

A smiling man with dark hair, wearing a dark blue polo shirt and a bright green apron, stands in a doorway. He is leaning his right arm on the door frame. The background shows a warmly lit interior space, possibly a shop or cafe, with shelves and a counter visible. The overall tone is positive and welcoming.

Action Plan
for Commerce

Living Montréal



Contents

Introduction3

Vision5

The 2018-2022 Economic Development Strategy in Brief7

Action Plan for Commerce14

Commerce in Montréal: An Economic and Social Driver.....15

Areas of Action20

Conclusion29

Glossary of Terms30

Introduction

For several years, the commerce sector has been undergoing a number of profound transformations. Whether in Montréal or elsewhere, these changes tend to modify the traditional way of doing business as well as our relationship with commercial establishments, which enliven our streets and neighbourhoods.

As part of the 2018–2022 Economic Development Strategy, we set up an advisory committee to examine the major issues surrounding commerce in Montréal. The report's recommendations and lessons learned from past experiences provided a framework for the Action Plan for Commerce, which is the most ambitious in Montréal's history. As a metropolis, we are proposing sustainable, inclusive and innovative solutions to the main issues affecting Montréal's commerce today.

As part of this plan, we will be launching new programs to improve the quality of the built environment on commercial streets. We also want to support businesses located on main arteries where work is underway. To that end, we will introduce a brand-new financial assistance program to provide compensation to merchants located in and around construction zones. The program will improve merchants' ability to continue operating despite disruptions caused by major infrastructure projects.

Trade and sustainable urban development are also among our priorities. The City will work to develop modern living environments that meet the needs and expectations of Montrealers, while considering that the commercial arteries have a key role to play in a quality living environment.



Valérie Plante
Mayor of Montréal



Robert Beaudry
Executive Committee Member
responsible for Economic and
Commercial Development and
Government Relations



Vision



Montréal, a hub of
innovation, talent,
and economic,
entrepreneurial,
international,
sustainable and
social development.



The 2018–2022 Economic Development Strategy in Brief

This strategy coincides with a promising economic climate for the city

Montréal's economy has never been so vibrant, dynamic and progressive. Employment has reached record levels, and the city is attracting more and more talent, investment and innovative businesses.

The city has unmistakable assets when it comes to quality of life, innovation, talent, in an array of promising sectors. This economic development strategy builds on Montréal's strengths to fully take advantage of the opportunities afforded by environmental, social, and economic trends such as changing demographics and climate change.

Moreover, with its newly recognized status as the metropolis of Québec, Montréal has been granted new powers enabling it to better fulfil its role as an economic driver and integrate more economic development initiatives locally.

Montréal faces a number of economic challenges, however, which it must overcome in order to keep up its momentum:

- Access to and matching of the available labour force with companies' current and future requirements;
- Strengthening entrepreneurship to support business creation, growth, and succession planning;
- Commercialization of discoveries and innovation;
- Improving the economic reach and influence of Montréal and the international development of its businesses;
- Stimulation of economic centres and support for the integrated approach to territorial economic development;
- Consistency and co-ordination of all economic development initiatives;
- Increasing the client focus as part of the city's economic development.

Five Guidelines to Accelerate Montréal's Economic Development

Focus on know-how and talent

Objectives:

- Reinforce work skills to improve economic productivity;
- Ensure the attraction and retention of talent;
- Improve the match between the needs of businesses and available workers.

Stimulate entrepreneurship

Objectives:

- Stimulate business creation;
- Support the growth of small and medium-sized businesses;
- Increase the rate of survival among businesses and support succession planning.

Rejuvenate economic centres

Objectives:

- Transform and densify industrial zones by favouring quality amenities and attractive settings;
- Improve the accessibility and the mobility of people and goods to centres of employment;
- Ensure industrial complementarity and synergy, and highlight the territory's economic advantages;
- Boost retail and local business.

Boost Montréal's international reputation

Objectives:

- Reinforce the City of Montréal's reputation as a place of business;
- Ensure the development of Montréal businesses on international markets;
- Draw foreign investment to the city.

Ensure a powerful economic development network

Objectives:

- Ensure a client-focused approach;
- Enhance the City of Montréal's internal processes to boost the productivity of economic development programs and services;
- Reinforce Montréal's economic development ecosystem.

Five High-Potential Sectors to Uphold the Guidelines of the Economic Development Strategy

The aim of the economic development strategy is to ensure ideal conditions for growth across all sectors of Montréal's economy. It prioritizes five high-potential sectors that will allow Montréal's economy to be more forward-looking and competitive, and make more productive use of city resources.

Because these five sectors are cross-cutting, supporting them will strengthen other sectors as well as future niches.

Cultural and Creative Industries

As a mainstay of Montréal's distinctive identity and character, the cultural and creative industries are a meeting point for creativity, culture, technology, and innovation. These industries include architecture and design, fashion, multimedia and video games, digital arts as well as traditional visual and live arts:

- Close to 92,000 jobs and \$8.6 billion in annual economic benefits to the Greater Montréal Area.¹

Life Sciences and Health Technologies

The life sciences and health technology sector encompasses activities ranging from research to product and service development, including medical equipment manufacturing, research and development (R&D) services, and pharmaceutical distribution.

- In Montréal, this sector represents 40,000 jobs, or 80% of direct jobs in life sciences, along with 65% of Québec GDP in the sector.²

Digital Industry

The digital industry, at the root of innovation sectors, provides leverage for attracting both domestic and foreign investment. Increasingly widespread, it has proliferated through all other activity sectors, allowing new business models to emerge. Its primary sub-sectors are artificial intelligence and deep learning, virtual augmented reality, big data, advanced manufacturing, software and IT services, as well as telecommunications services:

- More than 100,000 jobs in the city, or 8% of Montréal jobs overall, and 72% of jobs in information and communication technologies (ICT) across Québec³;
- \$12 billion of Québec's GDP is generated by the ICT sector.⁴

¹ Chamber of Commerce of Metropolitan Montréal (CCMM), *The creative industries: Catalysts of wealth and influence for Metropolitan Montréal*, 2013.

² Montréal InVivo, *Window on the life sciences in Greater Montréal*, 2013.

³ Techno Montréal, *Profil des TIC*, 2014.

⁴ Ibid.

Mobility and Transport

Serving most economic sectors, including public transport, manufactured goods, distribution centres, wholesale and retail trade, e-commerce, and last-mile delivery, this key industry combines all modes of transport and their disparate logistics. The development of new sustainable and intelligent transport systems is an opportunity to strengthen Montréal's place within the industry:

- 63,000 jobs in the Montréal agglomeration in 2015⁵;
- \$6.1 billion of the agglomeration's GDP in 2014.

Cleantech Sector

An emerging and fast-growing sector, cleantech reconciles economic growth with environmental performance. Ensuring the transition to a low-carbon economy, this sector promotes innovation through the creation of products and services that impact other sectors of economic activity, while fostering the creation of innovative companies. The cleantech sector consists primarily of green chemistry, energy efficiency, renewable energy, sustainable mobility, waste management, water management, remediation of contaminated sites, treatment of ambient air, etc.:

- 120 foreign subsidiaries employing more than 15,300 people;
- 60% of jobs in the cleantech sector are based in Montréal.

⁵ Montréal en statistiques, *Profil sectoriel : Transport et entreposage* (SCIAN 48-49), juillet 2017.

Five Overall Indicators targeted by the Economic Development Strategy for 2018–2022:

Achieve an **employment rate** in the Montréal agglomeration of 65% of the population aged 15 and over by 2022
(2017: 61%)

Increase the share of **full-time employment** in total employment for the agglomeration to 82% (2017: 81%)

Reduce the share of the population aged 15 and over without a **high school diploma** in the Montréal census metropolitan area (CMA) to no more than 12% by 2022
(2017: 15%)

Achieve a **university graduation** rate among the population aged 15 and over in the CMA of at least 32% by 2022
(2017: 29%)

Increase the **employment rate of immigrants** aged 25 to 54 in the agglomeration to at least 80%, thereby reducing the gap between the employment rate of immigrant populations and those born in Canada
(2017: 78%)

8 Action Plans to Achieve the Vision and Objectives of the Economic Development Strategy

Action Plan for Entrepreneurship

Action Plan for an Efficient Network

Action Plan for Design

Action Plan for Knowledge and Talent

Action Plan for International Economic Affairs

Action Plan for Social Innovation

Action Plan for Commerce

Action Plan for the Economic Development of the Territory

Commerce: a changing economic sector

With annual retail sales of more than \$40 billion, Montréal is the second-largest commercial hub in Canada. Commercial businesses play a fundamental role in neighbourhood vitality and Montrealers' quality of life.

However, retail is facing a true revolution that is significantly transforming business models. The impact of new digital technology, new forms of consumption, competition from large shopping centres, and mobility and accessibility issues are just some of the challenges affecting merchants.

The Action Plan for Commerce aims to support the city's commercial zones and merchants who are facing these new realities, and to maintain the commercial vitality that has always been a hallmark of Montréal.

A vibrant city street scene during autumn. The image shows a sidewalk lined with trees whose leaves are turning bright yellow and orange. On the left, a modern building with large glass windows reflects the street. Signs for 'RESPIRES', 'OAKLEY', and 'Lululemon' are visible on the building's facade. Several people are walking on the sidewalk, including a man and a woman in the foreground, and a person with a bicycle further back. The sun is shining brightly through the trees on the right, creating a warm, golden light. The text 'Action Plan for Commerce' is overlaid in white, with a horizontal line under 'for Commerce'.

Action Plan for Commerce

Summary of the action plan

Area		Strategies
1	Increase commercial arteries' vitality	<ul style="list-style-type: none"> • Develop Montréal commerce and its local identity • Commercially diversify arteries • Strengthen links with the business development corporations (Sociétés de développement commercial – SDCs) and merchant associations • Improve the architectural quality of commercial buildings
2	Improve support mechanisms for business creation and development	<ul style="list-style-type: none"> • Through the PME MTL network, develop and co-ordinate a value-added service offering aimed at improving merchants' business models
3	Adapt municipal policies and infrastructure to changes in business models	<ul style="list-style-type: none"> • Improve municipal practices so as to promote commerce and ensure better customer service for entrepreneurs • Consolidate logistics zones to optimize the flow of goods and packages
4	Provide an effective solution for merchants during construction/repair work	<ul style="list-style-type: none"> • Prepare and deploy tools to support the business community during major work projects • Support the business community during construction work and relaunching of commercial arteries after work is completed

Commerce in Montréal: an Economic and Social Driver

On the territory of the urban agglomeration of Montréal, commerce represents⁶

- a total of 189,000 jobs and 14,000 establishments in the retail trade, food services and drinking places, and personal services sectors;
- 9.2% of total employment, 4.1% of GDP of all industries, and annual sales of more than \$40 billion for retail alone;
- major commercial centres that are well distributed throughout the island;
- a 32-km underground pedestrian network in the downtown core, lined with businesses and directly connected to the public transit system (an infrastructure unique to Montréal).

But it is also, and above all, a network of busy arteries, shopping and public markets that enhance the vibrancy of neighbourhoods and provide access to a range of products and cuisines reflecting the ethnic and cultural diversity that are the fabric of Montréal. Many arteries are governed by commercial development corporations (SDCs) and merchant associations.

Commercial arteries play a vital role in developing local identity. In addition to meeting citizens' needs for local goods and services, they are gathering places for citizens and visitors alike. In addition, some of these arteries, such as Sainte-Catherine Street, have become symbols of Montréal, contributing to its attractiveness.

However, the commercial arteries are facing major challenges, including:

- low population growth attributable, among other things, to years of migration to the suburbs;
- commercial competition from the "Northern Crown" (the suburbs located north of Laval) and South Shore. Between 2007 and 2015, the retail trade GDP of the Montréal census metropolitan area (CMA) increased by almost 21%, while the increase was only 16% for the agglomeration. In 2016, the agglomeration accounted for 48% of the CMA's retail establishments, down 5% from 2007⁷;
- the strong appeal of large shopping centres for domestic and foreign merchants, except on Sainte-Catherine Street West;
- the decline in independent merchants' market share⁸;
- the many major infrastructure repair projects scheduled in the coming years. Once completed, this work will beautify arteries and enhance the consumer experience. During construction, however, merchants suffer the negative impacts of reduced accessibility, whether real or perceived;
- unattractive environments in certain areas for both consumers and entrepreneurs looking for space:
 - in some sectors, the commercial offering is not consistent with the needs of consumers, nor is it distinctive;
 - in some sectors, the vacancy rate is high, commercial buildings are dilapidated, public spaces are non-existent or poorly developed, there is a lack of activities, etc.;

⁶ Consortium de données économiques de la CMM (CMM economic data consortium), estimated employment by economic sector, 2017, Statistics Canada, Business Registrar, 2016.

⁷ Division intelligence économique (economic intelligence division), City of Montréal.

⁸ Ville de Montréal, Plan commerce – Comité consultatif, défis et pistes d'action (City of Montréal, commerce plan – advisory committee, challenges and avenues for action).

- decrease in the size of retail stores in recent years as more and more retailers use their premises as a showroom. Space once occupied by merchandise and stocks is now relocated to outlying warehouses.⁹ The impact of this new reality on occupancy of retail spaces is leading to questions about the future of the commercial structure of Montréal's arteries; and
- municipal regulations that allow for commercial sprawl, which weakens established sectors and allows businesses to operate in decaying sectors where the population doesn't represent a sufficient market to guarantee profitability.¹⁰

Given its economic and social importance, revitalization of the retail and local business sector is therefore at the heart of this Action Plan for Commerce.

"When businesses are doing well, the whole community does well."

(Valérie Plante, Mayor of Montréal)

The new digital face of commerce

The digital shift is causing a full-scale revolution in the retail business and deeply affecting the buying process along with the commercial structure of cities.

Today's consumers are mobile and connected. They seek a distinctive experience and expect a personalized offer based on their preferences.¹¹ With e-commerce, they have easy access to a worldwide supply of goods and services, available anytime, anywhere.

According to a study by Desjardins,¹² almost six out of 10 Quebecers shopped online in 2016, and the amount of their purchases increased by 6% over the previous year, to a total of \$8.5 billion. Québec merchants lag far behind in online business practices, however, with only 26% of Québec's e-commerce market share. Most of the products and services consumed online in Québec come from outside the province.¹³

In addition to e-commerce, digital technology is becoming an increasingly important part of the consumer experience. Emerging digital applications, such as augmented reality (AR) and photo-shopping, are rapidly becoming popular with consumers, and will become increasingly important in the buying process.

Growth in Montréal's commercial sector therefore depends largely on merchants' ability to adapt their business model in order to take full advantage of the opportunities provided by digital applications and e-commerce, both in the Québec and Montréal markets as well as internationally.

⁹ *Ibid.*

¹⁰ Division intelligence économique (economic intelligence division), City of Montréal.

¹¹ Government of Québec, Vision du Québec numérique (digital Québec vision).

¹² <https://www.desjardins.com/ressources/pdf/per0817f.pdf>.

¹³ http://www.institutduquebec.ca/docs/default-source/recherche/7639_commerce-en-ligne_idq_rpt.pdf?sfvrsn=2.

Foundations of the Action Plan for Commerce

Principles underlying the City's action

The Direction de la mise en valeur des pôles économiques (economic centre development directorate) is responsible for supporting commercial activity on the Island of Montréal with a view to leveraging growth, performance and innovation. Fulfilment of this mandate is supported by the following principles:

- **Support collective strategic actions;**
- **Provide assistance to entrepreneurs** through the PME MTL network to improve their business practices (customer experience, management, design, digital shift);
- **Increase funding available** to commercial entrepreneurs;
- **Bring together local economic players** to enhance information sharing and market knowledge, better understand the needs of customers, and determine the structuring actions needed to improve business competitiveness;
- **Focus on design and improving the built environment** to enhance the customer experience.

Main challenges identified in the action plan

Improving the attractiveness of the commercial sectors

The quality of commercial sectors varies greatly across the territory. Some have suffered a loss of vitality in past years, and the services offered no longer fit the needs of local populations.

Levers of action:

- Promote commercial sectors;
- Strengthen and support the role of the SDCs;
- Continue to encourage and support the renovation of commercial buildings;
- Contribute to improving the diversification and commercial offering of arteries to better serve surrounding neighbourhoods.

Adapting the support ecosystem to the new realities of businesses

The City of Montréal already supports the start-up and expansion of businesses through its PME MTL network. The challenges faced at each stage of development, however, are the same for all types of businesses, including commercial businesses. In addition, certain realities, such as the digital shift, represent significant challenges for merchants.

Levers of action:

- Deploy an enhanced financial services and support offering to better assist merchants in their development;
- Strengthen the collaborative framework between the City and its partners.

Mitigating the impacts of major infrastructure work on the profitability of businesses

The City of Montréal is investing heavily in replacing aging infrastructure and modernizing commercial arteries. It is an opportunity to breathe new life into them and drive their development.

Levers of action:

- Provide guidance and support to business communities during major infrastructure work;
- Adapt municipal practices during major infrastructure work.

SWOT Analysis of the Environment and Markets

Strengths

- **Montréal, Canada's second-largest commercial hub: \$40 billion in annual sales**
- **Comprehensive commercial offering (neighbourhood, local, regional, supra-regional)**
- **Commercial offering enriched by the ethnic and cultural diversity of the population**
- **Good distribution of commercial hubs on the Island of Montréal**
- **32-km underground pedestrian network in the downtown core lined with businesses and connected to the public transit system**
- **Extensive local product offering**
- **Proximity of commercial arteries, shopping and public markets**
- **Presence of 23 SDCs and several merchant associations with a mandate to boost commerce and support the vitality of arteries**
- **Presence of public financial support programs specifically for commerce¹⁴**
- **Retail trade accounts for 9.2% of employment in the agglomeration**
- **\$5.1 billion retail-trade GDP in 2017, or 4.1% of the GDP of all Montréal industries combined**

Weaknesses

- **Variable customer experience quality in commercial businesses (need to develop, strengthen and standardize business practices)**
- **Lack of digital integration in the retail field: mobile applications, option to pay with a smartphone, use of artificial intelligence in the customer experience, merchant website development, etc.**
- **Lack of design and esthetics in some commercial businesses**
- **Lack of merchant awareness of the business support ecosystem**
- **Need to enhance the business services offering to commercial businesses to better match their specific needs**
- **Certain neighbourhoods are underserved when it comes to the local offering**
- **The commercial mix and offering need to be improved on several traditional arteries**

¹⁴ PRAM-Commerce, PRAM-Artère en chantier, PRAM-Sainte-Catherine, Programme d'aide à l'accessibilité des commerces (commercial business accessibility assistance program), Programme de soutien financier visant l'amélioration des affaires réalisées par les SDC (financial support program aimed at improving the business conducted by the SDCs), Programme de soutien financier visant la création de SDC (financial support program for the creation of SDCs).

Opportunities

- Create a brand image that reflects the city's strengths and commercial assets: gastronomic experiences, artists and artisans, cultural diversity, etc.
- Promote public programs supporting trade on the Island of Montréal
- Take full advantage of the potential offered by the Réseau express métropolitain (REM) light-rail network project: commercial development around railway stations, attraction of consumers from the "Northern Crown" and South Shore
- Consolidate and strengthen the business-support ecosystem and adapt supply to the new realities
- Reorganize and beautify arteries as part of the many underground infrastructure renovation project

Threats

- Low population growth on the Island of Montréal
- Significant efforts to be made by merchants to adapt to the digital revolution (online shopping), new consumer needs and competition from shopping centres
- Barriers to accessibility (real and perceived) due to road infrastructure repair work
- Increasingly strong commercial supply on the South Shore and in the "Northern Crown"
- Negative perceptions of Montréal's commercial vitality

A \$74-million
budget over
four years.

4 areas
of action.

33 actions.

Increasing Commercial Arteries' Vitality

Through its actions, the City seeks to improve the physical appearance of arteries, strengthen its collaborations with SDCs and merchant associations, attract new businesses, and diversify the offering. In addition, the City intends to develop an inspiring brand image and position itself as a commercial destination of choice.

AREA 1

Strategies	Actions	Performance Indicators
Develop Montréal commerce and its local identity	<ul style="list-style-type: none"> Establish and implement a promotional strategy aimed at highlighting the quality and diversity of Montréal's commercial offering 	<ul style="list-style-type: none"> Implementation of the strategy
Commercially diversify arteries	<ul style="list-style-type: none"> Support the initiatives of merchant associations and SDCs so as to encourage them to develop their own identity and position themselves through our programs Study the possibility of imposing a regulatory levy on the vacancy of certain commercial premises and using the proceeds to fund new initiatives to support businesses on commercial arteries, in collaboration with stakeholders (boroughs, PME MTL network, SDCs) Support initiatives for occasional and transitional occupancy of vacant premises to test and experiment with new commercial activities 	<ul style="list-style-type: none"> Number of projects Number of arteries supported Analysis of the regulatory levy Number of vacant buildings occupied
Strengthen links with the SDCs and merchant associations	<ul style="list-style-type: none"> Examine the purpose of the SDCs and strengthen the role they play in the economic development of their respective territories to ensure greater consistency with the city's strategies Enhance municipal financial support for the SDCs, reaffirming the importance of strategic planning and implementing economic actions Continue the PRAM-Commerce program, in particular the economic studies component Provide a statistical portrait of the consumption and buying habits of the Montréal population and make it available to SDCs, merchant associations and merchants 	<ul style="list-style-type: none"> Review and validation of the role of SDCs Revised financial support structure Number of studies supported Study on the needs and perceptions of consumers; updated every two years Number of designated arteries and projects supported
Improve the architectural quality of commercial buildings	<ul style="list-style-type: none"> Continue the PRAM-Commerce program, in particular the renovation component Upon expiry of the PRAM-Commerce program, launch a new program aimed at improving commercial arteries and supporting economic studies Continue efforts to make businesses universally accessible 	<ul style="list-style-type: none"> Number of projects funded Number of commercial arteries supported

Improving Support Mechanisms for Business Creation and Development

The City, boroughs, PME MTL network, merchant associations and SDCs all have a role to play in improving merchants' business practices, particularly in the area of e-commerce and digital integration. The Action Plan for Commerce aims to establish the services, infrastructure and partnerships that will support that migration. In addition, a collaborative framework between economic actors in the community will promote the exchange of useful information to better support merchants and ensure a better commercial mix.

AREA 2

Strategy	Actions	Performance Indicators
Through the PME MTL network, develop and co-ordinate a value-added service offering aimed at improving merchants' business models	<ul style="list-style-type: none"> • Equip the PME MTL network with six new specialized trade resources in order to implement strategies for trade retention and attraction, and development of the local offering • Equip the PME MTL network with an innovation-marketing consultant specialized in trade • Provide a coaching service to commercial entrepreneurs to support development of business practices and the customer-focused approach • Create a subsidy fund to support businesses looking to adapt to the new business models • Promote the PME MTL service offering to the SDCs and merchant associations • Create a collaboration and exchange structure among the boroughs, merchant associations and the PME MTL network 	<ul style="list-style-type: none"> • Number of new resources dedicated to commerce • Number of training sessions • Number of individual coaching sessions • Number of funded projects • Number of SDCs and merchant associations met with • Number of exchange networks created

Adapting Municipal Policies and Infrastructure to Changes in Business Models

Along with providing support to merchants to facilitate their transition to a business model that is better suited to the new realities, the City must also review its processes to reduce the tax burden on businesses and ensure that the regulatory framework, infrastructure and land management are adapted to merchants' realities. In addition, the City aims to facilitate merchants' administrative process. The Service du développement économique (economic development department) is committed to working toward computerizing its program application forms.

AREA 3

Strategies	Actions	Performance Indicators
<p>Improve municipal practices so as to promote commerce and ensure better customer service for entrepreneurs</p>	<ul style="list-style-type: none"> • Work to reduce the tax burden on merchants • Set up a committee made up of representatives of the boroughs and linked municipalities to share best practices and grant special status to commercial arteries • Determine, along with the Service de la mise en valeur du territoire (territorial development department) and the boroughs, the terms of the planning regulatory review and management of the commercial offering • Establish guidelines related to the new powers granted to the City in terms of business opening hours and bar operating hours, and adopt regulations accordingly • Apply best practices in commercial and urban development to enable the evolution of municipal policies and practices • Set up an advisory committee made up of merchants and representatives of community associations as well as the academic community, enabling the City to validate its major trade guidelines and programs • Start a project for the implementation of a nightlife policy, with the aim of preventing noise and nuisance in areas where residents live • Promote the services and programs that the City of Montréal offers to merchants 	<ul style="list-style-type: none"> • Revised non-residential taxation and planning by-laws • Creation of the committee and number of meetings • Standardization of practices • Analysis and adoption of by-laws • Analysis, market watch and recommendations • Creation of a commercial advisory committee
<p>Consolidate logistics zones to optimize the flow of goods and packages</p>	<ul style="list-style-type: none"> • Support studies to evaluate the possibility of establishing structuring projects to manage downtown inflows and outflows 	<ul style="list-style-type: none"> • Number of studies completed • Number of pilot projects

Providing an Effective Solution for Merchants During Construction/Repair Work

Accessibility and image issues caused by major urban infrastructure renovation work are a source of great frustration for owners of businesses located on or near the affected arteries. The City wants to support businesspeople during these projects and create conditions that will promote the economic revitalization of the renovated arteries.

AREA 4

Strategies	Actions	Performance Indicators
Prepare and deploy tools to support the business community during major work project	<ul style="list-style-type: none"> • Continue existing programs to support the business community during major construction work (PRAM-Artère en chantier and PRAM-Sainte-Catherine) • When these programs expire, provide a new program to support collective actions and the renovation of commercial buildings located on arteries where work is conducted • Develop a voluntary financial assistance program for businesses to reduce the financial impact of major infrastructure work • Deploy tools aimed at reducing the negative impacts of construction work on business premises (guide to best practices during construction, training) • Collaborate with the Service des communications and the Bureau du design to improve the appearance and reduce the impact of construction sites on commercial arteries ("wrapping", signage and information) • Support the Service des communications and the municipal departments responsible for the construction work in putting in place a coherent communications strategy before, during and after the work 	<ul style="list-style-type: none"> • Achievement of PRAM-Artère en chantier and PRAM-Sainte-Catherine objectives • Number of arteries designated and renovation projects supported • Number of participants in the voluntary financial assistance program • Creation of a guide and number of training courses offered • Number of sites improved • Alignment of strategies with the needs of the business community
Support the business community during construction work and relaunching of commercial arteries after work is completed	<ul style="list-style-type: none"> • Promote commercial diversification by capitalizing on business opportunities, particularly by financially supporting the start-up of targeted businesses and supporting transitional occupancy initiatives for vacant premises 	<ul style="list-style-type: none"> • Number of vacant buildings occupied



Conclusion

To implement its Action Plan for Commerce, the City of Montréal has set up a commerce advisory committee made up of experts from the academic community, merchants, merchant associations, and industry representatives.

The committee has brought to light elements to be considered to ensure that the Plan better meets current challenges in the commercial sector. As a result, the Municipal Administration is able to prioritize the major actions of this plan.

Merchant associations and SDCs remain the City's leading partners in implementing collective actions that will help achieve the visions of arterial and commercial sector development. Better collaboration between the associations and SDCs, the PME MTL network, the boroughs and the city's central departments will help create the necessary conditions for Montréal's commercial revitalization.

Glossary of Terms

Association des sociétés de développement commercial de Montréal (ASDCM)

Formed in June 2007, the ASDCM encompasses all the SDCs located in Montréal, totalling more than 15,500 stores and places of business. Its mission is to foster the emergence and growth of the SDCs.

Augmented Reality (AR)

Technology enabling insertion of a 2D or 3D element into a real image. For example, using virtual reality, consumers can shop online while virtually trying on clothes or arranging the living space of a new apartment before moving any furniture into it.

Commercial Development Corporation (SDC)

A development organization bringing together all businesspeople (merchants, professionals and service companies) from a downtown neighbourhood or commercial artery. The 23 SDCs in Montréal represent the business communities of 19 commercial arteries and four commercial districts (Vieux-Montréal, Destination centre-ville, Quartier du canal, District Central). All business establishments located on the territory of an SDC must pay annual dues. The amounts collected by the City of Montréal on behalf of the SDCs are given in full to the corporations and reinvested into various projects aimed at enhancing the vitality of the commercial area in question.

Connected commerce

A retail business is said to be connected when it uses digital tools to attract and improve the experience of its customers (interactive terminals, tablets, applications) and/or markets products/services online (e-commerce).

Photo-shopping

Allows a consumer to search for products online using a scanned photo.

Temporary/transitional occupation of vacant buildings

Effort undertaken over a specific period to utilize vacated premises for entrepreneurial, cultural and community activities.

Urban distribution centre

A logistics platform located in or near the urban area. The centre receives a variety of goods from various shippers and makes last-mile deliveries to the downtown core. This structure allows cities to limit the inflow of delivery vehicles and thus reduce pollution from transport operations. This activity is based on the principle of pooling and is part of an overall structure aimed at improving urban logistics.

**Economic
Development
Mobilization
Forum**

Fall 2018

Montréal 

ville.montreal.qc.ca/affaires