

SOME COMMENTS REGARDING THE MONTREAL MASTER PLAN

From Robert Hajaly

July 9, 2004

My comments are made after reading your draft Master Plan, except for the Complementary document and Appendices, not read due to lack of time. My arguments supporting my suggestions are very brief; for further elaboration you can read the relevant sections of a document I submitted to Robert Libman two years ago (which he never acknowledged), entitled 'Some Suggestions Regarding the Development of Montreal' (enclosed with my comments here). For the record I am a resident of Montreal wishing to promote its development but with no particular financial interest in this.

1. Right of Public Consultation: To make this right effective public consultations must be announced in media people are likely to read, e.g., *The Gazette*, *La Presse*, etc. To the best of my knowledge no such announcement of this consultation was made; I only found out about this consultation through a news report of Richard Bergeron's presentation. This situation must be remedied in the future.
2. Transportation: I approve of your aim of developing transportation so as to promote urban development consistent with the greater use of public transportation. However, the first aim of systems of transport is to quickly transport people and goods to where they wish to go (at a minimum financial cost and cost to other considerations such as the environment). In Montreal, the chief city wide transport artery, the Metropolitan and Decarie expressway system, is overloaded and jammed at rush hour. To relieve this, alternative modes or routes of transport need to be developed or improved. For this purpose I believe priority should be given to the following three projects:

1st, the development of a commuter railway in the northeastern part of Montreal running along the existing CN track from Repentigny to the Two Mountains commuter line and then to Central Station, and serving all the communities along the way. At present this is the only major part of Montreal not served by rapid transit (railway or metro), so the residents of this area instead use the Metropolitan and Decarie expressways. Users of this commuter line should be able to transfer to the orange metro line at Sauvé station if that is more useful for them. The creation of this commuter line would promote the use of public transport far more, and at a far lesser cost, than the extension of the blue line to Galeries d'Anjou.

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2nd, the development of Notre Dame East as an 'urban boulevard' (four lanes of traffic each way, one of these lanes being reserved for public transport) from the end of the Ville-Marie expressway to highway 25 (on your road network map 2.2.3 opposite p. 52 this development is not extended to highway 25, but it must be so extended if Notre Dame East/highway 25 is to draw people away from Metropolitan/Decarie as an adequate alternative).

3rd, the direct connection of Cavendish in St. Laurent with its continuation in Côte St. Luc and its development as a similar urban boulevard. This is needed as a bypass to the Decarie expressway (and highway 20) when they are jammed at rush hour, and electronic road signs should direct or inform people accordingly. Note that Decarie is not just jammed at its intersection with Metropolitan but along its whole length, so a connection of Cavendish in St. Laurent and Royalmount is insufficient. Any objection of Côte St. Luc to this is unjustified as such roads bearing through traffic go through the most exclusive neighbourhoods in Montreal, and indeed are used by residents of Côte St. Luc to go downtown (such as The Boulevard in upper Westmount.¹ I notice on your map 2.2.3 you indicate the route of Cavendish is undetermined — it should not be; it should be determined immediately as I've indicated.

In addition to these three projects I think priority should be given also to increasing the usefulness of public transport at little cost by better linking the commuter railway and metro systems. Specifically the train from Blainville should have a stop at the Canora station of the Two Mountains line so that passengers on the Blainville line going downtown may transfer to the Two Mountains line and go directly downtown rather than by the very lengthy and circuitous route along the Blainville line as at present. I notice that you do propose an exchange between the Blainville line and the orange metro line at the Namur station, but this is not nearly as quick a way to get downtown as the Two Mountains line (10 stops to Bonaventure station on the orange line as against one stop from Canora to Central Station), though it may be desirable for people going elsewhere.

Similarly there should be an exchange between the Two Mountains line and the blue metro line at Édouard-Montpetit station. This would enable passengers on the blue line (currently the least used line because it does not go downtown — only three cars per train) to also go directly downtown in one stop. It would also enable the Two Mountains line to better serve the University of Montreal. And finally when the metro to Laval is built the Blainville train should have an exchange

station where it crosses the metro line (no such train station is shown on your public transport map 2.2.1 opposite p. 40)

Regarding some of your other suggestions concerning transport you mention the possibility of another commuter train line on the Victoria Bridge (p. 38). I'm not sure what the value of this is, but in any case the important thing is that the St. Hilaire train have stops adequately serving the larger former cities of Longueuil and St. Hubert as well as the smaller cities of St. Lambert, St. Bruno and St. Hilaire (the cities originally served by this train). Regarding the proposal of a rapid link specifically to the Montreal airport I don't think this is justified by the low volume of passengers served by the airport (compared with other international airports) and given the existence of a commuter train stop close by. At most you could increase the frequency of the line 204 bus travelling the short distance between the airport and the train (and 211 bus) stop.

Your proposal to relocate the Bonaventure expressway and transform it into an urban boulevard could only be justified if the CN yards in Pointe St. Charles were first removed because these yards in any case cut people off from the St. Lawrence River in this area. Also now the Lachine Canal is the waterway people prefer to congregate in. Finally, regarding the proposal of a light train or tramway down Park Avenue and along René-Lévesque, I'm not sure how much this would add to the current reserved lane bus and whether this would justify the expense. The same is even more true for Richard Bergeron's fuller tram proposal: Would it be \$10 billion better (his estimate of its cost) than a good system of autobuses in getting people to abandon their cars for public transport? And what of car commuters from the suburbs who would not be served by his network but who would still have to help pay for its giant cost while continuing to clog our roads with their cars? I would rather spend the limited amount of funds that are available for transport on the priorities I have mentioned above and on more bus shelters and on escalators in the metro so that disabled and older people can use it more.

3. Urban Development and Restoration, particularly regarding the City Centre: I agree with the emphasis of your draft Master Plan on encouraging building on vacant and parking lots and rehabilitating vacant or deteriorated buildings, especially for residential purposes and particularly with regard to the city centre, my chief focus of interest. I would, however, like to make the following modifications to your suggestions or proposals.

First, I think a reasonable target for the number of housing units that can be built in the city centre, taking into account the many small lots available for this purpose, is closer to 25 or 30 thousand, rather than the 15,000 you suggest based only on large lots. This is assuming residential buildings on major streets will generally be fairly high rise, with buildings on side streets being traditional low rise (3-4 storeys for the Montreal centre). However, care must be taken to leave over enough space, particularly in or near the central business district, for the building of non-residential buildings that will be required in the future, particularly office buildings.

With these points in mind I would like to suggest the following small modifications to your map 2.3.2, 'An Inhabited Centre,' opposite p. 82. I think the area from St. Catherine to René-Lévesque Blvd. and between Stanley (or at least Drummond) St. and Mackay St. should be designated as an area for housing.² There are many parking lots in this area (which could be replaced by underground parking or a few multi-story parking buildings) on which housing could be built, and these houses could retain commercial functions on the ground floor (regarding your designation of de la Montagne, Crescent and Bishop Sts. as commercial streets).

Second, in the area named 'Paper Hill' (René-Lévesque to Viger, Beaver Hall Hill to Jeanne Mance) the lots right along René-Lévesque, particularly at Bleury, should be retained for offices. Finally, I am still of the view, which I explain fully in my enclosed brief to Mr. Libman (p. 5), that 'Ilot Chaboillez' (Peel to de la Montagne, St. Jacques to Notre Dame) should be retained for a future baseball stadium, the only site capable of serving this purpose downtown, though it may be too late for this now with the housing already built on this site.

One general point I would like to make regarding building on parking lots in the city centre is that this should not diminish the total number of parking spots available there to the general public (people not residing in the area), even around metro or train stations, until such time that improvements to public transport reduce the demand for such parking spots. This means ensuring more underground parking available to the public and/or multi-storey parking buildings. Otherwise commercial and cultural life in this area may be hurt.

On the other hand, owners of surface parking lots should be required to keep their lots properly paved, divided by lines into car spaces, cleared, and surrounded by an adequate strip of vegetation and an iron railing. And their municipal taxes should reflect the profitability of the lot relative to its property

value. Owners of vacant lots not used for parking should be required to keep their lots clear and at least minimally landscaped (e.g., covered by grass) or else paved.

Regarding the restoration of deteriorated or derelict buildings I do not understand why you do not include the Faubourg St. Laurent area (St. Laurent — I would say Clark St. — to Sanguinet, Ontario to Viger) among the revitalization areas in your Revitalization Areas map 2.1.1 opposite p. 16, thus qualifying owners and builders there for Quebec renovation grants (or giving priority to them for this purpose). This is an area with a very high number of vacant lots and deteriorated buildings, especially along St. Laurent Blvd. and St. Catherine St. in this area, more so than the area immediately to the east of it which nevertheless is included in a revitalisation area in map 2.1.1. This map should be changed at once to include Faubourg St. Laurent in a revitalisation area.

Owners of deteriorated or derelict buildings eligible for housing construction subsidies or renovation grants should be informed of this assistance and helped if necessary to apply for it. On the other hand, if after being so informed they refuse to do anything about their property and as a result their property is of no or only partial use to potential tenants and/or is a danger to others or a marked eyesore externally or is deterring potential customers from going to neighbouring businesses (leading to 'creeping blight') then the city must actively intervene to correct this situation. The city should either do the necessary restoration work itself and bill the owner, or purchase the property at its current market value, compulsorily if necessary, and fix it up or sell it to another who will fix it up.³

As well the city should require by by-law that all owners of property, especially in revitalisation and heritage areas (and especially along St. Laurent Blvd. below Sherbrooke and St. Catherine St. east of Clark) maintain the external appearance of their properties, keeping them reasonably clean, removing graffiti, painting peeled woodwork or rusted metalwork, replacing broken windows, etc. This is very important in order to promote investment and development in these areas because people are generally unwilling to invest or build in areas that are visibly deteriorated or impoverished looking and unattractive. Financial help or other assistance in this regard could be given by the city to those especially in need of it (e.g., small businesses, non-profit or cultural institutions, etc.).

I would like to emphasise or suggest a few other ideas for improving the appearance of the city, thus making it more pleasant and attractive to residents, tourists and investors alike. First I believe the city should do more, finances

permitting, to bury power and telephone lines (and get rid of the poles now holding them up), first in heritage and revitalisation areas and then going on to the rest of the city. It might do this at the same time that it is replacing aging water supply pipes in order to save costs and reduce inconvenience to residents. Also the city should ask Hydro-Québec to bury its power transmission lines on the island (and to reroute them where this is necessary in order to bury them). Hydro-Québec can afford it.

Second, I would like to suggest that the city plant flowering trees, of various types, colours and scents, at least in parks and public squares, as well as non-flowering trees, in order to increase the beauty and charm of these places. I have already suggested, in my enclosed brief to Mr. Libman (p. 8), that more attention be paid to cleaning and polishing older statuary in our parks and squares, covering bronze statues with a transparent glaze or wax that will prevent their future corrosion and reflect light off them better, and to illuminating them at night.

Finally, you should ask private owners who have installed lights on their buildings to illuminate them decoratively at night to replace burnt out lights. At present some owners allow some of the lights on their buildings to burn out without replacing them while other lights on the same building are still working. This spoils the desired impression and creates an appearance of negligence. It is probably better, if it is too much of a burden to the owner to replace burnt out lights (which may involve the use of wall-scaling machinery on high buildings), to disconnect the decorative lights that are still working.

I will finish my general comments about urban development with a few miscellaneous remarks regarding some suggestions in your master plan. First, I agree with your suggestion that the indoor pedestrian network downtown needs more directional signage, particularly relating it better to the location of outdoor streets as well as to other parts of the indoor network, so people may orient themselves more effectively. However, I do not agree that, beyond this improvement of directional signs, the signs of the indoor network should be harmonised, as you suggest. This would needlessly reduce the individuality of different indoor malls (Centre Eaton, Place Montreal Trust, etc) on what is their own private property, create a uniformity boring to everyone, and a wasteful expense for the city. Therefore drop this suggestion from your plan.

Second, I agree that the Architectural and Planning Advisory Committee (Comité d'Architecture et d'Urbanisme) should review all major building or

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development projects before they are approved by the city (or borough) council. However, I also believe that you should suggest that no municipal political party, councillor or candidate for council be allowed to accept a donation from any person or company expecting or seeking to receive some particular benefit from the city not generally received by its residents (e.g., approval of a building project, receipt of a contract, etc.). While this may seem like an overly 'political' point for you to make it would be completely relevant for you to point out that such a measure, backed by penalties for its breach (e.g., permanent disqualification from municipal office), is necessary to ensure the integrity of the implementation of planning regulations and of the master plan generally. Simply requiring the disclosure of donations is not good enough since officials can always claim that the donation in question did not influence their decision.

Third, I cannot understand why the areas of the Faubourg des Récollets, Griffintown, Little Burgundy, St-Henri and Pointe St. Charles adjacent to the Lachine Canal are not included on your map of Industrial Heritage (p. 155 of the Master Plan) even though they are considered to be areas of exceptional heritage value on your Built Heritage map 2.6.1 opposite p. 156. Clearly the heritage in these areas is primarily industrial in character, and that should be emphasised in order to ensure that transformation of buildings in these areas into residential units preserves as much as is reasonably possible features of their industrial character; and also that any new buildings put up here conform or harmonise in their external appearance with these earlier industrial buildings. Therefore these areas should be included in the map of Industrial Heritage as well as that of Built Heritage.

Finally, fourth, there is some ambiguity or ambivalence in your Master Plan regarding to what extent new construction in heritage areas has to conform to the prevailing architectural character of the area, and this ambiguity should be cleared up. On the one hand you say, for example, that 'typical architectonic and volumetric elements such as balconies, stairs, cornices, roof shapes and modulation of facades . . . facade compositions' (p. 156) must be preserved; but on the other hand, that measures regulating new construction should favour 'architectural innovation rather than mimicry of the existing form' (p. 155). In this regard I believe that most people feel that traditional classical, vernacular or industrial architecture has more beauty and charm than modern or contemporary architecture; and that where the former type of architecture predominates (e.g.,

provided it is well maintained

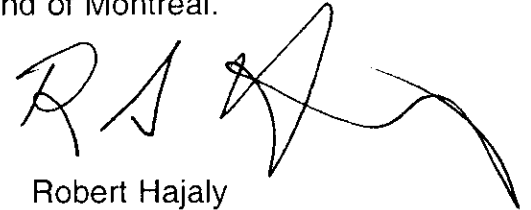
respectively in Old Montreal, Plateau Mt. Royal and the eastern end of Lachine Canal) new architecture should conform with it reasonably closely, also to avoid jarring contrasts. This should be made more consistently clear by your Master plan.

I would now like to make a few comments and suggestions regarding a few of your proposals applying to detailed planning areas. First, you propose to create in the 'Quartier des spectacles' a 'Place des Festivals' along Jeanne Mance St. just below St. Catherine St., apparently to better accommodate outdoor events (p. 265 of your Plan). With the qualification that I haven't seen a detailed proposal for this suggestion it seems to me neither necessary nor worth the money that would be spent on it, compared with spending it on other public spaces. It's not necessary because such organisations as the Jazz Festival and the Francolies have successfully held outdoor events on the streets in this area without any special place set aside for them. Indeed it is in part because these events take over the street for their shows, that is, transforming something utilitarian into a venue for enjoyment, that they have the festive character that they do.

The only advantage I can see to the Place des Festivals site is that it is fairly wide though not very deep, even if people stand on Jeanne Mance St. And in any case money for public spaces may now be better spent on improving Dorchester and Phillips Squares downtown, which both need improvement (see my suggestions for their improvement on p. 8 of my brief to Mr. Libman), or on improving the public space at the corner of Clark St. and De La Gauchetière St. in Chinatown (again see my brief, p. 9), or possibly on improving Viger Square and creating your proposed 'Belvedere de la Commune' in Faubourg Quebec in order to promote the development of this area (again see my suggestion in this regard on p. 10 of my brief — Dalhousie Square which I suggest there should be renamed Robert Adam Square).

Second, regarding your suggestions for the Ville Marie expressway (Master Plan, pp. 220-221) I do not believe you can achieve your objective of optimising development over the uncovered portion of the expressway and fully achieve your planning guidelines 2, 3, 4 and 6 unless you get rid of the entry and exit ramps for this portion of the expressway (see my enclosed brief, p. 10, for a suggestion as to how the area over the expressway opposite the Champs de Mars ought to be developed. I now think also that there ought to be a building over the expressway from Clark St. to St. Dominique St. straddling St. Laurent Blvd. and incorporating a gateway and processional entry into Old Montreal along St. Laurent⁴).

Finally in your plan for Griffintown (Master Plan, pp. 232-233) you suggest the possibility of a 'recreational and tourism focal point' between Wellington St. and the Lachine Canal. What I would like to suggest here is that the Peel Basin in this area could serve as a good location for a maritime museum having replicas of old ships that once used the Lachine Canal or docked at Montreal (much like the South Street Seaport in New York City). These ships could take people for short trips along the Canal or in the St. Lawrence River along our current port. Also I would like to suggest the creation in one of the piers of the Old Port of a proper berth for sea-going cruise ships like the one that I understand has been built in Quebec City. The adjacent presence of Old Montreal creates a natural location for such cruise ships to land, while the presence of these ships is a natural attraction to residents and tourists alike, and together with the maritime museum reinforces the maritime vocation and heritage of the Old Port and of Montreal.



Robert Hajaly

Notes:

1. To make this direct route more acceptable to Côte St. Luc Cavendish Blvd. may be dipped under a wide overpass connecting the City Hall and Cavendish Mall between Mackle and Kildare Sts. in Côte St. Luc.
2. It was so designated by the City of Montreal's Planning Statement for the Central Area: Quartiers du Coeur de Montréal, March 1988, pp. 106-107.
3. I appreciate that the Master Plan supports the building of affordable housing (Part 1, chapter 2.1), but it should commit the City of Montreal more specifically to ensuring that as relatively poor neighbourhoods of the city improve ('gentrification') existing poorer residents of these neighbourhoods can still afford, so far as the cost of housing goes, to stay in their neighbourhood rather than being driven elsewhere.
4. Your Plan suggests that the area around Dorval Airport now provides a poor gateway into Montreal for travellers. Without wishing to comment on this claim I would like to suggest that there is a very poor gateway into Montreal for train travellers, at least now that Windsor Station is no longer in use as a train terminal. Specifically travellers using Central Station exit by walking through a parking garage to De La Gauchetière St. Wouldn't it be better if the facade of the Central

Station building which is on Belmont St. (one street north of De La Gauchetière) were properly redone so that passengers directly exited onto Belmont St., facing a plaza leading down from Belmont to De La Gauchetière? This plaza could be created by putting the parking garage underground, and would be flanked on both its eastern and western sides by the similar high rise buildings now running along University and Mansfield Sts. from Belmont to De La Gauchetière. The city should work with Canadian National, the owner of this property, to achieve this improvement.

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**SOME SUGGESTIONS REGARDING
THE DEVELOPMENT OF MONTREAL**

originally intended for the Montreal Summit of June, 2002


From: Robert Hajaly

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* Of greater relevance to the Master Plan

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1. Economic Development

Chief idea: development of Montreal as a base of operations of European companies in North America and a centre of European-North American trade 1

Reasons for this economic strategy 1

Conditions necessary to fully develop and benefit from this strategy:

- a) A Canada-European Union free trade agreement 2
- b) Promotion of Montreal economically in Europe 2
- c) Deepening of the shipping channel in the St. Lawrence River . . . 2
- d) Promoting the merger of Canadian Pacific Railways and Canadian Pacific Ships and the relocation of their headquarters to Montreal 2
- e) Supporting the establishment of a Canadian branch of the NASDAQ stock market in Montreal 3
- f) Improving Dorval Airport 3
- g) Reducing the time to get to Dorval Airport 4
- h) Improving urban attractions and quality of life, specifically regarding:
 - (i) Shopping 4
 - (ii) Musical theatre 4
 - (iii) Baseball - Keeping the Expos in Montreal 5
 - (iv) Physical improvements to downtown and Old Montreal . . . 5

My chief idea is to develop Montreal as a Canadian or even North American base of operations of European companies operating in Canada or North America; and, related to that, to increase Montreal's role as a centre for European-North American trade.

My reasons for this economic strategy are:

- a) For a number of reasons Montreal does not benefit as much from American investment as Toronto or Calgary, or from Asian investment as Vancouver, so greater European investment and trade is to make up for this shortfall or disadvantage. This does not mean that we should not try to increase American investment and trade — quite the contrary.
- b) Not all Montrealers have an aptitude for or interest in Montreal's hi-tech development strategy. Again this does not mean that this latter strategy should not be pursued.

- c) This European strategy enables us to **capitalise on certain comparative advantages** that we have that favour this strategy:
- closest major North American metropolis to Europe
 - wide use of two major European languages (French and English), and use of other European languages by many Montrealers
 - European flavour: older architecture, Old Montreal, many attractive public squares downtown, street festivals
 - excellent access for goods to (and from) North America via sea, road and rail
 - cheap rents and other costs, especially in comparison with New York and other American cities (because of the US-Canada exchange rate)

The **following conditions** are necessary to fully develop and benefit from this strategy:

- a) **A Canada-European Union free trade agreement:** Chile has just negotiated such an agreement, though it makes less sense geographically than in Canada's case. Previous efforts by our federal government to negotiate such an agreement have not succeeded because of Europe's insistence on maintaining high subsidies on its agricultural products, contrary to Canada's policy. Therefore an agreement should be negotiated on all **non-agricultural** goods and services only. Remember that the European Union started out only as the European Coal and Steel Community. The city of Montreal and province of Quebec should press the federal government to successfully negotiate such an agreement.
- b) Focus on trade and investment missions to European states and cities led by Quebec and Montreal political leaders and businessmen; display of our goods at European trade exhibitions, arranged and/or assisted by Canadian and Quebec diplomatic officials and representatives; invitations to European companies to attend and/or exhibit at our trade shows; emphasis on the fact that European companies may conduct business effectively **in English** with the rest of Canada and North America from Montreal.
- c) **Deepening of the shipping channel in the St. Lawrence River** below Montreal (by dredging) to allow passage to Montreal of the largest seagoing ships fully laden. Last year ships had to come in only partially laden because of reduced water levels in the St. Lawrence, which puts us at a competitive disadvantage compared with seaports such as New York and Halifax. The federal government is responsible for dredging so the city should press its concern on this government.
- d) Encouragement of **Canadian Pacific Railways** and **Canadian Pacific Ships** to form a single, unified company, capable of providing one-stop ship-rail transport of goods between Europe and North America, and with its headquarters in Montreal, what

would be the meeting and geographical midpoint of its operations (C.P. Railways is now headquartered in Calgary, while C.P. Ships is in London, England). Since C.P. would then be the only company in North America with this combined ship-rail capacity, this merger would give it a competitive advantage, and it makes economic sense to direct both rail and ship operations from the one site where they come together, i.e., Montreal. And this in turn would provide European companies with another reason to base their Canadian and North American operations in Montreal, as they could more easily handle all their transport needs here by dealing with just one company (note that I have no special financial interest in Canadian Pacific).

- e) **Encouragement and financial support** (e.g., by waiving municipal taxes for five years) **of NASDAQ** (the National Association of Securities Dealers based in the U.S.) to establish the Canadian branch of its stock market in Montreal. So far support for this, at least financial support, has come only from the provincial government, not Montreal. It is important that NASDAQ establish itself here as a counterweight to the stock exchange in Toronto, since one consideration possibly influencing where a foreign company establishes a subsidiary in another country is where capital is most easily raised. A company listed on the NASDAQ market in Montreal will automatically be exposed to capital markets in the U.S. and, if NASDAQ expands as planned, in Europe and Japan. Since European companies will be familiar with NASDAQ in Europe, it will be a plus point for them, in deciding where to locate in Canada or North America, that it is located also in Montreal. It appears that the chief factor delaying the establishment of NASDAQ in Montreal is the delay in approval by the Ontario Securities Commission, so Quebec and Montreal should attempt to expedite this approval.

- f) We need an **improved airport** with more direct flights from more major European business centres and to more North American destinations, as a further factor influencing where European (and other) companies decide to set up the base of their Canadian or North American operations. This supports the decision of Aéroports de Montréal to switch all passenger traffic from Mirabel to Dorval, on the understanding that the money saved (about \$17,000,000 annual reported losses at Mirabel) will be invested in improving Dorval. I would also support the switching of all cargo flights from Mirabel to Dorval if that would further save a significant amount of money. Montreal should use its influence on ADM accordingly. Mirabel is too far from downtown to be ever used as an airport, given the need for business travellers to get quickly to scheduled meetings. It is better used as a ready-made industrial park. If Dorval becomes too small in future the best other airport would be St. Hubert which is even closer to the city centre than Dorval, right beside a road and commuter railway going straight to the city centre, and whose eastern approach is farmland, therefore avoiding noise and pollution problems. This farmland should be kept undeveloped in case this airport's runways need to be extended.

- g) Given the relatively small passenger volume at Dorval, compared with other major airports, you could not justify a train specially linking the airport and downtown leaving more often than about every 30 minutes, which would not save time over the existing commuter train and bus which stop very near the airport. At most you could offer a special **shuttle bus** taking people continuously between the airport and the train and bus stop (the existing connecting bus runs only every so often, since it has a much longer route to cover). Besides, a business traveller in a rush does not wish to wait for any public transport as against immediately taking a taxi. For him, therefore, what is more important is an improvement in the road system between the airport and downtown. I will discuss this in my section on transport.
- h) **Improving urban attractions/quality of life:** These can have some influence on whether companies decide to base their operations in Montreal, and in addition to that they have value for Montrealers. I have in mind improvements regarding four matters:
- (i) **Shopping:** Simpson's and Eaton's department stores on St. Catherine St. have been or are being replaced by large fashion stores, respectively Simon's and Les Ailes de la Mode, with a consequent loss in diversity of goods offered. As well, the former Eaton's will have boutiques, but one wonders how many of these will be different from the ones that exist in all the present shopping complexes downtown. It will also have four floors of office space, but there are many sites where office space could have been added downtown but only one unused superb shopping site which is the former Eatons's. What would have been more of a unique attraction, not only for companies and residents but also tourists, and would accord with my theme of Montreal as a city linking Europe and North America, would be to invite some internationally famous department stores to offer their goods in the former Eaton's, e.g., Harrod's of London, Galeries Lafayette of Paris, and Bloomingdale's of New York. Their goods could perhaps stimulate the production of some better goods by our own producers. Perhaps it is not too late to do something about this if the city approaches the owner of this building, the Caisse de Dépôt, with this idea.
 - (ii) **Musical theatre:** In almost all major cities there are venues especially devoted to presenting musical theatre — e.g., in Toronto there are three or four — but in Montreal there are none. So we have the situation that Luc Plamondon's *Notre Dame de Paris* is now playing in Moscow but not in Montreal. What I would like to suggest is that at least one quality venue be created specially dedicated to showing musical theatre in both French and English throughout the year. The venue that would be best, in my opinion, is the former Loews's theatre on St. Catherine St. near Mansfield and

opposite Simon's in the heart of downtown. This is now run by Club Med but is little more than a poor merchandising operation in front and a bar in the back, a complete waste of what was once one of the grandest movie theatres in Canada. Perhaps the city can ask Mr. Plamondon and Sam Gesser, who has been bringing in English musicals to Place des Arts in the summer, whether they would be interested in developing such a venue. Club Med could be a financial partner if it were interested.

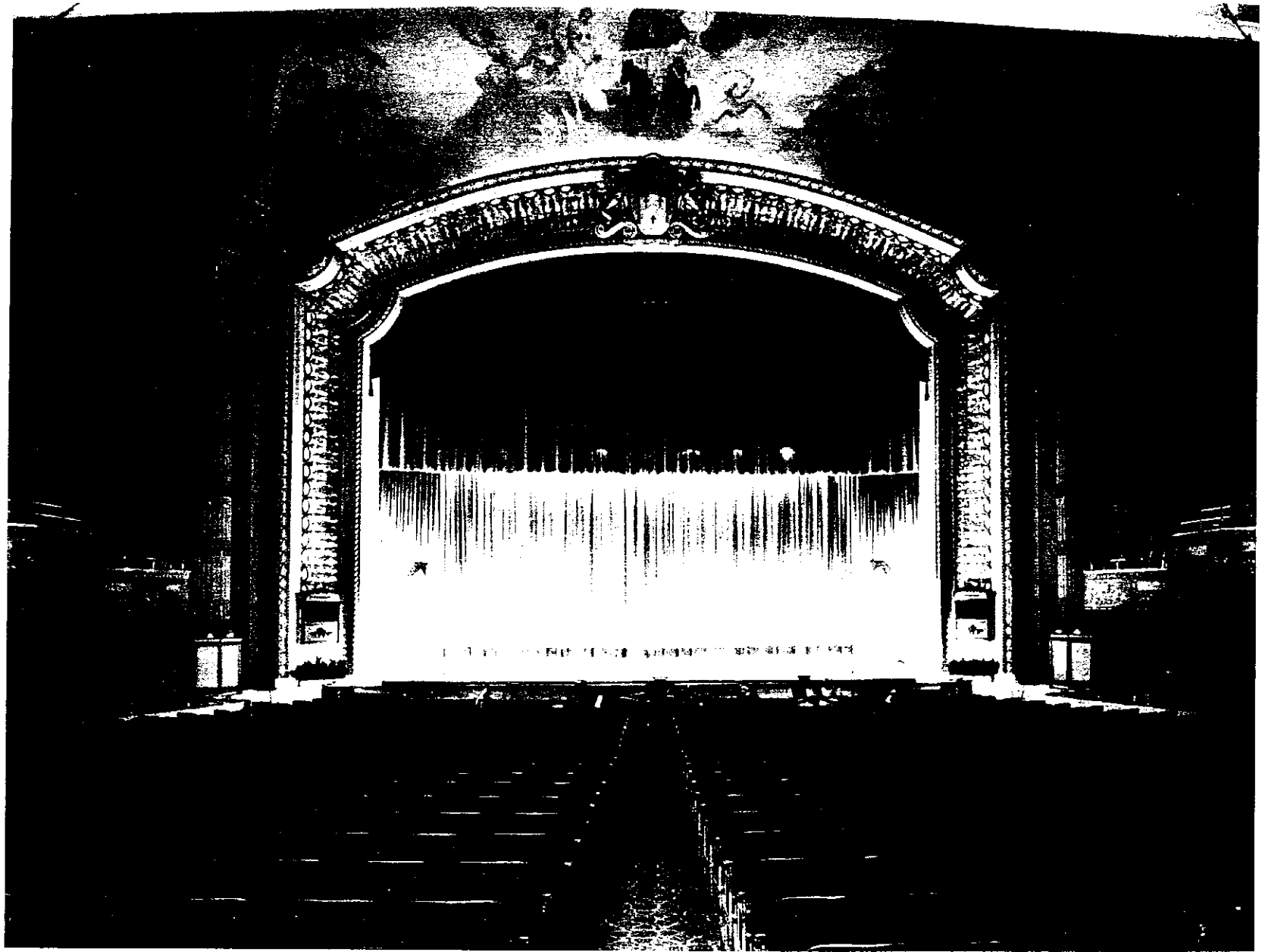
- (iii) **Baseball - Keeping the Expos in Montreal:** I have imagined European companies attracted to Montreal as a city having a European flavour in North America. But if this is to attract European companies to locate here it is important that they see Montreal also as a major metropolis in the mainstream of North America. And that means, among other things, that we have a major-league baseball team here, that we are literally and figuratively in the 'big leagues.' It is also important to maintain our profile in the U.S. that we have a team that is playing their teams. So for economic reasons I think it is very important that we keep our team here. If Montreal were the only current major league city to lose its team it could create the public impression that Montreal is a relatively diminished or less important city. And all this means that Montreal and Quebec must offer to build, or finance the building of, a baseball stadium downtown in return for major league baseball committing itself to keep a team here.

Viewed as an economic investment I believe such an expenditure can be justified. A downtown stadium, located right next to the city's main business centre, can be a factor attracting companies, including especially American companies, to locate here, and also would retain, improve and make more accessible an important tourist attraction. Besides, the cost need not be great. All that is wanted is a smaller stadium, specifically made for baseball, with the seats as close to the action as possible, and open to the sky, with the downtown skyline in the background. The Olympic stadium, after all, was not designed for baseball. And if Molson Stadium can create sell-out football crowds why can't a baseball stadium in a still better location do the same for baseball?

- (iv) **Physical improvements to downtown and Old Montreal:** Although I said that one of the comparative advantages of Montreal was its older attractive architecture and public squares, more can and should be done to make the most of what we have and add to it. But since this is a major topic in its own right, I intend to treat it separately in what follows.

See next two pages for pictures of the Loew's theatre ; from Dane Lanken, Montreal Movie Palaces (Waterloo: Penumbra Press, 1993), 74, 78.

Loew's 1917



Truly a dream palace: the stage of the Loew's in 1930. An imposing proscenium arch, cunningly lit curtains, the mural of gods and goddesses and rearing horses above, the jumble of music-stands below.



The dome, the sounding-board mural, the loges, the sweep of orchestra seats: everything in the Loew's was on a grand scale. The loges here, like all good loges, contained individual chairs, not theatre seats.



The view (in 1930) from the stage. Three thousand seats, and at one time they were filled several times a day!

Garden, the one that replaced the 1890 McKim, Mead and White original and that stood until the 1960s. Lamb died in New York in 1942.

The decorator of the Loew's was J. A. Guillbault, whose ad in a 1921 Lovell's Montreal directory gave a Parc Lafontaine address and described him as a "master painter." But the great mural of the gods, goddesses and rearing horses over the proscenium arch was signed "Arthur Brounet, New York." Brounet was a New York-based interior decorator and muralist whose works were frequently found in Thomas Lamb theatres. That great mural is still there, behind the screen in what is now cinema number two, though companion murals in the entranceway were painted over long ago. The building contractor for the Loew's was Atlas Construction, a Montreal firm still building today.

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| 2. <u>Physical Improvements to Downtown and Old Montreal</u> | 6 |
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The appearance of the downtown core is important to Montrealers' enjoyment of their city, to the downtown core as a tourist attraction, and possibly as a factor influencing companies to locate here. Unfortunately, though this area has many attractive buildings and locations, there are also many aspects that detract from its appearance, preventing Montreal now from being considered beautiful overall. Even the attractive aspects, e.g., the public squares, can be improved upon and added to. Based simply on walking around and observation, here's what I consider should be done, in rough order of priority:

- a) **Remove litter and graffiti:** Generally Montreal's streets and sidewalks are fairly clean, but there are some important exceptions. Chief of these is St. Catherine St., particularly between Guy and Bleury Sts., i.e., along the main shopping area (and also St. Laurent Blvd. between René-Lévesque Blvd. and Sherbrooke St.). This area is conspicuously littered with paper and other items. It is not likely to make a good impression on tourists. Chief among these items are handbills advertising night clubs. They are handed out to passersby who then drop them on the sidewalk. Therefore the handing out of such handbills should be banned, and the city should devote greater resources to frequently clean this area. The importance of this area in all respects, and its littered condition, justify such resources.

Graffiti are found throughout the downtown area, including on high walls and in greater concentration on unoccupied buildings. Very rarely are these graffiti artistic. Much more often they simply spoil the appearance of buildings, sometimes seriously. In high concentration they give a bad impression of an area, that it is neglected and rundown. This can be demoralising for the people who live or work there. At the very least it diminishes their enjoyment of their environment. It can also create a bad impression on visitors and potential investors, of lack of care and pride in people's property and city. In view of the importance of this matter, certainly in some parts of the downtown core as well as elsewhere, it is justified for the city to make property owners responsible for the removal of external graffiti from their own property, failing

which the city will remove this graffiti and charge the owners the cost. Of course it would be fairer to catch the graffiti scrawlers and make them remove the graffiti, but generally this isn't possible, and the city can't afford the cost of removing graffiti from all private property. Besides, by removing graffiti as soon as it appears on their buildings property owners can limit the scale of this problem, since the addition of further graffiti is encouraged by the existence of unerased graffiti, which is why graffiti typically appear in clusters.

- b) **External cleaning of dirty buildings**, particularly of older architecturally significant buildings, painting of rusted ironwork and cornices or of peeling woodwork, and removal of external fire escapes from the **front** of buildings, particularly in Old Montreal: Sometimes buildings, particularly with stone walls, are so blackened with dirt that it is impossible to appreciate their beauty and artistry, and instead they have a dark and forbidding appearance. For the same reasons as with graffiti their owners must be made responsible for cleaning and restoring the external appearance of these buildings to an acceptable standard. However, we must recognise that some owners of architecturally significant buildings, particularly churches, hospitals, educational and cultural institutions, have only limited funds for this purpose. An inventory of those of their buildings badly needing cleaning, etc., should be drawn up and a schedule of their restoration should be financed by all three levels of government.
- c) **Improving the appearance of vacant and parking lots**: The downtown core is littered with parking and vacant lots, often in poor condition and greatly detracting from the appearance of the area as well as its productive use. All owners of parking lots should be required to border their lot with a painted iron-railing fence and properly tended strip of vegetation, to properly pave their lot and neatly divide it by white or yellow lines. In Old Montreal this strip of vegetation should be extended along the sides of the buildings bordering the lot as there is often a complete absence of vegetation in Old Montreal, sometimes giving it a harsh appearance. Vacant lots should be cleared and covered with grass which should be kept tended. If owners do not comply with these standards the city must do the necessary work and charge the owners the cost. Perhaps these costs will encourage some owners to make a better use of their lots, or at least to keep them in a better condition.
- d) **Renovation of abandoned and derelict buildings**: There are a number of such buildings in the downtown core, as well as elsewhere in the city, which have been left in this condition for a number of years, with no attempt to improve or make some use of them. These buildings are sometimes architecturally significant, in prominent or important locations, and their condition has a negative impact on their immediate environment (I am thinking especially of the Godin Building at the corner of Sherbrooke Street and St. Laurent Blvd., and the **former** Royal Bank building on St.

Jacques Street, just west of Place d'Armes, which once had four giant statues in front of it which could be put back if this building were rebuilt). The city should contact the owners of these buildings to see if they have plans to develop them, and/or need assistance to do so. However, if there are no such plans the city should find people who are willing and able to develop these buildings and arrange, or if necessary, force (by appropriation) a sale of these buildings to the new developers. Such appropriation (at a fair market price, taking into account the condition of the buildings) is justified by the harm the current condition of these buildings is causing to their immediate neighbours and their environment and the loss of their social use and of municipal taxes paid by them.

- e) **Improvements to public squares and monuments:** One of the most attractive features of the downtown core is the existence of a number of public squares surrounded by architecturally outstanding buildings. However, some of these squares look neglected and all need some improvement. For example, in **Dorchester Square** monuments and statues need to be cleaned and polished, with the statues covered in a transparent glaze or wax that will prevent future corrosion and reflect light off the statues better, and the statues need to be illuminated at night (so also for the statues in front of and on top of the **Roman Catholic cathedral**, and its roof and dome, and the statues on top of **Notre Dame de Bonsecours Church** overlooking the Old Port. In **Phillips Square** the main statue, of King Edward VII, needs to be better illuminated). In **Dorchester Square** the paths need to be better covered in fine gravel or paved, while the row of pillars near the top of the Sun Life Building overlooking this square need to be better illuminated at night. In **Phillips Square**, the Bay department store bordering the square should have an illuminated display in its second floor window (there is only one, large, central, window on the second floor), Birks and the Canada Cement buildings, also bordering this square, should have flags in their flagpoles, the overhead wires in the square should be buried, and the two stone monuments near the front of the square, which resemble large stand-up lamps, should be illuminated with a light yellow light from **within** their grilled heads. While each of these changes (to Phillips Square) may appear small, their cumulative effect will be to create a place of greater beauty, especially at night.

In **Place d'Armes** the purplish blue light emanating from the towers of Notre Dame Basilica is weird-looking, inappropriate to the function and external colour of the church and distracting from the magnificent beauty of this square. This light should be changed to white or light yellow. In **Place Jacques Cartier** the statue of Nelson should face this square and the river, not face north as now, with the result that it has no visual impact on the square. **La Gauchetière Street** east of Beaver Hall Hill should be developed as the main route from the central business district to the Palais des Congrès and Chinatown. With this in mind the trees in front of **St. Patrick's Basilica** in the small park around St. Patrick should be cut down to allow

a view of this church from La Gauchetière (which borders the south edge of this park). The new trees in this park, which have been artificially confined in rows to the west end of the park, should be redistributed naturally throughout the park, except in front of the church. To these trees should be added shrubs, flowers and benches (with curved seats and backs that people can relax in). And finally the front facade of the church should be cleaned and illuminated at night.

Moving east along La Gauchetière, the boarded-up windows of the **Haunted House** at the corner of Bleury and La Gauchetière should be painted to prevent this building looking derelict. At the square **between Complexe Guy-Favreau and the Palais des Congrès** (between Côté and Cheneville Streets along La Gauchetière) the Palais building, made mostly of clear glass, is totally clashing in style and materials with the surrounding buildings covered in brick and stone, and besides it looks flimsy and cheap. Consideration should be given to adding masonry to its external wall facing this potentially attractive square. Also the Wing Noodles factory at Côté and La Gauchetière has external walls whose paint is badly peeled and discoloured and should be repainted. Finally the little public space at the **corner of La Gauchetière and Clark** in the **centre of Chinatown** is covered in concrete and looks sterile. The few benches are made of concrete with no backs. This should be replaced with a beautiful Chinese garden with welcoming benches with curved backs and seats. What is the sense of having such a garden in the Botanical Gardens but not where it belongs? The windowless walls of the sides of the buildings along Clark and La Gauchetière bordering this space should be painted in Chinese style murals and glazed to prevent weathering. There is now an etching in stone at the base of the north wall but this is lacking in colour and lifeless.

- f) **New public squares and other urban developments:** Cities having visual greatness have not only many fine details but also many major attractions. If Montreal is to acquire more of such greatness it can use a few more major attractions. First, **Place d'Youville** between McGill and St. Pierre Streets in Old Montreal would make a lovely public square, surrounded as it is by attractive buildings on all four sides. The parking lot here is not necessary as there are lots of parking lots immediately west of McGill St. At the very least benches should be placed all around the parking lot facing each side of the square. But first the second building behind the St. Paul Hotel on the north side of this square should be cleaned, and the two buildings immediately to the east of this building would have to be renovated, as they are now derelict. Also the customs building on the south side of Place d'Youville has recently had its three beautiful classically styled arched entrances replaced by ugly chain-link fenced gates grossly clashing with and detracting from the architectural character of this building. The city should seek to have these various deficiencies remedied and then it can create a new beautiful

square that people will admire and enjoy (including the many people now living in this area).

Champ de Mars, though having beautiful buildings to the south and east of it, looks over the empty and desolate wasteland of the Ville-Marie autoroute to its north. Old Montreal here has no definitive and dramatic terminus point. What I would like to suggest is a private developer, in cooperation with the city, building three buildings over the Ville-Marie autoroute along the length of it and facing the Champ de Mars and of equal total width to the Champ de Mars. There would be a central building and two identical wings curving forward at their outer ends to enclose on three sides the space in front of these buildings, which space would contain a central reflecting pool and surrounding gardens. The buildings would be of a classical style and height comparable to that of the city hall and the old court house which they face across the Champ de Mars, and the central building could be connected to the wings by large arched gates to symbolise the gates of the old walled city of Montreal. The public gardens in front of the buildings could be called the **Place de la Paix** to counterpoint the Champ de Mars which it faces. The buildings could be built on elevated ground to allow parking and entry and exit of cars from the autoroute below them.

Finally, overlooking the **St. Lawrence River** between St. Hubert and St. André Sts., and St. André and Amherst Sts., in what is now a wasteland, I would like to see the construction of two large classically styled river palaces facing the river, containing residential apartments. These palaces would be similar to those in St. Petersburg in Russia, that is, faced in pastel coloured painted stucco, with all the classical components highlighted in white or creme, depending on which matches the pastel colour, and gold trim. Behind these palaces would be recreated **Dalhousie Square**, which existed in this location before the great fire of 1852, which square would be centered on St. André St., and bordered in the style of Robert Adam's Charlotte Square in Edinburgh, except that it would be finished like the river palaces. Thus Montrealers would have access in their own city to some of the most beautiful and sublime architecture of the western world.

g) **Miscellaneous suggestions**, briefly:

- (i) **Remove the cords** running from lamppost to lamppost on St. Catherine St. in the main shopping area. However marginally, they create a poor impression and spoil the appearance of the street.
- (ii) After destroying three perfectly useful buildings it is not right that Mr. René Lepine can keep the resulting large **empty lot** on de Maisonneuve Street between Stanley and Drummond Streets undeveloped for up to **ten** years, as

I understand the city has permitted him to do. Three years at most would be acceptable.

- (iii) In Old Montreal the archaeological crypt in front of the **Old Customs House** in **Place Royale** should be lowered if possible to be level with the surrounding ground, thus restoring a full view of the Old Customs House from de la Commune Street and the integrity of Place Royale as a public space. The Old Customs House is one of the few architecturally significant buildings along de la Commune and an attractive example of neo-classical architecture. Place Royale is surrounded by attractive buildings on three sides and the Old Port on the fourth, making it a pleasant public space if restored to its original integrity.
- (iv) Also in Old Montreal the steel structure added to the centre of the facade of the **Marché Bonsecours** on the de la Commune side is too heavy, clashes in style and material with that of the **Marché** building, and most important obscures the main entrance of the building from de la Commune and spoils the building's facade. It should be removed or, if some such structure is truly necessary, replaced with something more compatible in scale, style and material.
- (v) The roof of the **Montreal City Hall** looks poor because of its varying degrees of corrosion (or oxidation). It should be uncorroded and then either glazed or painted a suitable colour to prevent future corrosion and maintain an even, stable and attractive appearance.
- (vi) The city of Montreal coat of arms should be mounted on what looks like a pedestal on the top of the front of the **Montreal Municipal Court House** on Gosford Street. This is necessary to balance the facade of the building which has two storeys below its pillars but none above, and to raise the building in height and dignity, including relative to its neighbours, as befits its function of dispensing justice. It is important in this regard that the coat of arms is neither too large nor too small relative to the size of the front facade.
- (vii) The central arched entrance of the **present customs building** on McGill Street is potentially one of the most magnificent such entrances in the city, but unfortunately at present it is blocked up with concrete, a great loss and a gross architectural violation of this building. The city should prevail upon the federal government to fix up this entrance in an appropriately impressive way, even if, for the federal government's purposes, this entrance is kept closed.
- (viii) The street lights on **St. Hélène Street** in Old Montreal, running between Notre-Dame and Le Moyne Streets, are too dim to provide adequate illumination at night. Perhaps if these lights were replaced with the better type of lights used

along St. Sacrement Street, ^{also} in Old Montreal this would encourage the further restoration of the outstanding Renaissance facades found along St. Hélène Street, as well as making it easier to appreciate these facades at night. (Similarly, the coloured street lightshades used along **St. Denis Street** between Ste. Catherine and Sherbrooke Streets in the heart of the **Latin Quarter**, while giving a distinctive character to this area, need to be cleaned out and the lights used in them need to be brighter. At present the street illumination here is insufficient creating a dark and downbeat impression of the area unless this is alleviated by the lights of the establishments bordering the street, rather than the gay and lively impression that should be created given the nature of the area.)

- (ix) Sometimes **buildings that are externally illuminated at night**, particularly in Old Montreal, have some of their lights not working. This spoils the attractive impression intended by this illumination, and suggests a certain lack of care by the owner or manager of the building. The city should note by simple periodic observation which buildings this deficiency noticeably applies to, at least in certain significant areas like Old Montreal, and then request that the lights be fixed or replaced.
 - (x) Any **new buildings built in Old Montreal**, for example, on vacant lots, should preferably be in a genuine classical or other traditional style, using traditional materials. The new buildings built in Old Montreal in the last 40 years have not, with perhaps one or two exceptions, added much to it architecturally, most likely because they have not been in authentic traditional styles.
 - (xi) The city and the merchants of **Chinatown** must develop a way of preventing the creation of piles of used containers and other refuse on the sidewalk of **St. Laurent Blvd.** in Chinatown. If necessary the city must act alone to deal with this problem.
- h) **Financing the cost of improvements:** It may seem that carrying out all the above suggested improvements (starting with the removal of litter and graffiti) would be prohibitively expensive. However, this need not be so, first because these improvements can be carried out over a number of years according to some ranking of their priority. The order in which I have presented these improvements, apart from the miscellaneous suggestions, indicates roughly what I believe their priority should be. The essential thing is for the city government to maintain a **constant will over time** to improve and make more attractive the city's most important areas and major attractions. Second, the city government can ask and encourage other levels of government and private owners, companies and organisations to carry out or help finance these improvements whenever this is appropriate (For example, in

Dorchester Square the Sun Life Company can be asked to restore the central monument and statue in the Square, as Birk's Jewellers did in Phillips Square, the (Scottish) St. Andrew's Society can restore the statue of the Scottish poet Robert Burns, while the federal government does that of Sir Wilfrid Laurier.). Third, with the creation of the new city of Montreal including the richer suburbs more resources can be made available for improving the downtown core (including Old Montreal, Chinatown, etc.) which, let us remember, is a source of enjoyment and interest for all Montrealers as well as a factor of attraction for economic development and tourism. I will further justify such a redistribution of municipal expenditure towards downtown in my suggestions on finance below.

Please see next page for map showing all places referred to in this section above. Less well known places are indicated in handwriting.

3. Transport

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| f) | Completion of Cavendish Boulevard | 17 |

The chief orientation of my suggestions here is that priority should be given to developing public transport of passengers mainly by **further developing commuter railways** and **better integrating these railways** with the rest of the public transport system. I emphasise commuter railways because for the most part this involves making greater or better use of railway tracks that already exist, so that more can be achieved this way and more quickly with a given amount of money than by using other means of rapid public transport such as the Metro. I would give priority to the following projects, in the order suggested:

- a) First, development of **a new commuter railway serving the northeast of Montreal**: This is the only major sector of Montreal Island not now served by either a railway or Metro (subway) line. What I would suggest is establishing a commuter railway line using the existing CN railway line that runs along the southern edge of Montreal North and Rivière des Prairies. This line would start in the east at Le Gardeur, which would serve also Repentigny, and go westward until it took the turning south into the existing Two Mountains commuter line and went downtown. In addition to the communities already mentioned this line could serve also eastern Pointe-aux-Trembles, northern Anjou and St. Léonard, and the Ahuntsic area in the old city of Montreal. And as well as taking passengers downtown this line could transfer them to the orange metro line at Sauvé station on Berri St.

- b) Second, **addition of stops on the south shore commuter railway line to St. Hilaire**: This existing commuter line running from Central Station downtown should have additional stops serving the former cities of Longueuil and St. Hubert (possibly, for example, stops at Taschereau Blvd. and at the Chemin de Chambly), fed by buses in those areas. Now this line has stops only in the relatively small

communities of St. Lambert, St. Bruno and McMasterville, while failing to serve the many times larger communities of Longueuil and St. Hubert. This irrational situation is largely an historical hangover from the time when this line served to transport mostly anglophone businessmen, living mainly in these small communities, to their workplace downtown, a situation long since passed.

- c) Third, **connection of the commuter railway line from Blainville with the Two Mountains commuter line:** At present the Blainville commuter line, after passing the Parc Metro station, goes all the way west to the Montreal West station before returning downtown. This extremely circuitous route greatly increases the distance and time this line takes to get downtown, so making it less competitive compared with other means of getting downtown. The first and easiest solution to this problem is that the Blainville line, after passing Parc station, should transfer its passengers to the Two Mountains commuter line at Canora station, which the Blainville line now passes right next to. From that point it would be only five minutes directly downtown on the Two Mountains line. The Blainville train can be timed to arrive at Canora station just before the Two Mountains line. (Someone may object that the Blainville line uses Canadian Pacific track while the Two Mountains line uses Canadian National but that is irrelevant here since passengers are getting their transport from the Metropolitan Transportation Agency, not from CP and CN.)

The second solution bypasses the Parc Metro station and involves the Blainville train, after passing the Bois-de-Boulogne station in northern Montreal, turning west onto the CN railway line that runs just south of Sauvé Street and then turning south onto the Two Mountains commuter line. The advantage of this solution is that it need not involve any transfer of passengers to another commuter line, instead taking them directly from Blainville to downtown. The disadvantage is that it does not connect with the Metro system. However I will propose a solution to this last problem in my next suggestion. Perhaps a mix of both options can be offered to passengers.

- d) Fourth, **connection of the Two Mountains commuter line with ^{the} blue and green Metro lines:** Because the Two Mountains commuter line was established independently of the Metro system it is not well connected to it, thus reducing the potential use of the Two Mountains line and especially the use of the blue Metro line. The blue line is the least used and successful of the Metro lines, as shown by the fact that its trains have only three carriages each, though its stations were built for nine carriages just as those of the other Metro lines. The chief reason for this lack of use, apart from the lack of extension of this line, is that this line unlike the others doesn't take people downtown, the most popular destination of Metro travellers. However, this drawback can be effectively remedied by connecting the

blue line at Édouard-Montpetit station with the Two Mountains line which passes right in line with this station. That way passengers can transfer from the blue line to the Two Mountains line and be downtown in one stop and less than five minutes, faster than by any other way. And the Two Mountains line will then be able to carry students and staff to the University of Montreal which is one Metro stop away from Édouard-Montpetit station on the blue line. This is especially valuable since students are among the chief potential users of public transport.

Similarly, the usefulness of the Two Mountains line can be further increased if it is connected with the green Metro line at McGill station. At present it can take considerable time to walk up from the Central Station terminus of the Two Mountains line to the many office towers in the area of de Maisonneuve Boulevard and Sherbrooke Street, not to mention to McGill University above Sherbrooke Street, and anything which adds to the overall travel time of public transport, including walking, diminishes its competitiveness with other forms of transport. Remember that when the Two Mountains line was first built the downtown area above St. Catherine Street was almost entirely residential, and McGill University had about 4,000 students living mostly close by, not 30,000 students as now living all over metropolitan Montreal.

If it is objected that adding stops to the Two Mountains line at the blue and green Metro lines would add to the total travel time of the Two Mountains line to Central Station, I would reply that the resulting increase in usefulness of this line would more than compensate for this drawback. Besides, it seems to me that the existing stop of the Two Mountains lines at Île Bigras is hard to justify when the next stop at Ste. Dorothee in Laval is so close by and accessible by road from Île Bigras. Eliminate this stop at Île Bigras and that means a net increase of only one stop to the Two Mountains line when we include the additional stops I have suggested.

- e) **New public transport projects serving Laval and the south shore:** I believe that the current plan to extend the orange line Metro from Henri-Bourassa station into **Laval** in a **northwesterly** direction towards Montmorency C.E.G.E.P. is mistaken. It is true that this particular extension will enable the Metro to connect with the Blainville commuter railway line, enabling passengers on the Blainville line to switch to the Metro if that is the best way to get to their destination. However, this means that the Metro is serving the same passengers and part of Laval as is the Blainville line instead of serving another part of Laval. By contrast, if the Metro extension once it got to Laval turned in a **northeasterly** direction it would serve the large built-up area east of Boul. des Laurentides (route 335), which area is too far east of the Blainville line to be well served by it.

On the other hand, to better serve the built-up areas in the western part of Laval centered around Boul. Curé-Labelle (route 117) it would make sense to extend the orange line Metro at Côte-Vertu station to the Bois-Franc station of the Two Mountains commuter railway line on Laurentian Blvd., the continuation on the Island of Montreal of Boul. Curé-Labelle. That way all the cars from Laval travelling south on Laurentian Blvd. would go right by the new Metro terminus as well as the commuter railway station, both of which could be advertised beforehand by a large sign going right over the road, together with an electronic display notifying motorists when traffic is slowed on the Decarie expressway, their most likely route should they continue southward in their cars. Of course another benefit of this Metro extension is that it would enable exchanges between the two Mountains line and the orange Metro line, hence increasing the usefulness of both.

Turning now to the **south shore** it is clear that the first priority, apart from adding stops to the St. Hilaire commuter railway line, is to build a new commuter railway on the ice bridge parallel to the Champlain bridge which would serve the western part of the new city of Longueuil. The central and eastern parts of this city are already served by forms of rapid public transport connecting them with the city of Montreal. However, should the eastern part of the **old** city of Longueuil, or points east of it, develop further in future, the Metro at Longueuil may then be extended eastward until Rolland-Therrien boulevard in old Longueuil, at which point it can connect with a commuter railway going further east on the existing Canadian National track which runs along the south shore close to the St. Lawrence River.

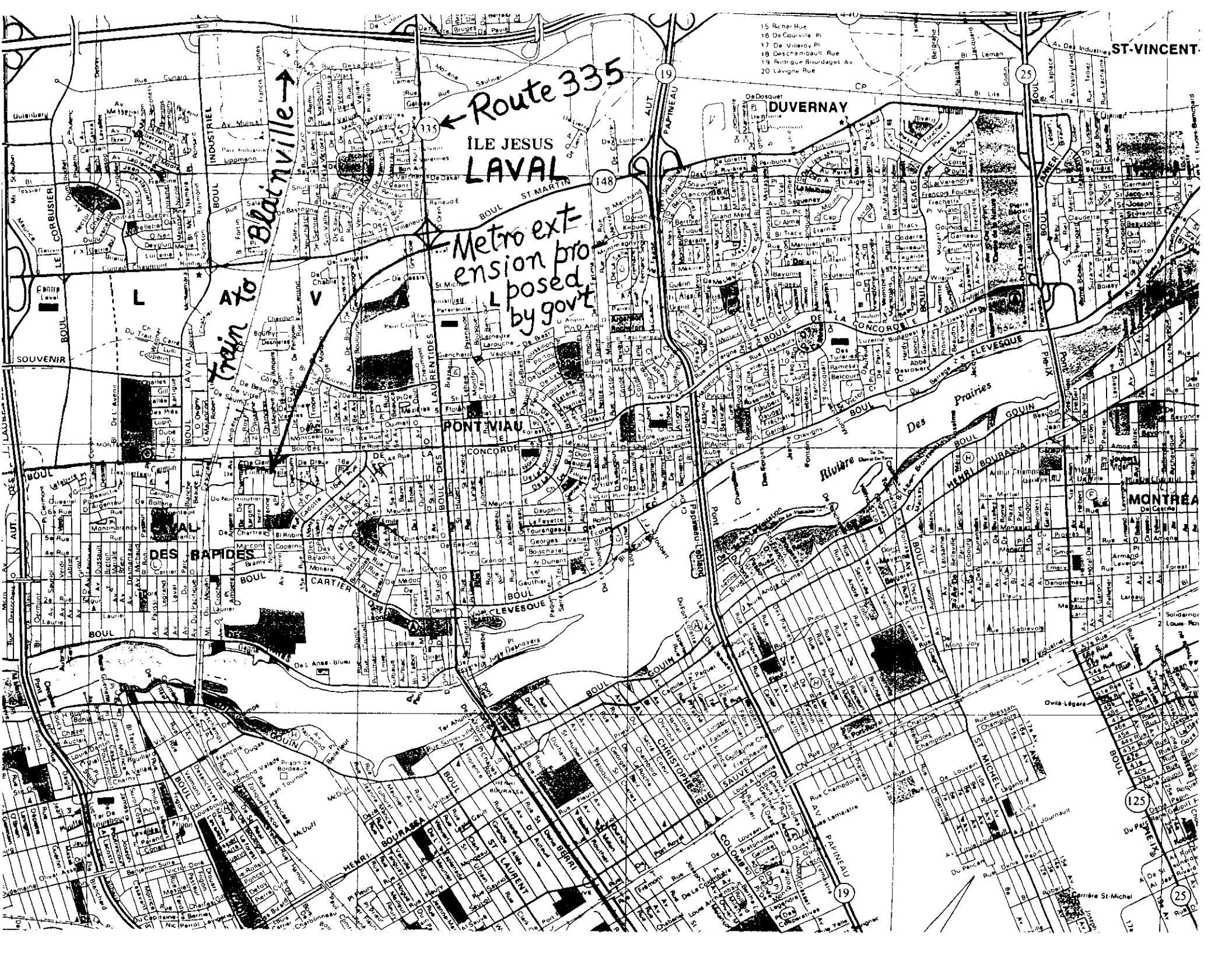
Should these improvements in public transport connecting the south shore with Montreal be made, and should autoroute 30 on the south shore be completed allowing through traffic to bypass Montreal Island, then a new bridge connecting the south shore with Montreal should not be necessary. Since such a new bridge would bring more traffic congestion, noise and pollution to Montreal Island it is in the city of Montreal's interest to oppose its construction, and therefore to support the transport measures above which would make this bridge unnecessary. It is true that better public transport from Montreal to the south shore, just like a new bridge, can promote undesirable urban sprawl on the south shore, but it also better connects the south shore to the Montreal city centre without increasing road traffic. Besides, residents already living in the south shore (and in Laval and the north shore) are also entitled to good public transport provided their municipalities pay a fair share of the public cost of this transport.

- f) **Completion of Cavendish Boulevard:** Even if all the transport measures already suggested were carried out quickly (which realistically they won't be) the Decarie Expressway is now so overloaded beyond its capacity at rush hour that traffic in it then would still be significantly slowed down. And this in turn slows down traffic

on all the major autoroutes feeding the Decarie Expressway, whether from the west, east, north or south. The most obvious development that could relieve this congestion a little would be if Cavendish Boulevard in St. Laurent were connected with the same boulevard in Côte St. Luc to provide an alternative route to the Decarie Expressway between the Trans-Canada Highway and Côte-de-Liesse Road in the north and Sherbrooke and St. Jacques Streets in the south. This completed boulevard would have three lanes of traffic in both directions throughout. And there would be electronic display boards on the Trans-Canada and Côte-de-Liesse warning eastbound motorists in advance when it was advisable to use Cavendish because the Decarie Expressway was clogged.

Residents of Côte St-Luc and Notre Dame de Grâce who oppose such a development because of the greater traffic it would bring along Cavendish should remember that even the most elite communities on the island have major roads going through them bearing traffic from elsewhere. For example, Westmount has both Sherbrooke Street and The Boulevard (which serve residents of N.D.G. and Côte St. Luc going downtown) while Outremont has Côte Ste. Catherine and Rockland and Davaar Streets. No community has the right to exempt itself from a fair share of the burden of accommodating traffic, especially if, as a result of such an exemption, the major traffic system of the island is significantly slowed down. Nor is councillor Robert Libman's suggestion, designed to encourage traffic heading south on Cavendish to divert onto Royalmount Street which would then take traffic to the Decarie service road, acceptable. It would be acceptable if traffic were jammed just around the intersection of Decarie and the Metropolitan Autoroute, but anyone can confirm for themselves that rush hour traffic on Decarie can be slowed down to a crawl at least as far south as Sherbrooke St. I would accept only that heavy trucks could be diverted at Royalmount, since they are not the main cause of rush hour congestion, and only if this concession would make this new through road more acceptable to the communities it goes through. In any case these communities should not be allowed to veto this road, and this is implicit in the new city of Montreal being given jurisdiction over major roads everywhere on the island.

SEE MAPS NEXT THREE PAGES



- 15 Rucher Rue
- 16 De Courville Pl
- 17 De Valeray Pl
- 18 Deschambault Rue
- 19 Ristrique Bourdages Av
- 20 Lavigne Rue

ST-VINCENT

← Route 335

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LAVAL

Train to
Blainville →

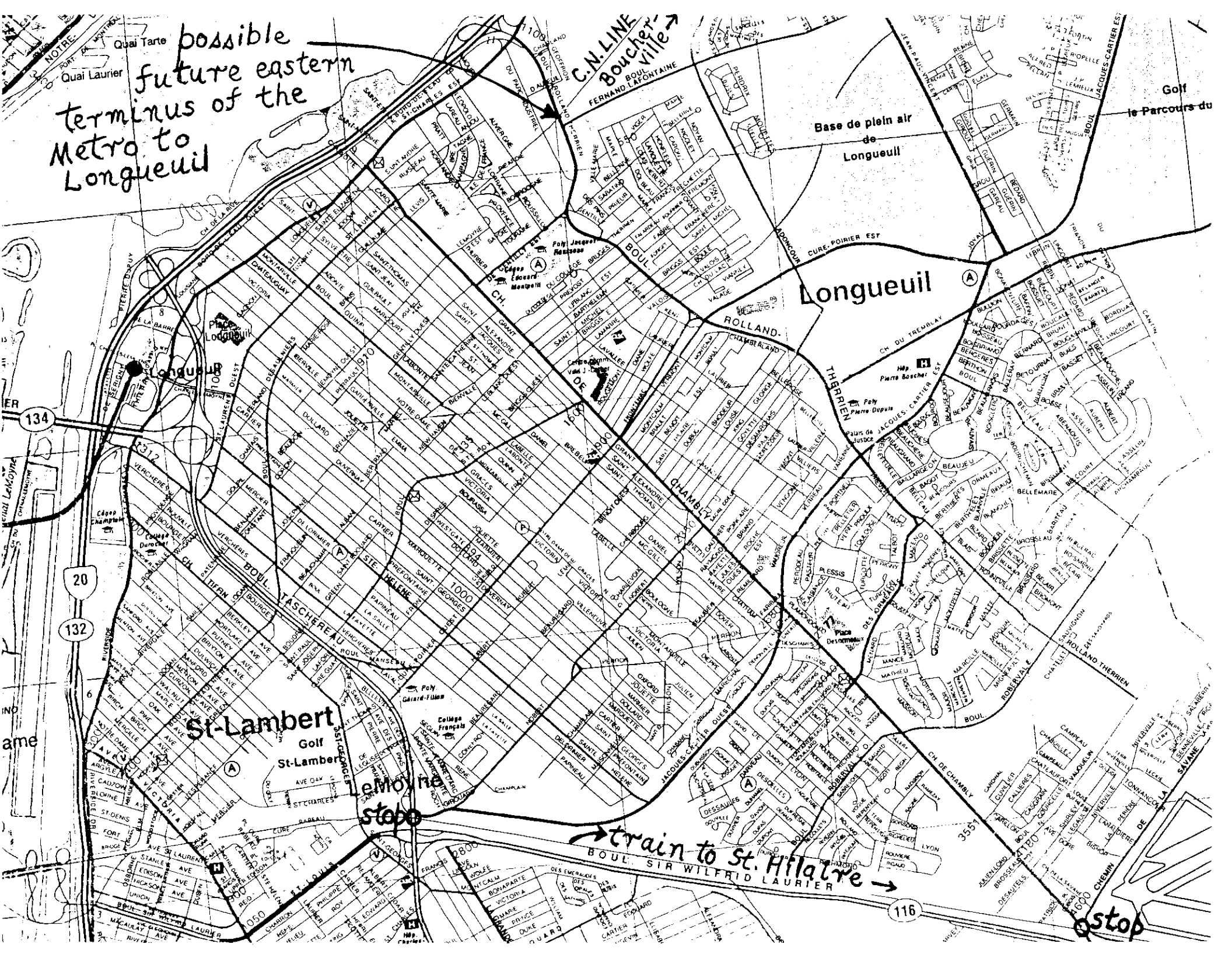
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St-Lambert

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116

stop

Longueuil

Golf
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4. Libraries

Municipal libraries in the different boroughs of the new city of Montreal vary greatly in the number of books that they have, and some people have questioned whether it was wise for the provincial government to spend so much money on a new national library when instead they could have provided more books and other materials to local libraries lacking these. In view of this situation I would like to suggest one approach to dealing with these local shortages that would also make good use of the national library, or more precisely of the central municipal library within it. This would be to create a single computerized index of all books and other materials contained in all the borough libraries and the central library, which any library user could easily access at his local library, whether under subject matter heading, key word, title or author. The user would then be able to order any books or other materials that they wanted, up to a certain number of items, which would then be delivered to the user's local library within a day or two at most. This delivery could be done very simply and inexpensively by a truck or trucks owned by the city and making the round of all the libraries, transferring to each library the items ordered by its users and picking up from that library items ordered by users at other libraries. Thus all library users could have knowledge of and access to all the materials of the whole library system, including the central library, through their own local library, at not very much extra cost to the system. Private libraries, such as the Atwater, Fraser-Hickson and Jewish Public libraries, could also be invited to join this system.

I admit, of course, that there is also an inequality of library personnel to help users in the different borough libraries, in addition to differences in the number of books and other materials. Since lack of such personnel is often related to lack of municipal tax revenue in a borough (or in the old city of Montreal as a whole), which is in turn related to the existence there of greater poverty, I believe it is very important to remedy this lack of personnel in order to provide to the residents of poorer boroughs, and in particular to students there, the best learning opportunities possible to help them overcome the disadvantages of their situation. But to the extent that lack of library personnel is related to lack of tax revenues in a borough, remedying this problem would be made more possible by equalising the allocation of the revenues of the new city of Montreal among its different boroughs. This belongs to my next major topic.

5. Finance

- a) Achieving equal distribution of municipal expenditures among the different boroughs of the new city of Montreal 20
- b) Dealing with the debt of the old city of Montreal 20

a) **Equal distribution of municipal expenditures among the different boroughs of the new city of Montreal:** Apart from equalising municipal tax rates across the new city of Montreal, to which the city is already committed, its other major financial priority should be to equalise expenditures among the different boroughs, that is, according to the number of residential and non-residential users of municipal services in each borough and the scale of their needs. This is required by the principle of equality under the law which implies that people are entitled to the equal benefit of the law, a right moreover guaranteed by the *Canadian Charter of Rights* which is applicable to municipal institutions. The present practice of the city of preserving differences of expenditure that existed between different cities prior to their merger into the new city of Montreal therefore violates both this requirement of justice and the Canadian Charter which is the supreme law of the land.

More specifically, preserving differences of expenditure means that boroughs of the old city of Montreal, and in particular the downtown borough of Ville-Marie, whose needs are greatest because of the greater ageing of their infrastructure and its greater use by non-residents, and because of the greater existence there of poverty and the problems this brings, have less revenues to meet their greater needs than other, richer, boroughs that have lesser needs. Further, under this unequal distribution of revenues it would be very difficult to carry out all the improvements to downtown Montreal that I have suggested are necessary to maximise its potential as a point of attraction for economic development and tourism and as a source of enjoyment and interest for all Montrealers. For all the above reasons, then, it is necessary to equalise proportionately the distribution of expenditures among the boroughs of Montreal.

b) **Dealing with the debt of the old city of Montreal:** It has been argued that the difference in the amount of expenditures between that of the boroughs of the former city of Montreal and of the former suburbs is not so great when we take into account that the former Montreal boroughs are alone responsible for paying the large debt of the old city of Montreal, which must be added to their other expenditures to determine the true amount spent on these boroughs. However, to the extent that this debt was incurred directly or indirectly because of the expenditures associated with the 1976 Olympics I would like to question why only

the residents of the former city of Montreal are responsible for it. Did not residents of other cities in the Montreal metropolitan area (admittedly not only on the Island of Montreal) voluntarily attend and enjoy the Olympic games, and did they not value or appreciate the publicity and status that these games gave to Montreal, and to a more general extent to Quebec and Canada? Indeed, did not Quebecers and Canadians generally value this?

I admit that some part of the cost of the Olympics, and therefore of the debt incurred to pay for it, was due to its mismanagement by the city of Montreal, and it would be unreasonable to expect others to pay for this portion of the resulting debt, but not so the major part of the cost which under any circumstances would have had to be met. It follows that other municipalities in the Montreal metropolitan area, including those now merged in the new city of Montreal, together, to some degree, with other residents of Quebec and Canada, should be expected to share some part of Montreal's debt due ultimately to the Olympics. Since these other municipalities will probably be unwilling, realistically, to pay any share of this debt this matter should then become a part of the negotiations between Montreal and Quebec regarding provincial financial help for Montreal, and in turn between Quebec and the federal government regarding federal aid for urban infrastructure. This way the financial obligations of the boroughs of the old city of Montreal could be reduced, allowing more of the total revenues allocated to them to be spent on their current needs.

6. Democracy

Regarding the use of referendums to de-merge Montreal: It has been suggested that it is necessary **not** to equalise expenditures among the boroughs of the new city of Montreal, nor to share any part of the debt of the old city of Montreal, in order to avoid a deterioration of municipal services in wealthier suburban boroughs used to a higher level of services, and thus to prevent their consequent desire to secede from the merged city of Montreal. Underlying this fear of secession is the promise of the Quebec Liberal Party that if it gains power it would allow former municipalities to withdraw from the city of Montreal if this is approved by a referendum of their residents.

My reaction morally is that such a fear of secession does not justify keeping expenditures highly unequal between different parts of the city, and that no former municipality should have a right to secede even if this is what a majority of their residents want. If this right to secede were denied then there would be no basis for a fear of secession that could rationalise unequal expenditures. And this right to secede should be denied because so long as each borough's right to make decisions on matters concerning only itself, including the preservation of its identity, is respected, as it should be, then the only reason they could have to secede is to avoid a portion of their taxes helping poorer boroughs with greater needs than their own but less revenues to meet these needs. Therefore to allow richer boroughs to secede in these circumstances would be to allow them to act contrary to the requirements of justice on a motive of self-interest. It would be like other levels of government giving wealthier people their own special veto over paying taxes to help the poor, something which no government accepts. At most, only if the people of the new city of Montreal as a whole, encompassing all social classes, approved of de-merging could individual boroughs who favoured de-merging do so. This should be the clear position of any government of the city of Montreal.