
	Jean Drapeau Park Segment	Govt. of Canada Govt. of Quebec City of Montreal	TBD	–	–	–	–	–	–	30	–	**30**	–	
EXPANSION OF NEW RECREATIONAL, TOURISM AND CULTURAL ACTIVITIES	**Former Tate & Wellington Basins Site**	Government of Canada	TBD	–	–	–	–	–	100	–	100	–	**200**	The development of the area of the former Tate and Wellington basins could generate investment totaling $200M.
	World Scale Trade Fair Centre	Government of Quebec	Government of Quebec	–	–	–	–	250	–	–	–	**250**	–	A financial contribution from the government of Canada would be necessary to make this project viable.
	Old Port of Montreal	Government of Canada	Old Port of Montreal Inc.	90	12	80	10	–	–	–	–	**170**	**22**	

INTERVENTION	PROJECT	JURISDICTION	LEADERSHIP	2006-2010		2011-2015		2016-2020		2021-2025+		TOTAL		REMARKS
				Public Infrastructure (M$)	Commercial Investment (M$)	Public Infrastructure (M$)	Commercial Investment (M$)	Public Infrastructure (M$)	Commercial Investment (M$)	Public Infrastructure (M$)	Commercial Investment (M$)	**Public Infrastructure (M$)**	**Commercial Investment (M$)**	
EXPANSION OF NEW RECREATIONAL, TOURISM AND CULTURAL ACTIVITIES (cont)	**Lachine Canal Between the Old Port and the St. Gabriel Locks**	Government of Canada	Parks Canada Agency	10	–	–	–	–	–	–	–	**10**	–	Cost estimates exclude soil remediation.
	Jean Drapeau Park	City of Montreal	Société du parc Jean-Drapeau	–	n.d.	–	–	–	–	–	–	–	n.d.	
	Harbourfront Heritage			0,5	–	0,5	–	–	–	–	–	**1**	–	Budget for heritage redevelopment and promotion in the harbourfront area.
REAL ESTATE DEVELOPMENT OF BROWNFIELD PROPERTIES	**Canada Post**	Government of Canada	Canada Lands Company	–	50	–	100	–	100	–	–	–	**250**	
	Grain Elevator Number 5	Government of Canada	Montreal Port Authority	–	50	–	250	–	–	–	–	–	**300**	
	Cité du Havre	Govt. of Canada Govt. of Quebec	Canada Mortgage and Housing Corporation	–	–	–	200	–	150	–	–	–	**350**	
	Viger Hub	City of Montreal	City of Montreal SDM Private Sector	12	150	n.d.	150	–	–	–	–	**12**	**300**	$12M are required to complete redevelopment of the Viger Square.
DEVELOPMENT OF BLUE AND GREEN SPACES	**Seepage Hydrocarbons**	Govt. of Canada Govt. of Quebec City of Montreal	TBD	25	–	–	–	–	–	–	–	**25**	–	
	Green Belt Between the Champlain and de la Concorde Bridges	City of Montreal	Direction des sports, des parcs et des espaces verts	0,5	–	0,5	–	35	–	–	–	**36**	–	
	Recreational Basin: Preliminary Study	Government of Quebec	Ministère des Ressources naturelles	2	–	–	–	–	–	–	–	**2**	–	
	Development of the Recreational Basin	Government of Quebec	Hydro-Québec	–	–	–	100	–	1000	–	900	–	**2000**	
SOIL MANAGEMENT PROGRAMME	**Soil Management Programme**	Govt. of Canada Govt. of Quebec City of Montreal	Govt. of Canada Govt. of Québec City of Montreal	n.d.	–	n.d.	–	n.d.	–	n.d.	–	n.d.	–	
	Elimination of the Contaminated Banks of Peel Basin	Govt. of Canada Govt. of Quebec City of Montreal	Public Works and Government Services Canada (PWGSC)	30	–	–	–	–	–	–	–	**30**	–	
TOTAL INVESTMENTS (M$) :				289	322	173	960	385	1750	602	1900	**1449**	**4932**	

Note : All figures in this table are in 2005 dollars ($).