QUESTIONNAIRE

Intelligent Community Awards Program
Top7 Intelligent Communities Phase

Congratulations on being selected as one of the Intelligent Community Forum's Smart21 of 2016. In order to proceed to the second phase of ICF’s international awards program, you must complete this questionnaire, which provides ICF’s research analysts with more detailed data. The selection process proceeds as follows:

ICF names the Smart21 Communities of the Year (semi-finalists).

Each of the Smart21 Communities completes a detailed questionnaire in order to be considered for ICF’s Top7 and Intelligent Community of the Year (ICY) awards. During this period, ICF will make available to Smart21 communities a personal online consultation with an ICF co-founder to provide feedback on the Smart21 nomination form and consider content to be included in the Top7 nomination. The information in this form will be evaluated by an independent research firm, which produces numerical scores for each community.

January 15, 2016: Deadline for submission of Top7 nomination forms.

ICF names the Top7 Intelligent Communities of the Year (finalists).

The Top7 Communities host an ICF co-founder for a Top7 Site Visit lasting not more than two business days, at the community's expense, for a site visit to validate the information provided to the Forum. The co-founder’s report on the community is reviewed by an international jury, which votes on its choice for ICY. To select the ICY, ICF combines the results of the jury vote on a weighted basis with the scores of the independent research firm.

June: ICF invites Top7 representatives to its annual Summit. They participate in panels, a ceremony honoring their achievement and an individual interview on stage.

ICF names the Intelligent Community of the Year, which becomes a mentor community, serves on the Awards jury and is no longer eligible for future Awards.

Smart21, Top7 and ICY are eligible to become members of ICF, which provides a permanent platform for collaborative economic development and peer learning.

Completing the Application
Fill in the fields below. Each field will expand to make room for your complete answer. Save the file to your computer and email it to ICF at awards@intelligentcommunity.org by January 15, 2016. The Analysts for the Top7 will use only the information on this form and on the Smart21 questionnaire that you previously submitted in making its evaluation. Do not send additional information or attachments. If you require any assistance, please contact mowen@intelligentcommunity.org.

Intelligent Community Forum
www.intelligentcommunity.org
2016 Theme: From Revolution to Renaissance

Each year, ICF selects a theme to give the Awards program a unique focus. The theme for 2016, which builds on our 2015 “Revolutionary Community theme, is “From Revolution to Renaissance.”

The future is unknowable. But it’s a good guess that today’s disruptions in technology, the economy and the environment will only grow more intense. That creates a challenge that Intelligent Communities around the world are rising to meet. They know that the physical form of their communities, their competitive advantages as a place, and everything about how citizens and organizations interact with them is undergoing upheaval. They approach the planning of land-use and infrastructure, economic growth, sustainability and community development in revolutionary ways. And through that revolution, they are creating a new renaissance across the city, the suburb, and the rural region beyond.

More information is available in the online white paper available at www.RevolutionToRenaissance.com.

### About the Community

<table>
<thead>
<tr>
<th>Name of Community</th>
<th>Greater Montréal</th>
</tr>
</thead>
</table>

### Municipality or County Data

<table>
<thead>
<tr>
<th>Population</th>
<th>Labor Force</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,988,243</td>
<td>1,088,100</td>
<td>498</td>
</tr>
</tbody>
</table>

### Metro Area Data (if community is part of a larger metro area)

<table>
<thead>
<tr>
<th>Population</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,027,100</td>
<td>4,259</td>
</tr>
</tbody>
</table>

### Industries

- **Finance**: More than 100,000 jobs in more than 3,000 companies.
- **Information & Communications Technologies (ICT)**: 93,000 qualified workers in 5,000 companies. Ranked 3rd in North America for ICT job growth from 2008-2013.
- **Culture**: 82,000 jobs. Directly or indirectly, this sector generates $11 billion for the Québec economy each year.
- **Logistics & Transportation**: 52,000 jobs at 6,300 establishments. A natural access point to Europe. Efficient infrastructure networks providing access to close to 500 million NAFTA consumers, including 135 million consumers within a 1,000 km (621 m) radius.
- **Aerospace**: 41,750 jobs in more than 200 private companies. More than $13.8 billion in sales. 55% of total Canadian aerospace industry.
- **Life Sciences & Health Technologies**: 45,000 jobs in 600 organizations, including 150 research centers. More than 20 of the world’s largest pharmaceutical companies present in the Montreal Area.
- **Cinema & Television**: 35,000 jobs, with 500 production and distribution companies, 50 film studios and more than 600 films shot every year in Montréal.

### Emerging sectors or clusters with potential for growth

- ICT has shown tremendous growth, expanding at twice the rate of the overall Québec economy for the past 10 years, especially in the following sectors: video games, special effects, big data, and ICT linked to health care and finance. (See question 10.2 for data on Montreal’s [startup ecosystem](#), which has contributed much to the ICT sector’s growth). The [clean energy technology sector](#) (1,000 organizations, including 450 companies and 200 public research groups, as well as 11 universities offering specialized programs) and the [nanotechnology sector](#) (32 research chairs, 225 specialized researchers, recognized industry leaders including Rio Tinto Alcan, CelluForce, Novartis, Pratt & Whitney, Teledyne Dalsa, Xerox).
and Hydro Québec) also show great promise. In addition the social economy sector ($2 billion in revenues, 60,000 direct jobs in 3,590 organizations) is increasingly thriving.

Indicator #1 Broadband

Broadband is the new essential utility, as vital to economic growth as clean water and good roads. Intelligent Communities express a strong vision of their broadband future and encourage deployment and adoption.

1. Please indicate the minimum, median (middle) and maximum broadband speeds available to residential customers from the three carriers with the largest market share in your community, and the monthly price of that service. Use pricing for standalone broadband service only, not for discounted bundles of Internet, voice and/or video. Be sure to indicate the currency you are using. If your community is served by fewer than three carriers, leave the extra fields blank.

<table>
<thead>
<tr>
<th>Speed</th>
<th>Monthly Cost</th>
<th>Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrier #1: <strong>BELL Canada</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum</td>
<td>5 Mbit/s</td>
<td>$42.95 CDN</td>
</tr>
<tr>
<td>Median</td>
<td>50 Mbit/s</td>
<td>$72.95 CDN</td>
</tr>
<tr>
<td>Maximum</td>
<td>940 Mbit/s</td>
<td>$149.95 CDN</td>
</tr>
</tbody>
</table>

| Carrier #2: **Videotron** |
| Minimum | 5 Mbit/s     | $37.95 CDN                            |
| Median  | 60 Mbit/s    | $68.95 CDN                            |
| Maximum | 200 Mbit/s   | $130.95 CDN                           |

<table>
<thead>
<tr>
<th>Carrier #3:</th>
<th>Approx. Market Share:</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximum</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Please describe up to three projects initiated in your community to promote deployment of, access to, or use of broadband by citizens and organizations. Note: some communities are well-served by commercial carriers and do not invest in programs to spur broadband deployment. Your community’s score will not be affected if does little or no broadband promotion but has high broadband availability and penetration.

<table>
<thead>
<tr>
<th>a. Name</th>
<th>Funding Partners</th>
<th>Year Started</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Laboratoire numérique urbain / Urban Digital Laboratory (UDL) of the Quartier des Spectacles</strong> (watch the video)</td>
<td>X Local Gov  X State/Prov Gov  X National Gov  X Private sector  □ School  X Public-private partnership  □ Other</td>
<td>2009</td>
</tr>
</tbody>
</table>

**Description**

This first project relies on broadband to bring people together and to cultivate new, creative possibilities, contributing directly to the city’s economic and social renaissance.

Straddling the symbolic dividing line between Montréal’s French and English communities and overlapping the city’s former Red Light District, the Quartier des Spectacles (QdS) (or “Entertainment District”) is well positioned for a project of connection, creativity and renewal. Located in downtown Montréal, this area had historically been filled with theaters and cabarets, but in the last 40 years, it had fallen into blight and become an unfavourable and sometimes dangerous, area. The Quartier des Spectacles and the Urban Digital Laboratory has already brought tremendous economic returns to the city. Here are some key figures from a recent economic impact study:

- $150 million: Amount invested by municipal, provincial and federal governments starting in 2007 to upgrade and create...
Spectacles Partnership was formed in 2003 to revitalise this once vibrant part of Montréal. Since then, it has blossomed into the city’s cultural heart, boasting North America’s most concentrated, diverse collection of cultural venues, with some 40 performance halls and bar venues (with seating capacity of more than 28,000), 8 large public spaces, 40 exhibition spaces, no less than 40 annual festivals, and over 100 indoor and outdoor events every month of the year.

What truly sets the QdS apart, however, is both the unparalleled public broadband infrastructure and the spirit of expression and experimentation that underpin it. What is referred to as the Laboratoire numérique urbain (Urban Digital Laboratory - or UDL) consists of a fiber optic network that covers the entire district (1 km²) and that brings bold, creative experiments to life. It has been at the heart of many important art projects. It is used to create public services that transform the relationship between citizens and their city. And it is a space both for equipment manufacturers and the creative industries to design, test, demonstrate and launch new products.

The fiber optic network is operated 365 days a year from a central control room equipped for remote control of the network’s various systems. (In fact, the system can even be controlled and monitored remotely from system administrators’ iPhones.) Specifically, the UDL:

- Interconnects all public spaces, including 9 architectural video projection sites and specialized public amenities (fountains, cameras, PA systems, water misters, street lights, etc.).
- Connects to a large number of institutions and cultural venues (a university, the national library and archives, a major performance center, etc.), several of which have built their own networks connected to that of the QdS.
- Provides events held in the QdS, as well as in most of the district’s cultural and institutional stakeholders, with access to systems and equipment that improve the effectiveness of their activities, reducing their costs and adding value to the audience experience.
- Facilitates communication and significantly speeds up data transmission, enabling new types of projects with interactive elements or integrated indoor/outdoor components.

In this way, the UDL enables control of various parameters for all projects being presented in the district at one time, for example:

- A major show in Place des Festivals
- An interactive exhibition on Promenades des Artistes
- Video projections on building façades in two major zones
- The live broadcast of a Canadiens hockey game in Place de la Paix during the Stanley Cup playoffs
- The recording of a TV program at Théâtre Saint-Denis, including outdoor components in Place Émilie-Gamelin.

With local and international partners in academia, culture, public engagement and every field of digital creation, the district hosts a constantly changing collection of large-scale urban art installations that new, inviting public spaces in the QdS.

- 48: # of new real-estate projects created, renovated or under construction, including condominium towers, apartments and buildings with a cultural vocation.
- $1 billion: Total invested in the 48 construction projects.
- $530 million: Amount different levels of government will reap from “tax surplus” (sales taxes, municipal property taxes, school taxes) during the life of the new constructions. To date, $148 million has been collected, including $42 million in property taxes for Montréal. Real-estate investments and anticipated tax incomes combined come to $1.5 billion.
- 43%: increase in property values between 2007 and 2014 (vs. 39.7% for the entire borough).
- 15,000: estimated # of residents living in the QdS by 2016, up 67% over 2007.
- 1.5 million: # of tickets sold each year for events at QdS venues.
- 7 million: # of people who visit the QdS every year to experience the 40 festivals held on its territory.

Such figures demonstrate how revitalizing a district, giving it specific economic focus and powering it with broadband, creativity and a collective spirit can spark economic development for the entire city.

As both a showcase and a springboard, the UDL helps establish Montréal as one of the world’s great centers for digital creativity.
employ innovative lighting design, immersive environments and interactive
digital spaces (described further in Question 26).

The district also serves as a large-scale R&D platform, allowing
companies to design, test, demonstrate and launch new products. For example, Italian company Powersoft demonstrated a prototype wireless public address system, as well as testing their speakers in extreme climatic conditions; these products were then successfully commercialized. The infrastructure of the UDL itself includes original components that were custom developed by companies in Québec and elsewhere. And a project is underway to allow companies in Montréal’s video game market to use the UDL to develop new larger-than-life games.

In similar fashion, the UDL is a space for learning, research and experimentation for Montréal’s universities.

The public nature of the UDL makes it easy to envision its increasing use for public services. Dynamic parking guidance systems, signage, traffic control, street lighting and crowd counting are some of the many possibilities. It will also generate data that will contribute to the open-data movement, in which the city is deeply involved, as outlined in the Montréal, Smart and Digital City Action Plan 2015-2017.

Technical Specifications

- 100 MB/s upload/download Internet capacity.
- Fiber-optic backbone of a single mode OS2 8.2 µm optic fiber, with up to 192 strands.
- Current WiFi accessibility based on 21 access points using AP-170 model from Aerohive, supporting 500 clients DHCP/per access point (10/100/1000 Base-T Ethernet PoE 802.3at.).
- Powerful Xenon video servers located in control room
- Powerful HD video output projectors at each broadcast site.
- Shelters with all-season temperature control and forced ventilation, designed and custom-built to house projectors, video content management and control devices.
- Medialon centralized projection management system for remote control from any computer (including mobile devices), anywhere.
- Other components, e.g., closed circuit TV units (Axis PTZ-5534-E).

The UDL is also supported by Intercontinental Peering Access. With the main trans-Atlantic backbone connecting Europe and North America, Montréal is well positioned to provide such access. This North Atlantic route also serves as backup for New York. Many international tier-1 providers, such as Peer 1, TATA Communication and Level 3, have a presence in Montréal, which has had an Internet exchange point (QIX) since 1995. This neutral service enables all Internet service providers, small or large, to swap traffic at lower cost.

In addition, the UDL benefits from the presence of the Réseau d’informations scientifiques du Québec (RISQ) (Québec Scientific Information Network), a private telecom network supporting the training and research requirements of Québec’s educational community. Since 2014, the network has had a 100 Gbps capacity. RISQ's network constitutes therefore the backbone of the Calcul-Québeccluster (an umbrella organization composed of Québec universities brought together by advanced research
computing (ARC). It interconnects with other Compute Canada member networks and with large national scientific equipment. Its powerful infrastructure allows researchers to efficiently use calculation and storage resources as well as securely exchange data within a reasonable delay through a dedicated network with multiple 10 Gbps paths. RISQ spans 6,000 km of Québec with high-capacity fiber-optic infrastructure, providing service to 750,000 students, teachers, researchers, innovators and university hospitals. It is also the main gateway to access the CANARIE, a portal for all national and international research and education networks.

<table>
<thead>
<tr>
<th>b. Name</th>
<th>Funding Partners</th>
<th>Year Started</th>
</tr>
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<tbody>
<tr>
<td>MTL WiFi and</td>
<td>Local Gov X State/Prov Gov X National Gov X Private sector</td>
<td>2015</td>
</tr>
<tr>
<td>Montréal en</td>
<td>School X Public-private partnership X Other</td>
<td></td>
</tr>
<tr>
<td>Histoires</td>
<td></td>
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</table>

**Description**

For Montréal, broadband gets woven into the strands of the city’s DNA, meshing with the city’s abundance of creativity, with its collective spirit and with its vibrant culture to create the fertile conditions for a transition - very literally, it turns out - from revolution to renaissance.

In this second project, a multi-sector partnership led by the Smart and Digital City Bureau came together to introduce MTL WiFi, a citywide broadband network that adds capacity beyond the existing widespread free WiFi service. The roll-out across 6 key areas of the city began in the summer of 2015 with Montréal’s historic district. Within the first month of deployment, 50,000 unique users enjoyed access to 400 Gb of Internet transfer capacity, with 8Mb per user. By the end of 2016, the project will have raised the city’s total fiber optic network to 161 km, with an additional 267 km coming online over the next 2 years.

Taking advantage of MTL WiFi’s new Internet infrastructure, Montréal en Histoires (meaning both “Montréal in History” and “Montréal in Stories”) was developed to reinvent the way the city’s history is discovered and explored. The innovative, large-scale multi-media project includes 3 components:

1) A free downloadable mobile app for self-guided historical walking tours, with 50 points of interest and 12 augmented reality experiences - superimposing 2D or 3D virtual images on actual, physical elements.

2) 19 large-scale storytelling projections (beginning in May 2016). The Cité Mémoire project will feature historical characters who were witness to the city’s evolution over the years, through tableaus that will unfold through words, music and images projected on trees, streets and buildings.

3) An interactive educational website that features games and an opportunity to upload your own photos and stories of history in Montréal.

In all, the award-winning, $11 million project includes more than 45 projection surfaces, more than 90 projectors, more than 10 km of cable, and a video projection system that is unique in the world.

Underlying this ambitious project is a true story of “revolution to renaissance,” in this case, dating back to the Industrial Revolution, when the city’s historical area was transformed - to its great detriment - to accommodate the factory and then the automobile. In recent years,

### MTL WiFi
- Brings the city’s total to 161 km of fiber optic cable, with 267 km more coming online in 2 more years.
- Within the 1st month of deployment, 50,000 unique users enjoyed access to 400 gb of Internet transfer capacity (8Mb per user)

### Montréal en Histoires
- 50 points of interest, 12 augmented reality and soon (as of May 2016) 19 large-scale storytelling or impressionist tableaus.
- More than 17,000 people downloaded the app in the first 6 weeks
- Awarded “Best New Product or Original Activity” at the Québec Association of Tourist Attractions, Festivals and Events gala.
- Awarded a prize of $25,000 by Québecor Média after a vote by gala participants.
however, municipal authorities have invested large sums to renew the area's infrastructure, including the introduction of broadband. As a result of these redevelopment activities, a steady stream of tourists and the presence of new residents have brought renewed life to the area. Contributing significantly to the city's $2.7 billion in annual tourism revenues, the historic district is now the leading tourist destination in Montréal. And broadband is a key part of their experience.

The many partners involved in MTL WiFi and Montréal en Histoires include the municipal, provincial and national governments, Bell Canada, the Bank of Montréal, broadband provider FibreNoire, SBK Telecom, application developer Space & Dream, audio-visual company Solotech, and more than a dozen others. All of them have been motivated to play a part in the renewal of Old Montréal, rooting people in history and place. And all have been driven to help both citizens and visitors discover what is possible with the help of broadband technology.

c. Name: La Société des arts technologiques (SAT) / The Society for Digital Technology
Funding Partners: 
- X Local Gov sector
- X State/Prov Gov
- X National Gov
- X Private
- ☐ School
- ☐ Public-private partnership
- X Other

Year Started: 1996

Description: If Montréal en Histoires invites people to connect with the past and the Urban Digital Laboratory engages and inspires them in the present moment, the next project points decidedly toward the future - which is somewhat ironic, since it is the oldest of the 3 initiatives.

Founded in 1996, La Société des arts technologiques (SAT) is the brainchild of Monique Savoie, who recognized early on the revolution that broadband technology would bring about and the explosion of creativity and capability it could offer to Québec, Canada and the world. Savoie also recognized the need to stimulate and support a new generation of creators and researchers in the digital age.

To these ends, the SAT was created to bring together research, training, creation and showcase under the same roof, enabling it to play an active, leading role in developing immersive technologies, augmented reality and the creative use of high-speed networks. In more recent years, the SAT has added a focus on Green Broadband through its telepresence projects and capabilities.

Over the 2 decades that followed its founding, the SAT's impact - and reputation - have blossomed, leading it to be the first North American member to be invited to join the Open Living Labs (ENoLL) network, a European initiative comprising more than 200 research and innovation centers all over the world.

The SAT integrates several components:
- A 44,000-square-foot multi-level, multi-purpose building in the heart of Downtown Montréal
- High quality, high speed IP connectivity (cable and FTTx wired and wireless broadband interconnectivity). The SAT has several servers with a direct optical fiber link to the Réseau

During the fiscal year 2014-2015, the SAT enjoyed the following accomplishments:
- 89,295 visitors and spectators
- 595 presentations
  - 36% original productions in the Satosphere
  - 26% training activities
  - 19% cultural or immersive experiences
  - 9% special events
  - The remainder: concerts, conferences, launches, benefits
- 770 artists presented their works (51% of there were under age 35)
- SAT Creations and creators traveled to 13 cities
- 11 Metalab projects with industry and university partners
- 3 living labs, one leading to the recent launch of La Maison de Justin (Justin’s House), an immersive video game developed in partnership with Ste-Justine’s Children’s Hospital.
- 3 one-day LabSessions offering coaching and support to a total of 8 emerging artists
d’informations scientifiques du Québec (RISQ) (Québec Scientific Information Network) and to FibreNoire (a private broadband provider). Via RISQ, it also has access to CA*net — the CANARIE organization’s high performance, cross-Canada broadband network designed for universities and scientific institutions. Access to this network has allowed the SAT to operate as a fully equipped research center in its own right, especially in the field of content design and software development for immersive telesoprence environments and next-generation, ultra-wide-band networks.

- The “Satosphere” - the first permanent immersive environment dedicated to artistic creation and visualization. It consists of a dome, 18 meters in diameter and 15 meters high, forming a 360-degree projection screen.
- The Metalab research center for experimental development of open source software, IP applications on broadband networks, and tools for digital production in the fields of telepresence, immersive environments, augmented reality and interactive experiences. It is brought to life by 9 permanent employees, 18 research associates and 39 associated artists.
- A digital arts training center welcoming students, artists, professionals and citizens of all ages and abilities.
- An Artist-in-Residence program, enabling selected artists to take advantage of facilities and in-house experts.
- The Labodome, a research and creation space equipped with a model replica of the Satosphere on a reduced scale. Its team offers creative and technical support related to the use of immersive and interactive devices, as well as to interactivity, experiential and exhibition design.
- A cutting-edge urban space open to artists, organizations and event planners. Within this space, the SAT is able to provide technical and logistical support for explorations, experiments and cultural events, including Living Labs for beta testing digital services and content.
- Partnerships and collaborations with universities, colleges and research centres around the world.

With broadband at the core, all of this comes together at the SAT to support the immersive, the interactive, the creative and the connective, contributing significantly to a new Renaissance in art and science and to an explosion of possibilities for Montréal.

A knowledge workforce is a labor force that creates economic value through its knowledge, skills and ability to use information effectively. Intelligent Communities exhibit the determination and demonstrated ability to develop a workforce qualified to perform knowledge work from the factory floor to the research lab, and from the construction site to the call center or corporate headquarters.
3. Please list up to five of the most important universities, colleges and community colleges or technical schools within your community or within a 2-hour commuting distance for residents. Provide a brief description of the institution and what fields it excels in, if any.

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Description and specialization</th>
</tr>
</thead>
<tbody>
<tr>
<td>McGill University</td>
<td>☐ Community college or technical/vocational school</td>
<td>McGill University is one of Canada’s best-known higher learning institutions and one of the world’s leading universities (ranked 12th globally in 2015). With close to 40,000 students from some 150 countries, it is the most internationally diverse of any research-intensive university in Canada. <strong>Specialties:</strong> Medicine (ranked 1st in Canada for 11th year running), Sciences, Engineering, Arts, Business, with a strong focus on interdisciplinary work.</td>
</tr>
<tr>
<td>Université de Montréal (UdeM)</td>
<td>☐ Community college or technical/vocational school</td>
<td>Close to 35,000 students are enrolled at this francophone institution comprised of 13 faculties, more than 60 departments and 2 affiliated schools: Polytechnique Montréal (School of Engineering) and HEC Montréal (School of Business). It offers more than 650 undergraduate and graduate programs, including 71 doctoral programs. With research revenue exceeding half a billion dollars, UdeM is ranked 3rd among all Canadian universities in terms of research activity and has been #1 in Québec since 2005. <strong>Specialties:</strong> Medicine, Engineering, Sciences, Social Sciences, Arts, Business.</td>
</tr>
<tr>
<td>Université de Sherbrooke</td>
<td>☐ Community college or technical/vocational school</td>
<td>A French-speaking university with more than 40,000 students, of which 9,500 are registered at the University of the Third Age (part of a worldwide educational movement aimed at seniors aged 50 and up), 1,600 foreign students from 120 countries. More than 85% of students are from outside Sherbrooke. The university has over 100,000 graduates and offers 46 undergraduate, 48 masters and 27 doctoral programs. <strong>Specialties:</strong> 61 research chairs, including pharmacology, microelectronics, statistical learning, and environment.</td>
</tr>
<tr>
<td>Concordia University</td>
<td>☐ Community college or technical/vocational school</td>
<td>Close to 45,000 students, 285 undergraduate and 70 graduate programs in 4 faculties: Arts &amp; Science, Commerce &amp; Administration, Engineering &amp; Computer Science, and Fine Arts. In 2015, in its annual ranking of full-time MBA programs, Bloomberg Businessweek positioned it 24th internationally, and 5th among Canadian programs. Concordia has a Chair in Aerospace Design Engineering, serving Montréal’s renowned aerospace cluster. <strong>Specialties:</strong> Fine Arts, Business, Media Studies. Computer Science.</td>
</tr>
<tr>
<td>Université du Québec à Montréal (UQAM)</td>
<td>☐ Community college or technical/vocational school</td>
<td>A comprehensive francophone institution and the largest constituent of the Université du Québec, a public university system. In 2015, The Times Higher Education, ranked UQAM in the top “100 Under 50” as one of the world’s best universities created in the last 50 years. 43,000 students enrolled in 6 faculties offering undergraduate &amp; graduate programs in Arts, Education, Communication, Political Science &amp; Law, Sciences, Management Sciences, Social Sciences. <strong>Specialties:</strong> Communication, Education, Management.</td>
</tr>
</tbody>
</table>

4. Please indicate the approximate number of people in your community who are currently enrolled in continuing education (e.g., adult education).

| Continuing or adult education enrollment | 177,567 |

Intelligent Community Forum  
www.intelligentcommunity.org
5. How many jobs did your community create in the last 36 months (gross and net)? Approximately how many of the new jobs are in technology fields: software, hardware, telecommunications, data analytics, graphics and video, gaming, life sciences, materials science, high-tech manufacturing, etc.?

<table>
<thead>
<tr>
<th>Gross Jobs</th>
<th>Net Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>All jobs</td>
<td>Approximately 30% of all job created: 11,640</td>
</tr>
<tr>
<td>38,800</td>
<td>Approximately 8,300 jobs</td>
</tr>
</tbody>
</table>

6. Please describe up to three projects initiated in your community to improve access to education, help students make the transition to employment, or help students and citizens gain skills that will help them find high-quality employment. Avoid describing programs aimed at giving low-income, elderly or similar residents basic digital skills: these are addressed in the Digital Equity section.

<table>
<thead>
<tr>
<th>a. Name</th>
<th>Funding Partners</th>
<th>Year Started</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fusion Jeunesse / Youth Fusion</td>
<td>X Local Gov  X State/Prov Gov  X National Gov</td>
<td>2009</td>
</tr>
<tr>
<td>(To learn more: site &amp; video)</td>
<td>X Private sector  X School  X Public-private partnership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X Other</td>
<td></td>
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</tbody>
</table>

**Description**

If Paris is the City of Light, Montréal may be the City of Learning:

- 11 universities (5 of which are world-renowned).
- 70 technical/community colleges in Greater Montréal.
- More than 150 research centers and university labs.
- 380,000 knowledge workers (30% of the active population).
- 240,000 postsecondary students (31,000 foreign students).
- 1st among North America’s top 20 R&D cities.
- 2nd in North America for university students per capita.
- #1 in Canada and #7 in the world for best places to be a student.

In education, as in the deployment of broadband, we again find a story of Revolution to Renaissance.

Montréal’s broadly shared passion for education first emerged in the 1960s, in the period of major social upheaval that came to be called the “Quiet Revolution” during which Québec’s majority francophones peacefully reversed the strict social control of the Church and economic domination by minority anglophones. During this time, the Québec government portrayed educational progress as a key strategy for economic and cultural renewal. Education was to serve as an instrument of emancipation for French Canadians.

In the decades that followed, tremendous progress was made in providing access to quality education. School completion rates rose steadily and dramatically. And, indeed, there was economic and cultural renewal.

But in the last decade, it became clear that the graduation rate had hit a plateau and still fell short of desired levels: in Montréal, as many as 25% of students left high school before completing a diploma.

This situation has significant implications. There are clear costs to each dropout in lost income and opportunities. But the cost to society is

While Youth Fusion cannot take full credit, it may be no coincidence that in the 5 years since it began operations, the Montréal rate of high school graduation before age 20 has risen more than 6%.

**Program objectives accomplished:**

- Students engaged through innovative extra-curricular activities that motivate them, as well as strengthen their school spirit and sense of belonging.
- Teachers supported in the academic curriculum with hands-on activities that are meaningful to youth, both inside and outside the classroom.
- Links created between the school and the community; intergenerational exchanges and transfers of expertise accomplished.
- Interest in and access to postsecondary education improved by effective partnerships created between universities and high schools.
- Valuable professional field experience offered to undergraduates, graduate students and recent graduates of the partner universities.

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even greater. According to a professor of economics at UQAM, the lifetime cost to society for each high-school dropout - in lost tax revenue and increased healthcare and social services - is roughly $500,000. Multiply that by the number of adults without a diploma and the total amount cost to Québec society is a staggering $1.9 billion each year.

The Quiet Revolution had laid the groundwork. But what was still needed was community-wide engagement in the issue.

And that is precisely what has emerged. Starting around 2008, education took on a renewed level of attention as the center of a city-wide collective project. With the same spirit of cultural pride and commitment that spurred the Quiet Revolution, every sector of the community has rallied to ensure full accessibility and academic success, at all levels of education. And ICT has played a critical role in every instance.

In this collective effort, the leadership of one man stands out. Chairman of one of the country’s leading investment firms and president of Bank of Montréal, Jacques Menard has long been a prominent community leader. In 2008, he initiated the Groupe d’action sur la persévérance et la réussite scolaires au Québec (Action Group on Student Retention and Success), bringing together organizations in dropout-related fields, government departments, business people and experts with the goal of sparking a Québec-wide effort to increase student retention.

In the years that followed, scores of partners and dozens of initiatives have come together in a concerted effort to improve access to education and employment.

Youth Fusion represents one particularly inspiring example. Named as an Ashoka Fellow for his efforts, founder Gabriel Bran Lopez’s idea was to help reduce school dropout rates by engaging people who are old enough to be respected, but young enough to remember the difficulties of high school.

How it works

A first of its kind in Canada, Youth Fusion hires university students and recent graduates as Project Coordinators and sends them into elementary and high schools to implement projects that engage youth in learning inside and outside the classroom while strengthening their sense of belonging. Programs go beyond mentoring: Project Coordinators work between 15-30 hours per week in their designated school for the 34 weeks of the school year (a commitment of 500 hours per Coordinator). In addition to an hourly wage, the university students gain real-world experience to complement their studies.

First piloted in 2008-2009, Youth Fusion now coordinates projects in a dozen different fields, ranging from Robotics to Music to Video Game Creation, Cinematography and Fashion Design. Project Coordinators work with teachers and school principals to ensure projects are in line with the curriculum. Here is a small sampling of projects:

- **Entrepreneurship**: Business school students help teenagers start entrepreneurial projects and organize an end-of-year Stock Exchange Simulation where young teams compete to obtain investments from real investment specialists.

Well-implemented outreach:
- 12 post-secondary institutions.
- 50 Montréal elementary and high schools (and 110 more throughout the province of Québec).
- 180 paid Project Coordinators.
- 81,000 hours of commitment.
- Benefitting 14,500 at-risk youth every weekly, including 5,000 for the Robotics programs alone.
- $5.4 million annual operating budget.
- 500+ mentors and volunteers.
- Dozens of involved and engaged partners from the academic, institutional, community and business sectors (full list here).

Measurable impact:
Every dollar invested in Youth Fusion delivers an average of $16 in social return on investment, according to a 2015 study.

And a 2012 study showed that:
- 81% of students say it is a motivating factor for school attendance.
- 92% of school staff say it contributes to self-expression, communication, teamwork, and leadership.
- 80% of school staff say it supports academic objectives.

Broad recognition

- Named one of Canada’s Top 10 most impactful charities by Charity Intelligence.
- The organization and founder Gabriel Bran Lopez have received over 15 major awards since the organization’s creation.
● **Science & Technology**: University students in Science and Engineering help elementary school students develop science projects and organize an end-of-year Science Rally.

● **Video Game Creation**: University students in Engineering and Video Game Design work with youth to design and program a video game and participate in a final Video Games Gala.

Beyond these core programs, Youth Fusion has worked with a range of partners to launch FIRST Robotics Québec. FIRST (For Inspiration and Recognition of Science and Technology) is an international robotics competition designed to offer young people an exciting and hands-on experience in science and technology. Students ages 14-18 have 6 weeks to build a 120-pound, highly functional robot capable of playing a sport. Students work with engineers and mentors to create their robots and participate in competitions across North America. FIRST aims to give young people the tools and passion needed to be science and technology leaders, by engaging them in exciting mentor-based programs that build science, engineering and technology skills, that inspire innovation, and that foster well-rounded life capabilities including self-confidence, communication, and leadership.

To ensure a strategic continuum between elementary schools, high schools, postsecondary institutions and industry, Youth Fusion added Robotics LEGO, a second program for younger students. With the support of engaged and engaging teachers, as well as high school students who act as mentors, 9-13 year-olds use LEGO® Mindstorms NXT technology to build, test and program autonomous robots capable of completing a quest with a scientific theme.

Together, these 2 programs attract 5,000 students each year, including a large, dynamic festival.

Youth Fusion also recently joined forces with another school retention organization to launch the “Adopt a School” movement. This is a Montréal program fostering collaboration between 5 school boards, 7 universities, 12 colleges, several private companies and communities to carry out large-scale projects that will contribute to students’ success. In 2 examples:

● The University of Montréal is working with a nearby primary school to offer optometry, dental and orthopedic services.

● An elementary school will be equipped with mini-greenhouses, to be developed by the students in conjunction with university engineers so they can grow vegetables in class throughout the year. The final objective is to build a greenhouse on the roof and to build a business plan around the agricultural production.

In all of these ways, Youth Fusion offers a continuum of engaging interventions ranging from primary school to industry, and helps narrow the gap between training and employment as well as working to lower dropout rates.

### Funding Partners

<table>
<thead>
<tr>
<th>b. Name</th>
<th>Funding Partners</th>
<th>Year Started</th>
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</table>
| **CODEX** (Ubisoft) | X Local Gov X State/Prov Gov X National Gov  
X Private sector X School X Public-private partnership  X Other | 2011 |

Youth Fusion was recently awarded $5 million over 3 years by the Azrieli Foundation for expansion across Canada.
CODEX is a group of 13 ongoing initiatives led by Ubisoft Montréal, one of the largest independent publishers of video games in the world. Question 18.3 describes the company’s key role in shaping this industry in Montréal. Ubisoft is also one of Youth Fusion’s primary collaborators and a leader in its own right in bringing together industry, government and all levels of education in support of future generations and of the ICT industry.

With 2,700 employees in Montréal, the award-winning company relies on a broad base of knowledge workers to draw from. True to Montréal’s nature, the game developer approached the challenge not only with money but with creativity and collaboration. Developed and implemented with 17 partners, CODEX aims to help students gain competencies that will enable them to find and transition into high-quality employment by cultivating their interest and skills in technology, creativity and video-game development.

To do so, the CODEX initiatives include mentoring, scholarships, internships, contests, on-campus activities, funded university research chairs and more.

Convinced of the importance of this program and wanting to give it even more power and meaning, Ubisoft announced recently that it will invest $8 million over the coming 5 years in the various CODEX initiatives, including more than 1,000 hours per year of mentoring by its employees.

Ubisoft is not the only corporation stepping up its game. Jacques Ménard of the Action Group on Student Retention and Success estimates there are 20 to 25 Montréal companies contributing several million dollars annually to education. In the same spirit, since 2009 ICT cluster TechnoMontréal has gathered a group of industrial, institutional and community partners - including Ubisoft - to present the Journées Carrières Techno (Techno Career Days). With a headlining business showcase event called “J’ai le Kick pour les TIC” (I Get a Kick Out of ITC), this program offers a series of activities that promote ICT careers, reaching to close to 7,000 youth, teachers, career counsellors and parents to date.

<table>
<thead>
<tr>
<th>Description</th>
<th>Funding Partners</th>
<th>Year Started</th>
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<tbody>
<tr>
<td>Making education appealing Montréal-style = festivals!</td>
<td>X Local Gov, X State/Prov Gov, X National Gov, X Private sector, X School, X Public-private partnership</td>
<td>varies</td>
</tr>
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CODEX’s accomplishments include:

- Hundreds of mentors each year for ongoing student projects in elementary and high school, in partnership with Youth Fusion and others.
- One-day internships to high school and community college students.
- Raising funds for organizations dedicated to helping elementary and high school students succeed.
- Financing two technology research chairs since 2011 at the University of Montréal to promote research into new innovations and technologies from the video game world that could one day help foster the development of artificial intelligence.
- $10,000 in scholarships each year at 5 universities (for a total of $50,000 a year) awarded to students in recognition of exceptional academic standing, excellent academic records for women in engineering, and for solutions to a challenge within a contest format.
- The annual Ubisoft University Game Lab Competition, in which students have to deliver a playable, 3D video game prototype that meets the theme, mandate and constraints laid out by the jury of Ubisoft employees. Teams may be inter-faculty or inter-university in order to cover all trades necessary for the prototype. Ubisoft mentors oversee the teams. The jury grants $22,000 in scholarships to winners.
- Supporting and participating at Mosaïc, a training and research center specialized in innovation and creativity at HEC Montréal.
- Offering Ubisoft Days, a series of activities and events at university campuses to meet students, make technical presentations and announce paid internship opportunities.
- Each year since 2014, offering a group of 11 or 12 graduating students from the National School of Theatre the chance to develop a specialization in the motion capture field.

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If revolution carries a spirit of antagonism - rejecting and replacing the outgoing regime in order to move away from something unwanted - renaissance carries a spirit of celebration and coming together, moving toward a new, better reality. As it happens, this is Montréal's natural way of doing things, and revitalizing education is no exception. Within the community-wide movement to improve access to education, here are a few of the many inter-related initiatives that carry a particular spirit of collaboration, creativity and celebration.

### The Eureka! Festival

Designed for the whole family, the 3-day Eureka! Festival seeks to nurture future scientists through interactive workshops, celebrity scientists, and engaging theatrics. ([Watch video.](#))

- The largest free science festival in Canada.
- 9 years running.
- 108,000 visitors in 2015.
- More than 100 free activities.
- 6 “zones”: nature, workshops, games, engineering, discovery, aerospace and a featured region.
- Festival content webcast live across Québec.

The Festival also presents programs all year with its Pre-Festival (in different spots throughout the city), Eureka! On Tour (including 84 activities at Montréal's libraries), and in-school Initiatives.

All programming is based on collaboration between the academic, non-profit, educational and private sectors. Dozens of partners support different events and projects, including the City of Montréal, every major Montréal university, the SAT and Ubisoft (cited in earlier questions), and the Libraries of Montréal, Cybercap and TechnoMontréal (cited below).

### 24 Hours of Innovation

Hosted within the Quartier de l’Innovation during the C2-MTL festival (both described below), 24 Hours of Innovation is an international competition that fosters open innovation. Since 2010, the competition has been co-ordinated globally by Montréal's engineering school, Ecole de technologie supérieure (ETS). The aim is to find solutions to some of society’s stickiest problems, including challenges presented by companies and organizations. Teams have 24 hours to find and flesh out a solution to their chosen problem and to package it in a 2-minute video. ([Watch a video about the program.](#))

- 2,000 participants, 25 sites, 17 countries, 4 continents in 2015.
- 20 technological challenges offered by participating companies, organizations and researchers from ÉTS - including a “smart parking” challenge submitted by Montréal’s Smart and Digital City Bureau.
- Participants from all sectors (schools, associations, business, public/para-public institutions, business, and others).

### Create Your City

Hundreds of participants from many high schools, 7 community colleges and 2 universities develop and propose solutions to challenges posed by partner organizations.

- More than 1,000 visitors to the final exhibition.
- Builds awareness of smart city concepts and opportunities among students of all ages and their families.
● Open to everyone: citizens, professionals, elementary and high-school students as well as college and university students in all disciplines.

Local juries select local winners, and the international jury (based in Montréal) selects the grand prizewinners from among local winners. Prizes are awarded locally, and the overall winning teams take home $10,000.

In 2015, the Montréal jury was composed of professors from 4 local universities, as well as representatives of Montréal’s Smart and Digital City Bureau, a popular province-wide cooperative bank, and ÉTS’s Innovation Summer School.

**CRÉE TA VILLE** (Create Your City)

Create Your City is another contest, this time focused on meeting the needs of the Smart City.

- A partnership between a community college and TechnoMontréal (the city’s ICT cluster).
- Organizations propose specific challenges.
- **Hundreds of participants from many high schools, 7 community colleges and 2 universities develop and propose solutions to those challenges…**
- ….by creating a robot, a software application or an electronic product….
- ….for a city that is “green, interactive or in motion.”

Finalists showcase their projects at an exhibit that attracts more than 1,000 visitors. In addition, winners get the chance to present their projects at the Eureka! Festival.

Each of these 3 programs offers opportunities to actively develop high-value skills; they introduce young people to important employment sectors; and they provide meaningful exposure to potential future employers.

Fifty years ago, the “Quiet Revolution” and its dramatic reforms to education stirred a sense of pride and possibility among French-Canadians, a feeling that seemed to stagnate in recent decades, as did improvements in school completion rates. Within the past 5 to 7 years, the consensus has been that Montréal did not need a new revolution - it needed a renaissance, a renewal of the original vision of the city’s vast potential, with the recognition that it can only be realized through collective leadership and effort - and the connectivity and creativity of Internet and communications technologies.
Innovation is the lifeblood of the modern economy. Intelligent Communities pursue innovation through a triangular relationship between business, government and such institutions as universities and hospitals. The Innovation Triangle helps keep the economic benefits of innovation local, and creates a culture that engages the entire community in positive change. Investments in innovative technology by government also improve service to citizens while reducing operating costs.

7. Please explain the role of innovation in your community’s plans for economic growth and describe your community’s policies promoting innovation.

The year 2017 will mark the 375th anniversary of Montréal’s founding. This looming milestone has served as a lightning rod in bringing the community together to fulfill the city’s potential as a bold and innovative metropolis. This collaborative effort is served by 2 guiding plans:

- The City’s 2011-2017 Economic Development Plan, entitled Montréal: Where Creativity Leads to Success; and

The 2011-2017 Economic Development Plan envisions Montréal as an inspiring and prosperous place to live, combining talent and creativity, collaboration and innovation, a vibrant cultural scene and easy access to everything. Specifically, the strategies and actions outlined in the plan combine to deliver higher employment and graduation rates, improved levels of disposable income, and an increase in rates of entrepreneurship.

To bring this vision to life, the City’s plan leverages 3 distinctive features of Montréal’s business environment:

1. A place for collaboration.
2. A place for urban innovation.
3. A place to do business.

This potent combination of factors is what drives the community’s plans for economic growth. Clearly, digital technology plays a vital role in each of these three pillars. The plan’s specific actions are described below.

1. **A place for collaboration:** By developing an environment that prizes collaboration, that allows daring and that values excellence, Montréal stimulates innovation, promotes technology transfer and encourages commercialization, thereby generating economic wealth for the city.

To maximize economic benefits for Montréal, this collaboration must occur not only within each industry cluster, but also between industries. This is where health care combines with the digital arts, fashion connects with video games, and technology and science come together in an opera. Creating physical and virtual meeting places and holding events brings all these creators together, leading to productive encounters, exchanges and knowledge transfers. To encourage these encounters, Montréal’s economic development plan mandates financial and political support for creation of collaborative spaces: virtual spaces and events - particularly those that foster innovative practices, information sharing, and citizen engagement.

Following are some of the key actions mandated by the plan, many of which have already been implemented in collaboration with partners - and several of which are described throughout this application.

Mandated Actions:

- **Support the emergence of a network of spaces for people to work and create together** (Fab Lab, Living Lab Montréal, Startup Camp, etc.).
- **Transition to a policy of open data** within the city, particularly in support of **innovative business models**.
- **Create platforms for collaboration** and for disseminating ideas, inventions and innovations, particularly across the Innovation Triangle of business, government and institutions.
- **Support major events** like C2-MTL and the International Startup Festival.
● Create an Innovation Program to finance the development of innovative projects and to support zones for experimenting with and commercializing innovation.

2. A place for urban innovation: In this pillar, digital technology is at the center of the action. Though broadband and digital technologies were prominent factors in the Economic Development Plan when it was crafted in 2011, the current Mayor has taken their role even further, giving priority focus to developing and attracting digital economy enterprises, building a strong ICT sector, and cultivating an intelligent community.

In these ways, Montréal aspires to be a huge laboratory for innovation. This is the motive behind the City’s leadership role in a series of vast, inspiring public- and private-sector projects, including these, which are all described in this application:

● Quartier de l’Innovation, a huge economic initiative to build a city of knowledge, creativity and innovation;
● Quartier des Spectacles and the Urban Digital Laboratory, an immense development that boosts Montréal’s cultural reputation and delivers billion-dollar economic benefits;
● Space for Life, a scientific and citizen-based initiative to create a tremendous laboratory re-examining the relationship between humans and nature.

Mandated Actions:

● Drive deployment of avant-garde telecom infrastructures (particularly broadband) across the city.
● Support venues for digital art and culture, in particular the Quartier des Spectacles and the SAT.
● Enable and develop inter-sector projects linked to innovation.
● Mobilize companies and research institutions around promising technological development projects.
● Advance the digital mastery of all citizens and within enterprises and public agencies.

3. A place to do business: The City must offer an agile and stimulating business environment with the customer at the heart of its ecosystem – particularly technological entrepreneurs and innovative companies – through clear, simple services and financial tools geared to their needs.

Montréal’s business environment must allow people and enterprises to flourish, create and prosper in vibrant and modern employment sectors where working, living and playing coexist smoothly.

This business environment must also ensure smooth exchanges, i.e. mobility of ideas, people and goods.

Mandated Actions:

● Support projects using the “business accelerator” formula to increase the number of ICT start-ups.
  ○ Carry out the Notman House project, a hub for ICT startups, in co-operation with committed partners.
  ○ Contribute to creating the Quartier de l’Innovation (described in Question 10).
● Invite partners to join in a collective effort to design training on entrepreneurship (especially technology-based) aimed at young people, entrepreneurs and others.
● Deliver services in a way better suited to businesses’ needs, simplifying access to municipal services.

What is the role of innovation in the community’s plans for economic growth? In short, innovation IS the community’s plan: supporting the conditions for innovation to emerge naturally, providing direct support to innovators, and even innovating the way the City delivers services, all in clear support of economic growth.

Nearly every project described in this application has been enabled by the policies and actions outlined in the City’s economic development plan and each has been given a strong additional boost by the vision and commitment of Mayor Coderre and his administration to make Montréal a world-renowned leader among smart and digital cities by 2017.

Montréal, Smart and Digital City
Inspired by global best practices and stimulated by an ongoing dialogue with Montréalais, the Smart and Digital City Bureau has been working since its creation in 2014 to spearhead a rigorous initiative aimed at identifying what really matters to Montréalais. The fruit of these ongoing exchanges has guided the Bureau and its activities, within governing circles as well as in the community at large. After releasing a Montréal Smart and Digital City Strategy for 2014-2017, the Bureau presented the Montréal Smart and Digital City Action Plan 2015-2017 in May 2015. This ambitious plan introduces 70 projects largely stemming from 232 ideas submitted by Montréal residents and partners, as well as drawing on international initiatives. 17 of them have already been deployed in only 7 months of activities.

Divided into 6 programs, the Montréal Smart and Digital Plan aims to significantly improve the quality of life of Montréalais by deploying public WiFi and an ultra-high speed network, optimizing real-time travel throughout the city, improving access to democratic life, and providing public digital services. A primary focus is to accelerate the development of the smart city economic cluster, specifically to:

1. Create an environment fostering the emergence of businesses in the smart city economic cluster.
2. Multiply sources of innovation applied to solving urban problems.
3. Simplify doing business with the City.

With an investment budget of more than $60 million, the City is giving itself the means to achieve its goals. These efforts are certain to transform Montréal’s technological profile, propel innovation in our community and generate economic growth, ensuring that the City will be recognized for its leadership in the field.

8. Please provide up to three examples of innovation by local government in the delivery of services to constituents and stakeholders.

<table>
<thead>
<tr>
<th>a. Name</th>
<th>Funding Partners</th>
<th>Year Started</th>
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<tbody>
<tr>
<td>Complexe environnemental Saint-Michel (CESM) / Saint Michel Environmental Complex</td>
<td>X Local Gov X State/Prov Gov ☐ National Gov</td>
<td>1995</td>
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<tr>
<td></td>
<td>X Private sector X School X Public-private partnership X Other</td>
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<table>
<thead>
<tr>
<th>Description</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>This vast project touches on the delivery of just about every kind of service a municipality can be expected to provide for its citizens:</td>
<td>A Clean Environment</td>
</tr>
<tr>
<td>● a clean environment</td>
<td>● Capturing 10 billion tons of CO2 at the site since 2000, preventing its release into the atmosphere.</td>
</tr>
<tr>
<td>● waste processing and management</td>
<td>● 160,000 tons of recycled material per year sorted and shipped to recycling centers.</td>
</tr>
<tr>
<td>● green space</td>
<td>● In all, the municipal recuperation, recycling and composting programs help reduce landfill waste by more than 299,832 tons each year.</td>
</tr>
<tr>
<td>● recreation</td>
<td>● Significant improvement to disturbed soils.</td>
</tr>
<tr>
<td>● generation of electricity</td>
<td>● Recovery and reuse of more than 1 million tons of soil for building and landscaping the park.</td>
</tr>
<tr>
<td>● access to culture and inspiration</td>
<td>● Promoting biodiversity, increasing the biomass and canopy, and creating sustainable ecosystems.</td>
</tr>
<tr>
<td>● education</td>
<td>● Ecologically responsible management of surface run-off water to avoid contamination.</td>
</tr>
<tr>
<td>● jobs and economic vitality</td>
<td></td>
</tr>
<tr>
<td>● a feeling of community and belonging</td>
<td></td>
</tr>
<tr>
<td>● a sense of pride, heritage and connection with place.</td>
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And while the project delivers each of these in innovative ways, the core innovation is the audacity to imagine all of this on the site of a toxic former quarry and landfill within one of the poorest, most crime-ridden sections of Montréal. Indeed, the Complexe environnemental Saint-Michel (CESM) / The Saint Michel Environmental Complex represents one of the most ambitious urban environmental restoration projects ever undertaken in North America.
Spanning 192 hectares in the northeastern part of the city, the CESM existed as a quarry for many decades. At times, dynamiting would rain rocks down on adjoining residential streets. With the aid of billowing smokestacks, its limestone was used in the production of cement.

Twenty stories deep, the site was converted in 1968 into a 75-hectare landfill, which introduced new levels of environmental pollution, noise, smell and now rats.

At the time, the surrounding area was known for all the wrong reasons: high crime, street gangs, poverty and unemployment. As recently as 2001, census statistics revealed that:

- 42% of residents were immigrants (vs. 29% in Montréal).
- 30% of adults had less than 9 years of schooling.- the lowest level of education in Montréal
- The unemployment rate was 12.6%.
- 40% of residents lived below the poverty line.

In 1984, under pressure from exasperated citizens, the City of Montréal acquired the site, along with all of its accompanying problems. And in 1995, the City launched an ambitious project to transform the site into a major municipal park and an environmental demonstration site.

Today, the St. Michel Environmental Complex is a model of innovation, multi-sector collaboration and municipal services. It has been converted to include:

**A Clean Environment and Waste Processing & Management**

- A sorting centre for all the city’s recyclable materials.
- An ecocenter where Montréalers can bring reusable, recyclable and hazardous domestic goods.
- Composting and wood shredding sites.
- 2 major LEED-NC Gold buildings, among the 1st in Canada. Includes passive geothermal power, ice bunkers, conventional geothermal power, biogas heating, natural/hybrid ventilation, recycled architecture, green roofs, naturalized basins, beehives.

**Green Space and Recreation**

- A vast public park. Adding to what has already been converted into green space, a total of 17 hectares of municipal park will be open to the public by 2017. The park will include thousands of trees, a lake, wooded areas, pathways, rest spots, an outdoor theatre and more. By 2023, the park will occupy 153 hectares of the 192-hectare site, which will form Montréal’s 2nd largest municipal park.
- A 5 km circular path for biking, walking, running, skating, cross-country skiing and snowshoeing.
- Community gardens.
- An award-winning indoor/outdoor soccer complex, stunning in design, spanning 125,000 square feet. With the

- The stone required for the foundation of roads and paths comes from scaling performed for stabilization of cliffs.
- The street furniture throughout the park was made from trees that had to be cut down in another part of town because of infestation from an invasive insect.

**Green Space & Recreation**

- Building a park - the most ambitious project of environmental rehabilitation of Montréal to date - out of a site that contains **40 million tons of garbage, over 230 feet deep**.

**Jobs & Economic Vitality**

- **2,400 local jobs** created since 1988.
- **$330 million invested** in design & planning of CESM site between 1984 and 2014: $230 million from public sector, $100 million from private sector. Another $55 million to be invested between now and 2017.
- Increased property value of neighboring buildings.
- Attracting visitors, who then shop at local stores and restaurants.
- New companies and large retail stores have moved into the area.
- Many companies have contributed technological innovations and acquired expertise that they now export to other regions of the world.
- Since 2004, more than 450 local youth have worked at La TOHU in positions of public service, with the support of personalized mentoring.
- 62% of La TOHU’s customer service positions are held by Saint-Michel youth; more than ½ are immigrants.
- A 2015 university research project confirmed that La TOHU’s policy of hiring locally has created opportunities for young people who are now “better equipped to find a stable job and/or to return to school, have higher self-esteem and a better quality of life.”
- A social return on investment of **$1.85 for every dollar** invested in TOHU social integration programs.

**Access to Culture, Inspiration & Learning**
Québec's Quiet Revolution. Today, with its inspiring example of cultural pride and economic progress sparked by our concrete Ville Marie, Complexe Desjardins and Montréal’s metro, Station, Ste-Justine’s Hospital, the St. Lawrence Seaway, Place recall two men who worked at the original quarry. “Central This transformation is yet another story of Revolution to citizens and the community in fundamentally innovative ways. Through all of these features - and through a broadly collaborative effort - a full range of services is delivered to citizens and the community in fundamentally innovative ways. This transformation is yet another story of Revolution to Renaissance. “It's from this hole that Montréal was built,” recall two men who worked at the original quarry. “Central Station, Ste-Justine's Hospital, the St. Lawrence Seaway, Place Ville Marie, Complexe Desjardins and Montréal’s metro, it was our concrete.” All of these were projects emanating from the surge of cultural pride and economic progress sparked by Québec’s Quiet Revolution. Today, with its inspiring example of the highest levels of environmental materials use and features, targeting LEED Gold certification. An 83,810 square foot indoor complex for inline skating, skateboarding and BMX, offering an extraordinary safe haven for at-risk youth.

Generation of Electricity
- A plant that converts landfill-produced biogas into electricity - enough for 2,000 homes - with 11.4% of revenues returning to the City.

Access to Culture, Inspiration & Learning
- Global HQ of Cirque du Soleil, the largest theatrical producer in the world, which reinvented the contemporary circus. With close to 4,000 employees from 50 different countries, Cirque du Soleil has brought wonder and delight to almost 160 million spectators in over 330 cities and 48 countries on 6 continents. Their website cites the desire to select for their HQ "a location where [our] presence could have the greatest possible positive influence."
- La TOHU, a performance and training complex dedicated to promoting the circus arts. With its triple mission of Circus, Environment and Community, La TOHU employs local youth and engages area citizens in creative projects and free performances and events.
- La TOHU's complex is also the welcome pavilion of the CESM and point of departure for guided tours of the site, with interactive activities to learn about the evolution of the site and its diverse ecological functions.
- The CESM has received the largest investment in public art in Montréal, funding installation of permanent and temporary exhibits of contemporary art.

Jobs and Economic Vitality
- What was once a lifeless wasteland is now the seat of hundreds of jobs and an engine of job creation for Saint Michel, Montréal and other parts of the world.
- In a particularly pertinent example, La TOHU has a number of employment and social inclusion programs for youth. For example, the majority of employees in customer service positions come from the neighborhood.

Through all of these features - and through a broadly collaborative effort - a full range of services is delivered to citizens and the community in fundamentally innovative ways. This transformation is yet another story of Revolution to Renaissance. “It’s from this hole that Montréal was built,” recall two men who worked at the original quarry. “Central Station, Ste-Justine’s Hospital, the St. Lawrence Seaway, Place Ville Marie, Complexe Desjardins and Montréal’s metro, it was our concrete.” All of these were projects emanating from the surge of cultural pride and economic progress sparked by Québec’s Quiet Revolution. Today, with its inspiring example of the highest levels of environmental materials use and features, targeting LEED Gold certification.

- 12,000 visitors annually, including school groups, environmental activists, local citizens, foreign (political or technical) delegations and media.
- Highlighting the history, flora, fauna and spectacular scenery of the site.
- Vast program to offer educational “circuits” on 9 themes unique to the site, showcasing artifacts of the land’s former vocations, revealing its environmental engineering.
- Offering an example of environmental rehabilitation to the world.

Sense of Community, Belonging, Place
- A once highly transient population has begun to stabilize: residents are increasingly choosing to stay.
- Increasing community participation in neighborhood revitalization as well as a sense of belonging.
- Celebrating the talent and wealth of cultural diversity that characterizes both the local and metropolitan communities.
- According to a 2015 community impact study, La TOHU has contributed to reinforcing the sentiment of belonging, identity, integration and understanding of the different communities who live in the territory and especially helping build a more positive image among St. Michel residents.

International Recognition
In recent years, the CESM has received several awards and distinctions recognizing the excellence of this ambitious project:

- Gold Medal—Environmentally Sustainable Projects Award, The International Award for Liveable Communities 2004.
- Special Mention—Communities in Bloom 2004.
- Espace Montréal at Expo 2010—Shanghai.
- The City’s Environmental Service has been awarded multiple distinctions.
- Multiple prizes for Cirque du Soleil and La TOHU, including LEED Gold certification for its building.
environmental, economic and social renaissance, it may well be from this site that a new Montréal will be built.

### b. Name Funding Partners Year Started
| Smart snow Removal | X Local Gov ☐ State/Prov Gov ☐ National Gov ☐ Private sector | 2013 |

#### Description
- **Smart Snow Removal** is a project using open data, public engagement, digital technology and multi-sector collaboration to meet the needs of citizens and to increase efficiency in municipal operations, generating cost savings and demonstrating the city’s leadership as an intelligent community.

With Montréal’s severe winters, you can be sure that there has long been a software system to keep track of snow removal from the city’s

4,100 km of roads and 6,550 km of sidewalks.

In recent years, however, Mayor Coderre recognized the opportunity to use snow removal data to inform and engage citizens directly and in real-time:

- This could **cut down on the 33,000 cars towed** every year during snow removal - a costly headache to citizens that slows snow clearing for the city.
- It could reduce helpline calls - and costs.
- Alongside the public-facing app, a system could be introduced to better coordinate where dump trucks deposit their loads, improving efficiency and eliminating the potential for snow-dumping fraud by contractors.
- The combined programs could offer a shared - and optimized - solution to all 19 boroughs of Montréal, many of which had their own software systems and operations.

To create the public app, the Mayor’s commitment was to:

- Make relevant data available to the community and develop a related application program interface (API);
- Engage the community in an open innovation process marked by transparency and collaboration

#### Results
- **55,000 downloads** of the pilot version of the Info-Snow application.
- Other associated applications created (info-neige.ca, prkng).
- Heavy usage during each storm.
- Introduction of a comprehensive system to better manage the 300,000 truckloads of snow removed every winter, saving time and money.
- Grand Prize of Excellence 2015 from Québec Association of Transport.

After a successful pilot last year, the application is being rolled out across the city this winter, with some improvements, including a new City commitment to clear Montréal’s **395 km of bike lanes** at the same time as the roads. The city’s “4 Seasons Bike” map will be updated to reflect the routes that will be cleared.

#### From co-creation to execution

Led by Harout Chitilian, Vice President of the City’s Executive Committee and responsible for Information Technologies and the Smart City, the process kicked off with a day-long citizen co-creation workshop in May 2014.

- With 75 designers, programmers, entrepreneurs, elected officials, City employees, and others, the workshop identified a range of citizen needs.
● In particular, it revealed the #1 citizen priority: to be informed about the ongoing status of parking restrictions during times of snow removal.

● The workshop also received a great deal of media attention, raising the broader community's awareness of the City's focus on becoming an intelligent community. All details of the event were made public on the City's website.

The next step was an open innovation challenge, with $9,000 in prizes for the top contenders and a $25,000 negotiated contract for the winner. Issued in July 2014, the challenge called for the app to be produced by November and piloted that winter. This approach was not only a faster alternative to the traditional time-consuming and bureaucratic Request for Proposals process; it served to build the community's capacity and cohesion and again brought the City's commitment to smart technology into the public eye.

The challenge consisted of:

● Presenting an innovative strategy for iOS and Android smart devices.

● Enabling citizens to be better informed about the overall status of snow removal and parking restrictions.

The response was enthusiastic, with 49 teams entering the challenge and 16 proposals submitted at the end. A jury created by the City evaluated proposals, and prizes were awarded to the 3 best solutions as part of a public presentation. The City then negotiated with one of the teams for implementation of the solution by November 2014.

Results

Called INFO-Neige MTL (INFO-Snow MTL), the resulting app and related operational systems were tested in 5 boroughs the first year, with great success. The program is now being rolled out across the city this winter with the following features:

● Connects in real time to the City's open data, obtained from snow-clearing equipment through GPS tracking.

● On an interactive map, streets are color-coded according to condition: not cleared, operation scheduled, operation underway, or cleared.

● Provides snow removal status by side of the street (i.e., east side, west side).

● Allows people to enter their address or use geo-location and receive personalized notification by text or email when the status of their street changes.

● Mobile app users can save up to 10 “favorite” locations and receive alerts when those street sections will be cleared, up to 4 hours in advance.

● Directs users to free nearby parking spaces.

● Offers mobile applications for iOS and Android.

● Helps people find their car if it has been towed.

Alongside the app, the City developed a public web-based map of ongoing snow-removal, also connected to the open data feed.
Beyond the benefits to citizens, the new operational system also efficiently measure and register loadings and unloadings of the snow:

- Enabling the City to track results by contractor.
- Increasing efficiency, avoiding fraudulent claims, reducing costs.
- Offering useful data to water management authorities.
- Helping the City to improve snow removal planning.

The system will be continuously improved with new features, particularly those that came out of the co-creation workshop.

In addition, other related applications (info-neige.ca and prkng) were developed through this process. And the market remains open for further applications to be created based on the City’s open data.

Funded entirely by the City, the project involved many partners: local governments of all 19 Montréal boroughs; The Transportation Agency of Montréal; the Police Authorities of Montréal; the Parking Authorities of Montréal; the Bridge Authorities; the Québec Ministry of Transportation; the IT administration for the City of Montréal; the Roads and Public Works Authority; the Rapid Intervention Unit; Logic-Controle, Inc. (supplier); Teknome Logistics Solutions (manufacturer); Av-Tech (materials support); Sidekick (supplier of the mobile web application); ESRI (supplier of web map on City website); f. & co (coordination and facilitation of the co-creation workshop).

While a handful of other cities have recently introduced plow-tracking apps, Montréal stands out for its collaborative approach that engages citizens at every stage for a result that leverages technology to respond to a multitude of economic and social needs.

c. Name | Funding Partners | Year Started
--- | --- | ---
Espace pour la vie / Space for Life | X Local Gov X State/Prov Gov X National Gov X Private sector | 2008

Description | Results
--- | ---
For the Space for Life, Montréal’s complex of 4 municipal nature museums, the most important innovation is in:

- The transformation they have undergone to integrate citizen engagement, collaboration and leadership into everything they do.
- The ways they now weave together Montréal’s signature blend of human interaction, science, art and technology to engage not only the head but also the hands and heart.
- The ambition they set for themselves to change the relationship people have with nature.

Previously called the Montréal Nature Museums, the organization consists of four institutions:

- The Botanical Gardens;
- The Insectarium;
- The Rio Tinto Alcan Planetarium;

- 2 million visitors annually (40% tourists, 650,000 children).
- 15% increase in # of visitors since 2008.
- Top 10 most frequented museums in North America
- #1 most visited museum in Québec.
- 17 million website page views/year.
- $622 million contributed to GDP between 2008 and 2017.
The Biodome (5 ecosystems under one roof, with 500 plant species and over 7,000 animals representing 270 species).

As the **most important natural science museum complex in Canada** and one of the **top 10 most-frequented museums in North America**, the complex provides education, entertainment and recreation for **2 million visitors each year**, including 40% tourists and 650,000 children.

They also engage in vital research, documentation and preservation of biodiversity in the interest of all humanity - and, indeed, of all life on Earth.

Their transformation began in 2008 when a new director was appointed to bring together the four entities with greater cohesion and impact. Charles-Mathieu Brunelle (previously the founder and director of La TOHU at Saint-Michel Environmental Complex) began with a project of "**(r)evolution**" at the museums, which:

- Initiated **an engaging all-staff exploration** of what they might become.
- **Led to the creation of a manifesto.**
- Articulated their intention to consider themselves a **movement, an ongoing commitment and an engagement with the world.**
- Led them to adopt a **new name - the Space for Life** - to replace the Montréal Nature Museums identity.
- Paved the way for **greater collaboration across institutions, across the city and around the world.**

In contrast to their previously traditional image and approach - typical of most museums - they announced that:

> "**The Biodome, Insectarium, Botanical Gardens and Planetarium are launching a daring, creative urban movement,** urging everyone to **rethink the bonds between humankind and nature.** The Space for Life is also a place where people come together to create, one that **cultivates a new way of living**, shaped by Montréalers and people from around the world.""

Brunelle invited art, technology and new levels of inspiration into the mix, and creativity soared, as did citizen engagement.

- Montréalers were invited into regular (still ongoing) workshops to help re-shape the visitor experience.
- Exhibits began a steady overhaul, becoming more interactive and immersive, connecting with the power of narrative and imagination (including touchscreens, interactive modules and multimedia game tables).
- **New projects extended into the community and, indeed, across the planet.**

Inspired by the vision and momentum of the Space for Life, the City undertook an ambitious investment plan involving **5 major projects:**

- Contributed to the creation and maintenance of **8,300 jobs** in the region.
- Contributing directly to the revitalization of an economically and socially disadvantaged part of Montréal.
- 300 research staff and affiliated researchers.
- Training programs for university students (with University of Montréal).
- **65 major prizes since 2008**, including the Prize for Responsible Organizational Citizenship by Novae (Québec sustainable development media) for its citizen engagement initiatives.
- Setting a new standard for what a municipal organization can accomplish.
• A new **Biodiversity Center** at the Botanical Gardens, in partnership with the University of Montréal (2011). A unique training center and a place to interact with researchers, it houses huge plant, insect and fungi collections. Some 50 researchers work there, contributing to international research on crucial biodiversity issues.


• “**Migration**” of the **Biodome**, significantly enhancing the facilities to create an even more immersive, impactful experience (2017).

• “**Metamorphosis**” of the **Insectarium**, overhauling the building, the grounds and the experience (2019).

• A new **interactive outdoor co-creation space** at the heart of the 4 institutions, where people can exchange, collaborate and learn (date to be confirmed).

In each of these, citizens and experts from around the world have been engaged to reflect together on the scope of the new projects and to participate in **co-design through experimentation and prototyping**.

In all of this, the mission remains clear and compelling. “What we’re doing here is really connecting people to nature, exploring the position of humankind in nature through not only science but through emotion and experience so that people fall in love with nature and protect it,” explains Director Charles-Mathieu Brunelle.

What is important to note is that this is a *municipal organization*, providing meaningful human engagement at every stage of its work and weaving together nature, technology, art and science to deliver on its mission. These actions would be considered innovative for any private sector enterprise, but for institutions *owned and operated by a city government*, this is something truly remarkable.

9. Please provide up to three examples of innovation in the delivery of products and services by local businesses and institutions, including new business formation.

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Incentives (if any)</th>
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| **Example #1:** **Moment Factory** | Skyrocketing to world renown over the past several years, new media and entertainment studio Moment Factory innovates by **blending art and technology**, with a heavy dose of **Montréal style**. It produces some of the world’s most dynamic videos. | The province of Québec offers a tax credit for visual effects and computer animation:  
  • 20% cash-back for all expenses;  
  • 16% bonus on all CGI and green screen shots; |

Intelligent Community Forum  
www.intelligentcommunity.org
interactive environments, increasing engagement between citizens and the physical infrastructure and digital networks that comprise their cities.

This category-defining company specializes in the creation, design and control of immersive environments, media installations and new media content. Influenced by new technologies and inspired by the creation of "moments" for audiences, their ability to explore innovative storytelling possibilities turns moments into once-in-a-lifetime experiences.

Since the company’s inception in 2001, they have produced over 500 events, major shows and installations, including spectacular projects for high-profile clients. For example, they:

- Dropped 1,200 interactive light-filled beach balls on a crowd of 100,000 unsuspecting fans at a music festival in 2011, a stunt that garnered a viral video following.
- Made Gaudi’s Sagrada Familia church in Barcelona seem to dissolve into rainbow-hued flowers by beaming 16 projectors at its façade simultaneously.
- Transformed the playing field around Madonna’s 2012 Super Bowl halftime show into a whirling sea of Vogue covers and 3-D geometric shapes.

After the Super Bowl show, Moment Factory began fielding 2 to 3 calls a day from prospective clients, and their staff grew from 50 to 150 across 5 global offices.

The company is run by trio Dominic Audet, Sakchin Bessette and Éric Fournier (previously with Cirque du Soleil), who describe themselves respectively as a multimedia architect, a storyteller and a creative strategist.

The key to their success - and their core innovation - is blending and merging the mediums of video, lighting, animation, performance, special effects, architecture, industrial design, sound and more. “We call that the multi, like in multiplication,” explained Bessette in a recent interview. “If we pair up a lighting designer with a graphic designer, that stimulates creation a lot more.”

There seems to be one more ingredient to their success. “We are a reflection of the urban culture of Montréal,” Audet says. “We are multicultural, young, dynamic and in sync with the evolution of digital culture and the marriage of technology and art.”

In the early years of their work, technology allowed them to create vibrant environments. They then added immersion and interaction to the mix. Today, participation is the goal, where people are able to directly modify their environment.

We see this in Moment Factory’s design leadership within the Urban Digital Laboratory - the digital network of diverse lighting and content programming systems within the Quartier des Spectacles.

It is also evident in their installation, La Vitrine Culturelle (“The Cultural Showcase”). Housed in the lobby of one of the cornerstone spots in the Quartier des Spectacles, La Vitrine is visible to passersby through the main floor windows. It is:

- An informative and interactive hub for cultural event information, promoting increased ticket sales for 1,345 venues.
- A unique artistic installation that represents a convergence of all of the city’s cultural institutions and is also technological, fun and accessible.

The installation has various artistic and technical features:

- No minimum amount spent, no cap.

The discount offers an additional support of 16% for eligible labor costs related to the making of special effects and computer animation, as well as filming in front of a chromatic screen (eligible cinema or television production). On the federal level, Canada offers an additional tax credit of 16% on all Canadian labor expenditures, net of assistance received (such as provincial tax credits) for these expenditures.
● At the center is a technologically-powered sculpture comprised of a 6-meter column covered in prismatic Lexan ("used to add dimension and give the pixels an organic feel").

● Swirling around the column is a series of custom-made LED panels that continuously display Montréal’s various cultural offerings as well as engaging ambient visual content.

● 3 touch screens allow users to interact with a map of Montréal so they can research cultural events by date, location or category.

● The kiosk allows users to share detailed event information by email or SMS.

The entire multimedia installation is powered by X-Agora, Moment Factory’s proprietary experience management software that controls each distinct media component. The use of X-Agora ensures seamless integration of all media and allows for real-time interactivity between data coming from both the on-site visitor and users from the Web.

**Smart cities allow for this kind of increased engagement** between citizens and the physical infrastructure and digital networks that comprise their cities. Public, private and institutional actors converge with citizens as both providers and users of intelligent civic infrastructure.

While much is made of increasing access to 'Big Data' - information related to quantitative, measurable aspects of urban systems - **Moment Factory has demonstrated its industry leadership in the conception and implementation of digital technology and audio-visual content platforms that provide access to the more qualitative, experiential aspect of a city’s DNA.**

**Results**

- **400% revenue growth** between 2007 and 2011
- Named to Deloitte’s **Technology Fast 50**.
- Since 2005, **grew from 3 to 150 full-time employees**, plus close to 150 contractors and collaborators.
- **Plans to hire close to 100 new employees** over next 18-24 months.
- Are presently receiving between **10-15 new potential leads every week**.
- Multiple international prizes awarded for its projects.

**Example #2: Frank & Oak**

**Frank & Oak** is an online men’s clothing retailer with a unique membership platform that is rapidly redefining the category - and they’re being rewarded handsomely for their innovation, with **18,840% revenue growth** in the past 4 years, and **venture capital investments totalling $20 million** (coming from Real Ventures, Rho Capital, Investment Québec and others).

Frank & Oak was named on the 2015 list of **Canada’s Most Innovative Companies** by Canadian Business magazine and among Fast Company’s **global top 10 most innovative retailers** in 2015. Is also **topped Deloitte’s Canadian Technology 2015 Fast 50 list**.

Their success story is also inspiring Montreal’s once vibrant textile and retail industry to push onward with revitalization and ICT-led innovation initiatives. At its peak in the

**Incentives**

**Investment Québec**, whose mission is to foster the growth of investment in Québec, acquired a US$2-million stake in Frank & Oak in 2014, during a Series B round of financing that raised a total of US$15 million and is intended to strengthen the Frank & Oak brand in foreign markets. Investment Québec offers businesses a full range of financial solutions, including
1970s, Montreal's apparel industry employed more than 70,000 people and was home to many top brands. These days, Quebec's fashion sector is less than half that size but still accounts for more than 45% of all employment in the Canadian industry. The Montreal region, which holds 70% of the province's apparel companies, is North America's 3rd-largest clothing manufacturing city after New York and Los Angeles. In 2015, the sector established "mmode," an industrial cluster that aims to reassert Montreal's place in the world of fashion, in large part through integration of new technologies. Leading the way are e-tailers like Frank & Oak, Ssense and Beyond The Rack - which has raised $75 million since its founding in 2009.

The Innovative Offering

Positioned as a menswear club, every month Frank & Oak designs, manufactures, and sells a limited feed of affordable apparel and accessories. The brand acts as a lifestyle partner, offering style advice, personalized product suggestions, and an easy-to-use shopping platform, among other members-only benefits.

It took Frank & Oak just over a year to establish itself as one of Canada's most exciting retail and fashion brands. In less than 4 years, the Montréal-based company has amassed 1.6 million members thanks to a smooth e-commerce experience, a slick magazine-like interface and a fashion sense that got the attention of men's bibles like Esquire and GQ.

In what they call an "omni-channel approach," the company has also opened pop-up and permanent stores in 6 Canadian cities. But even there, they're redefining the category, considering "the store as a media platform." Says co-founder Ethan Song, "More important than the transactions we make is the idea of creating a sense of place and a feeling of community." In-store cafes and barber shops add to that feeling. In keeping with the company's focus on technology and personalization, the physical stores include integration with customer's online profiles.

Whether online or off, creating a sense of community is paying dividends.

- 56% of the company’s buyers are repeat customers.
- On average, those active users buy around 6.6 times per year.

“Our view is that it’s important to be really, really, deeply integrated,” Song says. “It's not necessarily about fashion or technology. We believe that there’s … a perfect combination of technology, design and data.”

Last year, that combination took the form of an innovative collaboration with Montréal-based video game designer Ubisoft. The 2 companies worked together to create a special collection inspired by Ubisoft's new game, Watch Dogs. The line was released at the same time as the game in a joint promotion.

On Montréal

Frank & Oak co-founder Hicham Ratnani reflects: “There’s always people who will say you have to go to New York or Silicon Valley. Ultimately, we’re a mix of retail, fashion and technology and we’re firm believers that Montréal is the perfect place for that mix. The city has a very deep history in textiles and garments; there are many strong international and Canadian retail brands headquartered in Montréal; and for technology, the city has top-notch universities and talent. So we're at a unique intersection of all of these and very proud to be there.

Montréal, as a city, is exotic enough to be intriguing but close enough to be familiar. And in a way, that’s what we try to portray in our brand. That being said, 70% of our sales are in the US and a third of those are in California. We ship a lot of goods south...
of the border and we’re very happy to bring that capital back to this country and to Montréal.”

<table>
<thead>
<tr>
<th>Example #3: C2-MTL</th>
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<tbody>
<tr>
<td>Founded in 2012 by Montréal digital creative agency Sid Lee in collaboration with Cirque du Soleil, Fast Company magazine, Microsoft and EMC², C2-MTL is a 3-day annual event centered on commerce and creativity (the two Cs).</td>
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<td>Coming up to its 5th year running, C2-MTL is an unparalleled event, audaciously reinterpretating the standard business conference in a way that can only happen in Montréal. To get a sense of the experience, watch this video.</td>
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<tr>
<td>The entire C2-MTL experience is designed to help participants think beyond common frames of reference. Not only is the event innovative in its content and format: with thousands of international attendees - more than 90% coming from senior management - it injects the spark and spirit of creativity into the heart of commerce itself.</td>
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<td>The event’s innovative nature creates significant economic impact and reputational “buzz” for Montréal’s conference and tourism market, which has been recovering from a downturn that reached its lowest point in 2009. Now, for the 4th year in a row, Montréal was named the world’s #1 destination for international conferences. In 2014, the city’s tourism industry generated $2.7 billion, 38,000 direct and indirect jobs, and payroll of $1.4 billion. For its part, C2-MTL contributes a not-insignificant $98 million for the Quebec economy, most of which goes to Montreal. The event also contributes to the economic and social revitalization of a former industrial district, helping it reimagine itself as a center of creativity.</td>
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<tr>
<td>The Experience</td>
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<td>Every year, C2-MTL attendees get inspired by world-renowned speakers, participate in hands-on, collaborative workshops, experiment in creative labs and experience exclusive creative happenings, music events and performances. For example:</td>
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<td>● A net suspended 18 feet in the air challenged participants to express their ideas while feeling physically at risk.</td>
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<td>● A virtual reality experience brought to life by Ubisoft enabled participants to take part in a workshop without seeing their counterpart.</td>
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<td>● C:Lab, the creative laboratory of Cirque du Soleil, offered an on-site immersive journey: The Nest.</td>
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<td>Described by one journalist as a “festival of business,” the event covers more than 100,000 square feet of innovative event space, including an outdoor village complete with a Ferris wheel (used for paired networking meetings).</td>
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<td>Technology plays an important role at C2-MTL, helping to connect and inspire:</td>
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<tr>
<td>● The unique “Brain Dates” tool developed by Montréal company E-180, featuring a web application that connects people who want to meet to exchange knowledge. This year, more than 1,345 exchanges were held, double the amount from 2014.</td>
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<tr>
<td>● A cutting-edge, custom web app (also Montréal-made) helps people access all the information they need, as well as connecting and conversing with each other and with speakers.</td>
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<td>● A unique immersive online media experience integrating Facebook and Twitter to generate a real-time international conversation during the event.</td>
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<tr>
<td>● The C2-MTL web TV Live program with several full-screen HD daily live interactive interviews with speakers, as well as two unique live shows.</td>
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| Incentives |
| The City of Montréal ($200,000) as well as the Québec government, through its Fonds d’initiative et de rayonnement de la métropole program ($500,000) and through its Economy, Innovation and Exports Department ($350,000) annually support the event. |
● The C2-MTL On Demand program containing more than 30 clips of daily exclusive interviews and coverage of the event, created by TOXA, another Montréal company.

● After the event, the Microsoft Yammer social enterprise platform becomes the global incubator for the gathering’s creativity, commerce and collaboration.

Partners
The list of partners in C2-MTL is staggering and grows every year, with each an active, creative collaborator and contributor. The roster of other partners includes every level of government, every type of financing entity, local and international businesses, major foundations and - of course - the City of Montréal. Mayor Coderre has appeared at every C2-MTL event since being elected, reiterating the City’s support and investment in the event. In fact, the City’s Economic Development Plan names C2-MTL as a partner in creativity and innovation.

Results
● Over 5,000 participants in 2015
● Over 43 countries represented
● 90% C-Level and Senior Managers
● Over 24 industries
● 75+ creatively collaborative partners
● $106 million in economic benefits generated in 2014 ($98 million in Québec)
● One company out of four (23%) made a deal at the event
● 1,033 full-time equivalent jobs supported in Québec
● #1 Most Innovative Meeting of 2014 by event planning authority BizBash
● Attracted world-renowned speakers such as Francis Ford Coppola, Richard Branson, Philip Stark, James Cameron and Chelsea Clinton.
● Revitalization of an industrial part of downtown Montréal.

10. Provide up to three examples of collaboration among business, government and institutions in the community to generate an innovation ecosystem that contributes to local economic growth, attracts leading-edge employers and solves social challenges.

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Results to Date</th>
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<tbody>
<tr>
<td>Example #1: Quartier de l’Innovation (Innovation District)</td>
<td>Launched in May 2013 in a former industrial area in need of revitalization, the Quartier de l’Innovation (QI) is now a vibrant innovation district - an ecosystem of enabling leadership, financing, infrastructure, policies, human capital, and culture. Located steps from downtown in an area that was once the cradle of the Industrial Revolution in Canada but shunned for nearly half a century, the QI offers fertile ground for a transformational project. Involving dozens of partners in innovation, industry, entrepreneurship, research, education, finance, and every level of government, the QI was originally initiated by 2 universities: (1) École de technologie supérieure (ÉTS), a technical university with a successful track record in applied research, technology transfer and close ties to Québec’s small-and-medium sized business community; and (2) world-renowned McGill University, a research leader with</td>
<td>Despite its short history, the Quartier de l’Innovation has already made a significant positive impact. The QI was essential in the conclusion of several major agreements: ● Between 3 universities and 3 levels of government (municipal, provincial, federal) for a total of $45 million; ● Between the research, industry, and community sectors, with, for example, the McGill Impact Internship Program, allowing McGill students to complete 10-week internships in social enterprises in the QI since 2013;</td>
</tr>
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</table>
The district now houses **350 companies** and **20,000 jobs**, boasting the largest concentration of information technology and multimedia workers in Canada.

It also has a unique entrepreneurial ecosystem with its **6 incubators and accelerators supporting 250 startups (more than 1,000 jobs)**, a digital fabrication laboratory, research centers and ongoing training centers dedicated to the needs of local industry.

Home to a dynamic artistic and cultural community, as well as numerous non-profit organizations, the area is also home to close to **100,000 students**.

Firmly committed to the project, this past June **Mayor Coderre announced an investment of $600,000** over 3 years, while the federal and provincial governments have earmarked an additional recurring $200,000 each. The City has also made a generous donation of the former Planetarium — which is now being converted into a unique Hub of Creativity and a public park.

Though far from the first such district in the world, there is one set of characteristics that makes the QI uniquely impactful - characteristics that have everything to do with the culture and spirit of Montréal.

To start with, the Quartier de l’Innovation is not a remote technology complex, as many innovation districts are, nor is it isolated within an industrial or commercial zone. Instead, it is deeply embedded in the life of the community. Designed to boost the city’s potential for social, cultural and technological innovation, it asks, essentially:

*How can we weave together Montréal’s special blend of creativity, entrepreneurship, thirst for learning, collective spirit and digital savvy to enable every aspect of our society to thrive more fully?*

Part of the reason for this is that the QI is the first innovation ecosystem to be initiated by universities, rather than by government. It was developed with the curiosity of the researcher and with a broad view of what may be subject to innovation.

Another reason is that it wasn’t "created" as much as it was "cultivated." it was introduced where fertile ingredients for innovation were already latent: in a dynamic, diverse, historically rich area that mixes arts, culture, technology, entrepreneurship, community engagement - and a ripeness for renaissance.

All of this makes the Quartier de l’Innovation a true living laboratory. The initiative now acts as a unifying force and catalyst for innovation, drawing on its many assets, including:

- The combined expertise of ÉTS, McGill and Concordia in commercialization, the creation of partnerships with industry, and basic and applied research;
- Support from the 3 levels of government, which recognize innovation and entrepreneurship as key factors in socio-economic, urban and environmental development;
- Between other innovation districts around the globe, initiating an international network that meets in a different location each year (Liège 2013, Compiègne 2014, Brazil 2015).

More than 30 new initiatives have been developed in the QI, each with multiple partners. The QI played a leading role in many of them, such as:

- **INGO Innovation Center**, which occupies 65,000 square feet on the site of an old brewery. Provides premises for research groups and innovative companies that want to develop research & technology transfer partnerships with ÉTS. In addition to priority access to ÉTS labs and departments, companies enjoy an open innovation environment designed to promote networking, exchanges and R&D. Opened after $25-million in renovations, it houses 20 companies. ÉTS and McGill are to develop a 2nd 150,000 sq.ft center, INGO II, at a cost of $35 million.
- **Salon 1861**: Located in a gorgeous former church, it is a meeting place for exchange and job creation that fosters interaction between social enterprises, B-Corps, professors, students, artists, community groups and neighborhood residents. Is houses co-working areas, event space, a social innovation observatory, a restaurant, and a showcase that promotes a commitment to sustainable development. 5 McGill faculties, the QI and other organizations helped develop the project under leadership of private partner **Quo Vadis**.

With its many assets and vibrant ecosystem, the QI has attracted new entities, such as:

- **La Maison du logiciel libre** (Freeware Institute): Led by Google and ÉTS, it provides simulation space where students can develop their portfolios in freeware creation. A result of Google’s interest in participating in the QI, it addresses employability issues identified by industry.
- **Neoshop**: Starting in September 2016, this boutique for startups, an original retail concept imported from Europe, will open in the former Montreal Dow
● Participation by the lifeblood of the local community: entrepreneurs, workers, professors, researchers, students, community groups, residents and artists;
● The dynamic nature of SMEs and innovative local companies in leading-edge sectors, such as telecommunications, health technologies, transportation, education, culture and clean technologies;
● Montréal leaders, determined to propel Montréal as a major international capital of knowledge, innovation and quality of life.

Watch this video to see the major real estate developments and innovative initiatives (2015)

Planetarium. Designed to be a launching pad to larger scale product commercialization, it enables enterprises to validate the attractiveness and product potential in a marketing context, along with process improvement.

● BioFuelNet: This network of centers of excellence brings together 74 researchers from 25 postsecondary institutions focused on developing and commercializing advanced biofuels. Receives major funding from federal government —$25 million over 5 years — plus support from 40 industry partners. Located at the INGO Innovation Centre in the heart of the QI.

Offering a dynamic culture and arts scene, customized urban infrastructure, and easy access to different services, the district is host to multiple major events. Among these events are:

● C2-MTL: a major immersive 3-day international event centered on commerce and creativity.
● The Montréal Summit on Innovation: After the 2014 edition, whose 500 professionals from healthcare and creative industries crafted a white paper of recommendations, the QI held its 5th Summit in 2015 on the theme of reinventing the city in the face of climate change.
● The QI Challenge. A new annual event organized by the QI featuring the projection of video games on building walls, offering exposure to both large and small game developers and encouraging community participation.

In these ways, the QI has contributed directly to revitalization of the area:

● $6 billion in real estate projects have been announced in the area, including $2.5 billion currently underway.
● The City of Montréal plans to invest over $141 M in municipal works and land acquisition in order to revitalize the public landscape.

Example #2: Montréal Startup Ecosystem

While innovation is heavily concentrated - and cultivated - within the Quartier de l’Innovation, it certainly doesn’t stop there. Cutting across the entire city is a vibrant startup ecosystem that generates a steady

● Among the 20 best startup ecosystems in the world, according to the 2015 Global Startup Ecosystem Ranking.
stream of new products and services, along with jobs, wealth and economic growth

This hasn’t always been the case, though. As recently as 15 years ago, there were very limited sources of assistance for entrepreneurs in the community, and even less collaboration. In the relatively short span of 6 or 7 years, however, the city has witnessed the emergence of more than 30 accelerators, incubators and coworking spaces. Interest groups, angels, investors, venture capitalists, hackathons, startup events, academia, government programs and community organizations have coalesced around them. Today, there are **at least 100 organizations helping Montréal entrepreneurs**. And together, they create extremely fertile ground for new business formation.

The city’s transformation hasn’t gone unnoticed:

- In 2015, Montréal appeared on the list of the **20 best startup ecosystems in the world** for the very first time.
- In another first, Montréal ranked as Canada’s #1 city for venture capital investment in 2015, with 32% of all VC deals.

Many factors have contributed to the city’s emergence as a vibrant startup ecosystem which is already impacting economic growth, creating jobs and attracting new talent to the city. In every case, collaboration is at the core.

**Incubators & Accelerators**

At the heart of the startup ecosystem is Notman House, the Montréal’s technology hub. It also is a fascinating startup story in itself. Created with dozens of partners including the City of Montréal (which lists the project in its 2011-2017 strategic plan), this converted mansion rents office and workstation space, stages events (from smaller community and technology interest group meetings to large networking events and hackathons), and acts as an incubator, networking locale and launch pad for budding companies. The focus is on technology, the Internet, mobile and software development and the objectives are community building, networking, collaboration and shared learning. In short: Notman is dedicated to bringing the best of Montréal’s tech community under one roof.

In 2012, to fund a major renovation of the 163-year-old property, Notman held **one of the most successful community crowdfunding campaigns ever run in Canada**. In 20 days it raised more than $100,000 to complement $7 million acquired from government grants, Investment Québec, the Business Development Bank of Canada, and private contributions from investment funds, law firms, telecom companies and others.

More recently, the Google for Entrepreneurs Tech Hub Network expanded to include Notman House, making Montréal the 9th city in the network and the 1st in a French-speaking community. The Google Network gives Notman startups funding, training and mentorship opportunities, as well as access to Google programs and products.

<table>
<thead>
<tr>
<th>City Support</th>
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<tbody>
<tr>
<td>Municipal support services to entrepreneurs unified and streamlined, going from 18 offices to 6, with consistent offerings across all of them and less red tape.</td>
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</table>

Between 2007 and 2014, the City’s network of business development centers provided start-up consulting services to over 19,500 businesses, awarded grants between $1,000 and $100,000 to more than 1,500 young entrepreneurs, and advised more than 56,000 entrepreneurs.

Another branch of City support - focused specifically on young entrepreneurs - reports that in its 25 years of existence, it has helped launch 18,542 businesses, which have created nearly 40,000 jobs, for investments estimated at over $800 million.

| Canada’s #1 city for VC investment, with 32% of all deals. |
| 2,600 burgeoning technology companies. |
| 10 of the top 50 fastest growing Canadian companies in 2015 were from Montréal. (That’s 20% of winners, though Montréal’s economy accounts for 10% of Canada’s GDP.) |
| ○ Frank & Oak is at the top with 5-year growth of 18,500%. |
| ○ 2 other Montréal ICT companies, Amaya and Budge Studios are among top 5, with a 5-year growth rate of 3,650% and 2,500% respectively. |
| ○ 8 of 10 Montréal winners are in ICT. |
| Lightspeed’s point-of-sale retail solution recently raised $80M from provincial government and private VC investors, bringing total risk capital raised to $126 million. |
| Private shopping club Beyond The Rack has raised more than $75M between 2010 and 2013, with much of its funding coming from local VCs. |
| In 2014, IT companies took the largest share of VC investment for the 1st time in Québec. A total of $225 million went to IT companies, up 73% from 2013, and reflecting 37% of total dollars invested. |

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Among Notman’s residents is **InnoCité MTL**, Canada’s first accelerator focused on smart city development and one of the few in the world.

- One of the 70 projects of the **Montréal Smart and Digital City Action Plan 2015-2017**
- Launched June 2015 by the **Mayor of Montréal, Mr. Denis Coderre**.
- A collaboration between the City & several financial partners.
- Connects startups to mentors, partners, financial partners, customers.
- Provides seed investment of $50,000 for 12-week acceleration phase, additional support for projects in prototyping stage.
- Investors include **Quebecor, Real Ventures, Futurepreneur Canada**, and **Yellow Pages**.
- First cohort formed September 2015, with 5 companies.
- Cohort graduated December 2015 in a Mega **Demo Day** attended by 1,400 people - Canada’s largest ever.

Also occupying Notman House is **Founder Fuel**, the largest and main accelerator of Montréal startups. Launched in 2011, it has graduated more than 50 companies.

Other accelerators in the ecosystem include:

- **The Founder Institute**, largest entrepreneur accelerator in the world, and a **Techstars** member, launched a local chapter in Montréal in 2014, its first Canadian city.
- **District 3 Innovation Center**, an innovation and entrepreneurship zone at the heart of Concordia University, raised 5.2 M$ in 2015, had total teams combined sales of 3 M$, 150 jobs created, 70 companies involved.
- Accelerators for social enterprises, including **Impact 8** (led by Toronto’s MaRS Centre for Impact Investing) and **À Go, on change le monde** (sponsored by l’Institut du Nouveau monde / the New World Institute, cited below).
- Specialized accelerators, like **EcoFuel** (clean technology), **Execution Labs** (video games), **Hacking Health** (medical) and **Tandem Launch** (university partnerships). Several law firms also offer acceleration and support programs for startups.

Beyond accelerators - and beyond Notman House - Montréal is home to roughly **25 incubators at universities, coworking spaces, and companies**, with more than half dedicated to technology. **The 5 major universities** have incubation programs, including a collaborative endeavor by the 3 major francophone universities. The triumvirate has supported **190 new enterprises** and distributed more than **$1 million in startup prizes** through their annual Entrepreneurship & Innovation contest.

**Financing**

There is no shortage of money available for Montréal startups - particularly those in technology. Between 2000 and 2013, more than 45% of reported venture capital investments in Greater Montréal
($2.4 billion) targeted ICT projects. At the top of the funder list is Real Ventures, **Canada's largest and most active early-stage fund**, with investments in over 150 IT companies. Founded in Montréal in 2010 and based at Notman House, it is joined by a long list of other funds and investor groups, including Silicon Valley heavyweight Rho Ventures, which has offices in Palo Alto, New York and - since 2006 - Montréal.

There is also a broad range of City of Montréal entities, non-profit organizations, large public organizations and large private companies promoting entrepreneurship through grants, loans, training and mentorship.

**Events**

The Montréal tech startup ecosystem is brought to life by a vibrant grassroots community that hosts increasingly frequent events, such as the Montréal New Tech demo nights, Startup Weekend, DynamicMTL, **La Tournée des Entrepreneurs** and Startup Drinks, which are organized by an intricate web of 100+ community organizations. There are now even organized summer soccer and basketball leagues for the startup community.

New event concepts are also emerging in Montréal and spreading to cities around the world, such as Elevator World Tour and **Startup Open House**. Last year, more than 5,000 participants went behind the scenes in the Montréal offices of local startups (watch a video).

Leading annual conferences like **C2-MTL** (5,000 people in 2015) and the **International Startup Festival** (3,000 people in 2015) have also helped to showcase the city’s young entrepreneurs to international visitors.

**A Supportive City Government**

The city’s government has long offered support to entrepreneurs in the form of loans, grants, training and consulting, but this has reached unprecedented levels in recent years. In particular, at the beginning of 2015, Mayor Coderre oversaw a major restructuring of services and support organizations for Montréal businesses, reducing red tape and making it easier for entrepreneurs to get help "from startup to growth."

- 18 separate business support organizations simplified into 6 hubs that serve specific territories.
- Unified services and a single identity.
- Reduced red tape.
- Increased transparency and accessibility.

More recently, the City of Montréal began in September 2015 to recruit the 2016 cohort of the **Parcours Innovation** ("Innovation Pathway"). This is the continuation of an immersive experience 10 entrepreneurs took part in during the 2014 C2MTL festival. Along with key partners, the project gives 30 businesses structured coaching, training and experiences in innovation and creativity.

In addition, beyond simply announcing its new **Open Data policy**, the city administration has actively engaged with the community through events and partnerships to convert the data into powerful entrepreneurial projects and economic impact. As an
example, in November 2015, the Smart and Digital City Bureau initiated the **MTL Cycle Challenge** (Défi Vélo MTL). The 3-day sprint sought to develop intelligent urban mobility solutions for Montréal's cyclists. Using new data sets made available by Bixi (the 35,000 members Montréal public bike sharing system), the Metropolitan Transport Agency and the City, 120 participants came and imagined 20 different projects, products and services that encourage and improve the cycling experience in Montreal.

**Attractive Business Conditions**

Finally, there are several fundamental economic and geographic features underlying Montréal’s success as a startup ecosystem:

- #1 Most Affordable Places for Business in Canada (2015).
- 2nd among largest North American cities for lowest tax burden, particularly for research, innovation and technology, helping companies recover up to 70% for innovative engineering work.
- #2 most affordable city for young people in 2015, against 55 other cities around the world, bested only by Sydney.
- One-hour flights to Toronto, Boston and New York help entrepreneurs connect with other thriving ecosystems.
- Time zone that facilitates exchanges with Americas and Europe.

### Example #3: Montréal’s **Digital Spring**

**Year Started:** 2014

Digital Spring is a city-wide annual **90-day festival** to celebrate and showcase Montréal’s digital creativity and **to foster relationships between the ecosystem of digital artists, industry and the scientific community.** Launched two years ago by a coalition of the city’s elected officials, it is an unprecedented **collaboration between 123 organizations across every sector** of society.

Running from March 21 to June 21, the festival offers more than **300,000 participants over 150 digital events**, including:

- Interactive spaces
- Visual and audio performances
- Immersive experiences
- 3-D productions
- Cutting-edge electronic music
- Artist exhibitions
- Architectural installations
- Conferences
- Networking activities.

The 2015 edition allowed for a wide range of **cutting-edge events**:

- The presentation of immersive scientific multimedia experience **Tempo** at the new **Rio Tinto Alcan Planetarium.**

In 2015, the 2nd edition of Digital Spring grew tremendously:

- Almost doubled its programs, from 77 events (2014) to 150 events (2015).
- Engaged 123 organizations in collaboration.
- **Tripled attendance, from 100,000 to 300,000** participants.
- 20% came from outside Montréal, increasing # of visitors during a less active period for tourism.
- Further positioned Montréal as an internationally-renowned mecca for creative and digital arts.
● The Elektra 16 International Digital Arts Festival, which presents more than 50 of the most innovative local and international digital artists through some 10 partner sites.
● IX 2015, the International Symposium on Immersion and Experience held at the SAT.
● The video game segment saw an expansion in 2015 by allowing visitors to participate in “playtests” with game creators, thanks to Espace ludique (Playspace).
● A large-scale Game Jam Battle, coordinated by Le Mondial des Jeux Loto-Québec, also brought together 7 Montréal schools and universities in friendly competitions aimed at producing playable video game prototypes.

Bringing together researchers, educators, producers, artists and citizens from Montréal and around the world, Digital Spring develops the digital ecosystem in a variety of ways:
● Showcases the vibrancy, diversity, influence of Montréal’s digital ecosystem.
● Offers Montréalers, tourists an engaging, diversified program.
● Reinforces the name recognition and influence of participating events through a common thematic signature and promotion.
● Identifies and maps digital innovation players in Montréal.
● Supports connections, collaboration across the ecosystem.
● Highlights digital creativity as a driving economic and social force.
● Strengthens Montréal’s position as a North American digital arts capital.

Looking ahead, Mayor Coderre announced that the City and the Quebec Government will provide a $250,000 grant in support of the 2016 edition. In making the announcement, the Mayor applauded the economic impact of the event. Representing the provincial government, the minister responsible for the Greater Montreal Region, Robert Poëti, noted Digital Spring’s important contribution to Montreal’s international reputation.

Many of this year’s planned events will address innovation processes and new practices generated through digital creativity. There will also be a special emphasis on creating relationships between startups and business leaders, particularly through a series of events called “Digital Fridays,” which are expected to attract close to 1,500 organizations.

11. What were the top three investments backed by venture or risk capital in your community within the past 36 months?

<table>
<thead>
<tr>
<th>Month/Year</th>
<th>Company Funded</th>
<th>Description</th>
<th>Value (USD)</th>
<th>Source of Funding</th>
</tr>
</thead>
</table>

Intelligent Community Forum
www.intelligentcommunity.org
<table>
<thead>
<tr>
<th>Date</th>
<th>Company</th>
<th>Description</th>
<th>Funding Details</th>
</tr>
</thead>
</table>
| September 2014 | **LIGHTSPEED POS**  | Lightspeed offers cloud-based POS platforms for retailers and restaurants. Founded in 2005 the company currently processes around $10 billion a year in transactions from 25,000 customers across 100 countries, seeing growth of 123% over last year. Total investment of $123 million. | $21 Million in 2014
| September 2015 |                 |                                                                                                                                                | Invivia Series C round of funding led by CDPQ and Investment Québec, with participation from earlier investors Accel Partners and Invivia. |
| November 2014 | **Blockstream**   | Blockstream was founded in 2014 to develop new ways to accelerate innovation in crypto-currencies, open assets and smart contracts. The company aims to: • power interoperable markets that are fair and accountable • empower users with trustable and secure financial mechanisms via public auditability of their transaction history without disclosing more than necessary for the integrity of the blockchain Blockstream recently announced the first commercial application of the technology. Set to launch in early 2016, the offering will serve bitcoin exchanges, payment processors and traders by reducing transfer time. | $21 Million in 2014 LinkedIn cofounder and Airbnb board member Reid Hoffman, Khosla Ventures, and Canada’s own Real Ventures. Upward of 40 investors in total participated in the round, including Innovation Endeavors, Ribbit Capital, AME Cloud Ventures, Blockchain Capital and Future/Perfect Ventures. |
| June 2013    | **Breather**     | Breather is the world’s leading provider of on-demand private workspace. The idea for Breather came to CEO Julian Smith during his frequent travels, when he had no choice but to work in noisy coffee shops. He founded the company as a way to let people find a quiet space away from home and the office. By April 2015 the company was present in 5 cities, including Montréal, New York, Boston and San Francisco and now has a network of over 95 spaces. | $1.5 Million Seed money by Real Ventures and 11 other private investors Series A funding RRE Ventures, with Vayner/RSE, Real Ventures, SOS Ventures, and others. Series B funding led by Valar Ventures, with participation from Real Ventures, RRE Ventures, Slow Ventures and SOS Ventures. |
| September 2014 |                 |                                                                                                                                                |                                                                                                  |
| September 2015 |                 |                                                                                                                                                |                                                                                                  |
As one of the first initiatives following its creation in 2014, the City of Montréal’s **Smart and Digital City Bureau** released its Action Plan for 2015-2017. Developed with broad community involvement, one of the plan’s key measures involves elaborating literacy and digital citizenship initiatives to ensure that all Montréalers have access to digital technology and broadband, as well as the skills to actively participate and benefit in the broadband economy and civic life.

The City’s first objective is to **ensure broad access to connectivity for all citizens**. Therefore, ensuring access to **free WiFi** for all Montréalers is a fundamental part of the City’s strategy. With 750 free hotspots across the city, there is an excellent foundation. With solid investments in broadband infrastructure, the MTL WiFi program (see Question 2) adds important capacity and availability.

The municipal government also aims to be an active member or key partner of many organizations offering **cutting-edge, community programs**, such as Youth Fusion (described in question 6.1), PME 2.0 and Cybercap (described below).

Moreover, the municipal government is making it a priority to ensure that all citizens have the means, skills, knowledge and tools to empower them to be **active players in civic life**. In this regard, to facilitate access to web-based municipal information for citizens who have difficulties reading, the City of Montréal has partnered with university-affiliated research group **Challenge: Accessibility**, with a variety of developmental disabilities associations and with Simplicom, an organization specialized in text simplification. Through simple text and videos, available on the City of Montréal’s website, **citizens with learning disabilities and difficulties reading can participate in democratic life** and enhance community engagement.

Key to this strategy is the city’s **vast and vital library system** - urban hubs in every neighbourhood that offer citizens easy access to skills training and democratic tools.

45 libraries cover every neighborhood, including geographically remote and socioeconomically disadvantaged sections of the city. All of these libraries offer programs that improve digital literacy through workshops and services such as:

- How to download digital books
- How to use tablets
- How to use a mouse and keyboard
- Working in a Windows environment
- Navigating the Internet
- Internet security
- How to use email
- How to use social media

In the past 2 years, 4 new state-of-the-art libraries have been added to the system, each a “high-tech marvel” according to the press - and citizen feedback. “The library of today is a place for exchange and community, a so-called third place” explains the head librarian at one of the new sites. “A place where the generations cross paths.” Each of these new libraries offers citizens on-site digital **tools**, such as iPads and laptops, as well as **training and help** to use them. This is the pilot phase of a project to **equip every public library with tablets**. In addition, **5 libraries are equipped with 3-D printers**, with plans to roll them out to other libraries, as well.

In addition, to ensure that new web-based public services meet citizen needs effectively, the City plans to host **“Public Innovation Labs,”** bringing together Montréalers who want to “test drive” new web-based public services. Part of the public library network, the labs will invite Montréalers to get to know these digital tools better, allow them to offer useful feedback to the City and increase their knowledge and participation in civic life.

In one indication of their growing role and relevance, Montréal’s public libraries welcomed 6.7 million people in 2013, up from 6.4 million in 2010. Through their presence and participation in the city’s social, cultural and economic development, libraries are in a unique position to help make Montréal a **smart city in the full sense of the term.**

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13. Which of the following groups are the primary targets of your digital inclusion strategy, on which the majority of resources are concentrated?

**Intelligent Community Forum**

www.intelligentcommunity.org
14. Please describe up to three programs in your community that aim to increase digital inclusion by providing facilities, hardware and software, training, and incentives.

<table>
<thead>
<tr>
<th>a. Name</th>
<th>Funding Partners</th>
<th>Year Started</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communautique</td>
<td>X Local Gov X State/Prov Gov X National Gov X Private sector</td>
<td>1999</td>
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<tr>
<td>□ School □ Public-private partnership X Other</td>
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</table>

**Description**

For over 15 years, Communautique has been **dedicated to closing the digital divide**. Promoting information literacy, democratic access to technology and widespread use of ICTs, especially by at-risk or disadvantaged citizens, Communautique has trained and equipped hundreds of community organizations and supports thousands of people each year through mediator- and facilitator-led coaching.

But as the means to act upon the digital divide evolve, Communautique has also adopted new and innovative approaches such as Living labs, co-working spaces, learning circles, Fab Labs and video remix, offering powerful ways to support applied learning and development both collectively (learning with a from others) and entrepreneurially (learning through initiative and action).

Among their objectives:

- Increase access to ICTs and to the Internet.
- Combat socio-economic exclusion and unequal access to ICTs.
- Create a democratic cyber-culture.
- Promote resourcefulness and self-reliance among community groups and citizens.

They accomplish these goals by:

- Providing training in strategic use of ICTs.
- Supporting Community Internet Access Points (CAP Sites).
- Using open innovation resources and methods such as Living Labs, Fab Labs, learning circles and creative projects to encourage learning and development.
- Developing tools for deliberation and analysis, empowering all citizens, with a focus on research, experimentation and innovation.
- Engaging and co-operating within the community.
- Playing a leading role in citizen co-design practices.

Following are just some of their many initiatives:

**Youth Internships**

Through Communautique’s internship program, young people gain experience in ICT at host organizations. This program has included:

- 67,000 hours of training

Since its inception, Communautique has accompanied more than 100,000 citizens and engaged thousands of young people.

**Training**

Each year, Communautique trains and equips **hundreds of organizations** and thousands of citizens, offering both basic and tailor-made training in every aspect of ICT use, including business applications, open source software issues and practices, and train-the-trainer.

**Youth Internships**

- 67,000 hours of training
- 10,631 coaching sessions
- 116 internships
- 67 host organisations

**Senior-Centric Innovation Ecosystem**

- 4,000 seniors reached
- A collaborative innovation ecosystem established and supported

**Increasing Impact through Gamification**

- 8 workshops bringing together an ecosystem of key players
- Facilitation, prototyping, research
A Senior-Centric Innovation Ecosystem

The Gray Matter project is an innovation ecosystem bringing together elderly citizens, helpers, producers of goods, services and technologies, research groups, community organizations, public and private institutions, and more. In a reconfiguration of the concept of industrial clusters, the ecosystem model relies on the senior-user as driver of innovation and on the open innovation process of a living laboratory. Anchored in the Quartier de l’innovation, the project’s co-creative approach supports the emergence of new products and services that integrate technology to support the aging population’s health and well-being as well as social, cultural and economic participation. Not only does the project reach out to 4,000 seniors each year; it focuses on strengthening the economy through creation of value-added jobs and robust enterprises.

Increasing Impact through Gamification

The Metacollab project aims to extend the impact of training content through gamification. Since February 2013, the project has explored the ties between gaming and citizen engagement through facilitation, prototypes and research, including a series of 8 workshops that brought together professionals from the video game industry, social entrepreneurs, institutional representatives as well as academic researchers.

Fab Labs

Founded by Communautique as the 1st fab lab in Québec, échoFab brings the community together in an innovative and creative space that features 3-D printing and other interactive technology. Located in the Quartier de l’Innovation, ÉchoFab is certified by MIT and is a member of the international network of 400 Fab Labs. Working closely with universities and entrepreneurs, it is open to the community 2 days a week and offers a variety of training programs. People can work on their own projects or contribute to collective projects and open network development services. ÉchoFab also offers specialized services for businesses and the education community. Customized training and expertise in rapid prototyping and digital design allows échoFab to support educational projects as well as research and development.

To support the fab lab movement generally, Communautique initiated a series of participatory workshops entitled “Imagine Our Fab Labs: How can fab labs contribute to the vitality of our communities and in what fertile ground can this grow?” Out of this process emerged Fablab@Marguerite, Canada’s 1st school-run fab lab, here in Montréal

Research

Communautique conducts or contributes to various studies that assess the use of ICTs and how this is influenced by socio-economic factors. It also analyzes the impact of the digital divide in Québec and studies issues surrounding cyber-democracy.
b. Name | Funding Partners | Year Started
--- | --- | ---
CEFRIO | Local Gov, State/Prov Gov, National Gov, Private sector, School, Public-private partnership | 1987

Description

Short for the Center for Facilitation, Research and Innovation in Organizations, the CEFRIO network is dedicated to supporting digital inclusion by providing training, facilities, hardware and software to lagging organizations and their employees. Whereas Communautique focuses primarily on individuals, CEFRIO approaches the challenge of digital inclusion principally through organizations, as well as through research and knowledge transfer. Indeed, organizations and their workers who have not yet adopted digital technologies are in a precarious situation, with potentially damaging consequences economically and socially.

The network includes more than 150 university, industry, and government members and some 80 associate and guest researchers. They share a commitment to speeding up the transition to a digital society by using technology as a lever for social and organizational innovation. Specifically, CEFRIO develops new practices, coordinates pilot projects, conducts research and issues publications, all intended to build vibrant, connected communities.

Areas of focus include:
1. Helping organizations adopt and adapt to a digital culture.
2. Introducing new digital solutions to boost organizational productivity and competitiveness.
3. Testing new approaches to citizen participation and service delivery for all levels of government.

Fields in which they work include:
- Internet, mobility, social media.
- Digital technology and business.
- Digital technology and education.
- Digital technology and health.
- E-commerce and banking services.
- Digital technology and skills development.
- Citizen involvement and public services.

Though the organization has a province-wide focus, following are 2 examples of its programs that were deployed and had an important impact in Montreal.

**SME 2.0**

As one of CEFRIO’s key projects, SME 2.0 was launched in 2012 to encourage the use of digital technology by Small and Medium Enterprises, many of whom have lagged behind in adoption of technology and are therefore at-risk. The program has focused on the textile and aerospace industries, two critical sectors for Montréal’s economy.

Since its creation, the SME 2.0 program has accompanied 30 entreprises in their transition to digital technology. This accompaniment takes into

*Supported investments of $10 million in digital technology for improved enterprise productivity, efficiency and impact.*

*CEFRIO’s Change Lab approach recognized by ENOLL as a Living Lab, particularly within the SME 2.0 project.*

*Coordinated broadly collaborative coalition to support businesses in their transition to the digital economy.*

*Developed innovative online tools to support small and medium enterprises in adopting ICTs.*

*Supported immigrant workers in participating in the digital economy - and in participating more fully as citizens.*
account the current digital capacity of the enterprise and its employees, as well as its business model and vision. It is supported by a range of tools developed by CEFRI for the program, including:

- A free online diagnostic tool.
- A guide for selecting, implementing and using digital resources.
- Strategic and operational planning resources.

For each organization, CEFRI brings together a team of sector partners, university researchers and experts to offer additional support.

In total, participating enterprises invested over $10 million in their projects, each citing important gains in efficiency and business impacts. After a 3-year pilot phase, the program is being financed for another 3 years and will be expanded to include an accelerator approach.

**Mobile Training Unit**

The Mobile Training Unit is a CEFRI pilot project that used mobile IT classes to add flexibility and responsiveness to training offered to enterprises. A 53-foot truck was equipped for 12 learners, including:

- Workstations, high speed Internet connection, smart board, camera, laptops, and more;
- A multifunctional space for work specific to the enterprise whose workers are being trained.

In Montréal, the pilot project combined ICT training with government-sponsored French language training offered to immigrant textile workers - addressing two major obstacles to their integration into society and the digital economy. In the morning, sewing, and in the afternoon, French language training on computers.

Trainers in the program used diverse tools and technologies:

- Projector and smartboard;
- Individual computers, DVD player, Internet connection, etc.;
- Office software, multimedia readers, web navigation, etc.;
- Email, USB keys, Dropbox, etc.
- Online resources (self-guided programs, games, etc.);
- Films, virtual museum visits, French-language music, etc.

The goals achieved by the pilot project include:

- A more flexible response to the needs of enterprises and workers.
- Built digital competencies as well as basic skills.
- Developed the adaptability of workers being trained,
- Grew their autonomy: ability to look for work, go back to school.
- Enabled them to participate as citizens in social and cultural life.
- Greater participation in their own learning.
- Progressive and often remarkable mastery of the language.
- Cost savings for the program.
At the end of the successful pilot phase, the Mobile Training Unit was given to the **Formation Québec en réseau** (the Quebec Training Network), which continues to use it to offer training to enterprises and to other learning populations.

A report (in French only) about the project’s insights was widely distributed. Among its many publications, CEFRIO has also published a "Guide to Good Practices - Developing Digital Competencies," drawing on lessons from **10 such projects led by CEFRIO over the past 10 years**.

<table>
<thead>
<tr>
<th>c.</th>
<th>Name</th>
<th>Funding Partners</th>
<th>Year Started</th>
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<tbody>
<tr>
<td></td>
<td>CyberCap</td>
<td>Local Gov</td>
<td>State/Prov Gov</td>
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</table>

**Description**

CyberCap is a dynamic, award-winning non-profit whose mission is to offer **disenfranchised young people the chance to discover and experience digital media professions in order to improve their situation both personally and professionally**.

- Free, highly engaging 6-month job preparedness program.
- Offered to young, out-of-work high school dropouts (ages 18 to 25).
- Helps them gain knowledge and experience in digital media.
- Includes training and mentorship by a team of professionals.
- **Creative client project** in the field (e.g., web sites, logos, promotional posters, video clips and animations)
- Help with resume and digital portfolio.
- Fields: graphic design, web design, video, 2D animation, video/audio.
- Network of former participants help support students during the program and after.
- **Placement service** to help them find a job.
- Partners: City of Montréal, Employment Québec, Microsoft, TELUS (telecom), Forum Jeunesse de l’Île de Montréal.

CyberCap also offers a **program for 11 - 17 year-olds** that includes workshops to elementary and high school students, their parents and guidance counselors to introduce them to the field of digital media and encourage them to stay in school.

With its **engaging teaching approach** that respects the rhythm and needs of each person, **participants discover their talents and interests** as they develop greater autonomy and confidence in themselves. They are able to track their progress regularly through **individualized accompaniment**. Supported and encouraged by professionals who are committed to their success, participants arrive at the end of the program with a new perspective on their future, which now includes a return to school or a meaningful job in digital media.

Since its creation, CyberCap has reached more than 7000 students and more than 15 000 persons of all ages in classrooms and various public events. It has contributed to the **socio-professional integration of more than 800 disadvantaged youth while supporting the creation of 150 digital client projects, with considerable positive impact on the community**.

**Awards**

- 2015: Prize from the Québec Association for Educational and Professional Information
- 2014: Prize for the best training, awarded by Youth Integration of Québec.
- 2013: TELUS Prize for Excellence for Community Engagement.
- 2012: TechnoScience Prize awarded by the Québec Association for Research & Innovation.
A community’s citizens can be a barrier to progress, when they resist change, or can become its most powerful advocates for a better future. Intelligent Communities are also good marketers of their digital age advantages for economic development purposes.

15. Describe up to 3 policies or projects led by local government, business or institutions that educates citizens on issues of importance to the community’s future and encourages them to participate in creating needed changes.

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
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<tr>
<td><strong>Program #1: Je fais mtl / I Make MTL</strong></td>
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Citizens may resist change when it is thrust upon them or when it is presented as a one-way communication initiative. On the other hand, they are unlikely to resist change that they initiate themselves, particularly if they know they can count on support from political leaders and the broader community - and particularly when they see a vital role for themselves in an important social movement that inspires their pride of place.

This has been the thinking behind Je fais mtl (I Make MTL), a citizen movement driven by leaders from every sphere of society who want to help restore confidence and pride in the city and its economy.

After decades of economic stagnation, disappointing educational outcomes and a growing sense of cynicism and disempowerment, it was clear that change was needed in Montréal. In the past five to seven years, it also became clear that the seeds of renaissance were being planted across the city, with initiatives like Youth Fusion, the Quartier de l’Innovation, C2-MLT and countless others. But still, the time had come to spark the involvement of Montréal’s community, allying young citizens to lift Montréal, as Quebec’s engine of growth, back to the level of success it had once enjoyed. The Je vois Montréal (I see Montréal) initiative, a citizen movement, arrived just in time.

**Invitation to Contribute**

First launched by a coalition of visionary business and civic leaders as “I See MTL” in September 2014, the initiative was developed as an inspiring, bottom-up initiative in which citizens take more responsibility for their city and as an open innovation platform to create new economic momentum for Montréal. A broad invitation was extended for citizens and organizations to get involved in the movement (1) by proposing concrete actions through an online platform, (2) by sharing, voting and/or commenting on actions already submitted, or (3) by contributing to seeing them through. Projects submitted ranged widely, from beautifying the urban area to helping international students feel more at home; from mentoring new entrepreneurs to finding new housing for the city’s homeless.

**Rallying Event and Commitments**

Then, on November 17, 2014, a major rallying event was held to put the finishing touches on proposed actions through participatory workshops, discussions, networking, etc. Anyone who had participated in the online process was invited to take part, resulting in an electrifying gathering of over 1,500 leaders and engaged citizens from all sectors, all political parties, and all walks of life. In a self-selecting manner, participants engaged in a wide range of creative discussions. From that inspired gathering emerged 180 concrete and viable projects, whose leaders made public commitments, complete with signing ceremony, to see their projects through to completion.

**Follow-Up & Implementation**

Mayor Coderre then announced that a municipal office would be created to support and facilitate the 180 commitments. I See MTL became I Make MTL. In addition, a collaborative online platform was created in partnership with Montréal’s Smart and Digital City Bureau. The platform - called Faire Montréal (Making Montréal) - provides a forum for dynamic and transparent discussion, including:
- Project factsheets
- Idea and comment fields
- Calls for participation for specific projects
- Solution sharing groups
- An event calendar

The role of the I Make MTL office is to monitor projects from the I See MTL event, as well as new projects, to accompany projects through to realization, to maintain and increase the intensity of mobilization within the Montréal community and to collaborate closely with the City’s Economic Development Service in developing a stimulus program for the city.

As one participant in the process observed: “I See MTL” has created a spirit of collaboration without precedent in Montréal civil society.”

Québec Premier Philippe Couillard called I See MTL “a great gathering in the history of contemporary Québec and Montréal.”

And for Michel Leblanc, President of the Montréal Chamber of Commerce and co-initiator of the project: “This may well be the beginning of a renaissance for Montréal.”

An ever-evolving project

Bringing together the 180 projects from the I See MTL initiative and the 70 projects from Montréal’s Smart and Digital City Bureau, Faire Montréal is designed to grow. Over time, other major initiatives, such as the Montréal Sustainable Development Service, will add their projects to the list in order to benefit from this valuable tool for citizen collaboration and co-creation.

The platform also serves as a virtual space for the organization of major events, including: the 1st anniversary of I See MTL on November 17th 2015, as well as a series of Montréal Innovation Challenges organized by the Smart and Digital City Bureau.

Beyond a simple platform or an office of project monitoring, I Make MTL represents a turning point. It is a culture shift that redefines the ties between the City and its citizens.

Results

- The 2014 I See MTL invitation campaign reached 80% of Montréal adults.
- Nearly 300 projects were submitted to the web platform, which had 130,000 hits and garnered 15,000 votes, 2,200 comments and 7,000 registered users.
- The Faire Montréal online platform continues to support conversation, transparency and collective action, with 10,000 user sessions per month.
- One year after the rallying event, more than half the projects have been implemented (54), are in final test phase (16) or are in development (54).
- The initiative has created a huge surge of passion, optimism, engagement… a sense of power and possibility… and the visible emergence of a collaborative movement.

Among the projects

- Salon 1861: a gorgeous old church (built in 1861, hence the project’s name) that had been vacant for years before being converted into a dynamic co-working and innovation space.
- **L’Esplanade**: The first collaborative space dedicated to entrepreneurs and social innovators in Quebec. Located in a former manufacturing district undergoing rapid transformation, l’Esplanade is a co-working space also offering scholarships, an incubator (À go) and an accelerator (Impact8—powered by The Mars Foundation), in addition to being a public space where citizens can participate in the creative process.
- **La Remise (The Shed)**: a co-op that lends out tools and offers workshop space to the public.
- **Potloc**: a service and website that allow citizens to select the business they wish to have fill empty store locations in their neighborhood and provide entrepreneurs with information that will help them choose their store location. A great way to contribute to local economy.
- **Street Soccer Montréal**: a street-soccer organization for homeless youth.
- **Lande**: an online platform that encourages citizens to get involved in redeveloping vacant lots across the city.

### Program #2: Institut du Nouveau Monde (INM) / The New World Institute

The Institut du Nouveau Monde (INM) is dedicated to growing citizen participation in democratic life and to the renewal of thoughts, ideas and society. Reaching 20,000 people each year, its activities fall into several categories:

- Hosting public discussions on important civic issues, such as Health and Education. Since 2004, over 12,000 people have participated in the Institute’s citizen forums.
- Providing citizenship training and supporting individual involvement in community action.
- Publishing theme-based kits to support informed dialogue on current issues.
- Facilitating a web-based discussion forum.
- Promoting the ideas, projects and proposals arising from citizen discussions, including communicating them to the general public and to policy-makers.
- Studying and reporting on the state of citizen participation in Québec.
- Helping organizations establish quality “participatory spaces.”

**Two programs** aimed at young people stand out in particular.

1. **Citizenship Schools: Summer and Winter Schools**: Since 2004, the Institute has offered dynamic Summer Schools on Citizenship to people ages 15 to 35, and Winter Schools specifically for college students. Over a 5-day period, 500 to 700 participants discuss current issues, define the kind of world they want to live in and augment their citizenship skills. Around 5,000 young people have participated in the Institute’s Summer and Winter Schools.

2. **À go, on change le monde! (On go, let’s change the world)**: Since 2007, this program has supported and promoted social entrepreneurship projects undertaken by young Montréalers through information, advice, financial assistance, references to professional services, a mentoring network and a young social entrepreneurs’ club. More than 900 young entrepreneurs have gone through À go, on change le monde.

16. Please give up to two specific examples of communications programs – aimed at people or organizations *inside your community* – that focus on your Intelligent Community initiatives and successes. Include hyperlinks where available.

<table>
<thead>
<tr>
<th>Marketing Programs or Materials</th>
<th>Intelligent Community initiatives featured; how explained</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://villeintelligente.Montr%C3%A9al.ca">http://villeintelligente.Montréal.ca</a></td>
<td>In March 2014, Montréal created the Smart and Digital City Bureau to ensure the city would translate its ambitious vision and emerging initiatives into tangible and lasting successes for all its citizens. Informed by public consultations as well as research, one of the Bureau’s first actions was to develop a comprehensive, highly accessible website to present its strategy, its Action Plan and evolving projects. The website also serves to invite continued citizen input and participation and to support innovation.</td>
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<tr>
<td>Facebook</td>
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<td>Twitter</td>
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On this website, citizens can easily access the following information:

- An overview of the **commitment and guiding vision** of Mayor Coderre and of Harout Chitilian, the Vice Chair of the city’s Executive Committee, who is also responsible for information technologies and the smart city.

- The **Smart and Digital City Strategy**, with its 5 focus areas and 4 structural components.

- The **Smart and Digital City Action Plan**, with its 6 programs

- An outline of the **consultation process** by which the Action Plan was developed, with all accompanying documents.

- Seamless integration with the **Faire Montréal** collaborative online platform for accessing details and **tracking progress for projects** within the Action Plan.

- Links to other **Smart City resources and initiatives** in Montréal (i.e., Québec’s Digital Cultural Plan, a White Paper on Living Labs, etc.).

- A collection of **case studies** that inspired the development of the participatory process and the strategy of the Digital and Smart City Bureau.

Moreover, a dynamic section allows for **citizen input and ideas** - which are then categorized by theme - to help make the city **smarter**.

Reaching beyond the website, there are invitations to a steady stream of **public events** that the Bureau hosts, in most cases with multiple partners (and multiplied communication reach). In only the last two months, for example, in addition to the Défi Vélo MTL cited above, there was a series of 3 engaging, creative workshops to invite feedback and discussion about the city’s digital strategies.

![Image](image_url)

© Eva Blue | Ville de Montréal 2015

In December (2015), Montrealers were also invited to become **Citizen Testers** of the Smart and Digital City, volunteering to join a pool of potential focus group participants who may be interviewed on a variety of topics, including their usage of a city service, their vision of a project or service, or to test products and applications. To date, 244 citizens have joined the Montreal Smart and Digital City Citizen Tester group.

And then, of course, there is InnoCité MTL, **Montréal’s smart city accelerator**, with its flow of communications and events - including the largest demo day event ever held in Canada, with over 1,400 people in attendance this last december (2015).

As communication is also about illustrating the impact of our actions, the Montreal Smart and Digital City Bureau is currently working in collaboration with experts from the CEFRI (cited above) to establish key performance indicators in order to measure its development. Beyond the development of KPIs, this process includes the establishment of base references, the establishment of objectives and the public monitoring of Montreal’s performance as a smart and digital city.
Finally, the Montreal Smart and Digital City Bureau is very active on social networks, including: Facebook, Twitter, LinkedIn, Flickr, and YouTube.

**PME 2.0**:  
http://pmenumerique.ca


Key to Montréal’s economic success is the health of small and medium size companies. As described in 14.2 above, the Center for Facilitation, Research and Innovation in Organizations (CEFRIO) launched SME 2.0 in 2012 to encourage the use of digital technology by Small and Medium Enterprises. Since then, the SME 2.0 program has accompanied 30 Montréal-based enterprises in their transition to digital technology. In addition to making many tools available to this important community, it has showcased its many successes to advocate digital technology adoption via its new website http://pmenumerique.ca.

In addition, on October 30, 2015, an event organized by the Montréal Chamber of Commerce and CEFRIO brought together 250 participants on the topic of the “Inevitable Passage to Digital” for small and medium enterprises. The gathering attracted a significant amount of press coverage. The program for the event can be found here: http://www.ccmm.qc.ca/fr/e_rdvperspectives_rdv_1015/

Results from the SME 2.0’s first phase were also shared at the event:


Businesses who went through the transformation to digital technology share their story through succinct and visually appealing videos and case studies found here: http://pmenumerique.ca/en-images-des-pme-temoignent/  
Whether it be on how to better manage data through an integrated management system, how to plan and deploy an e-commerce strategy, or how to implement a digital on-line marketing plan, entrepreneurs describe the change process, key success factors, results and lessons learned in a clear and dynamic fashion.

Links to Facebook, Twitter and LinkedIn are also provided to help this community get up-to-date information on trends, research results, and success stories linked to the adoption of digital technologies.

In addition, the program is coordinated in partnership with 2 of Montréal’s major industry clusters (aerospace and textile), adding to the marketing impact.

17. Please give up to two specific examples of communications programs – aimed at people and organizations outside your community – that feature your Intelligent Community initiatives and successes. Include hyperlinks where available.

<table>
<thead>
<tr>
<th>Marketing Programs or Materials</th>
<th>Intelligent Community initiatives featured; how explained</th>
</tr>
</thead>
</table>
| Montréal International ambassador Contact MTL program  
https://twitter.com/greathrMtl | Montréal International is an organization that acts as an economic driver for Greater Montréal to attract foreign wealth while accelerating the success of its partners and clients. In September 2015, Montréal international created Contact MTL a program that engages dedicated Montréalers of all backgrounds to help shine a global spotlight on the region. Contact MTL ambassadors are people who simply love Montréal, want it to thrive and are ready to actively promote the region and garner recognition for its strengths and achievements at home and around the world.  
Ambassadors have a subscription to the Twitter feed @GreaterMTL, which provides ongoing updates on Montréal’s achievements. They can also subscribe to an exclusive newsletter to stay up-to-date on all the latest highlights, learn about Montréal’s niche strengths and see how the other ambassadors are performing.  
Between September and December 2015, 2,000 ambassadors have already been recruited. The Contact MTL website and social media feeds showcase Montréal success |

http://www.intelligentcommunity.org
stories, with a strong focus on Intelligent Community initiatives. Initiatives are presented succinctly and in a visually appealing manner. Hyperlinks to more in-depth articles are integrated into the feed. Here is a sampling of recent news presented, which can be relayed by Montréal ambassadors around the world:

**Good news for digital arts sector in Montréal**

**Innovative digital business initiatives by key financial institutions**

**Information on a hackathon aimed at using open data to improve Montréal mobility, especially cycling routes**

**Great investment news for local companies, like SweetIQ, an industry leader in local search marketing, helping Fortune 500 brands convert online searches to in-store shoppers**

Montréal’s best marketers of digital age advantages for economic development purposes: Mayor Denis Coderre and Harout Chitilian, Vice President of the City’s Executive Committee responsible for Information Technologies and the Smart City, advocate for Smart Cities in Québec, Canada and abroad. In 2015 only, Mayor Coderre and Harout Chitilian, Vice President of the City’s Executive Committee and responsible for Information Technologies and the Smart City, attended many international conferences related to Smart Cities.

During an international visit to China, Mayor Coderre made it a priority to position Montréal as a smart city. He reinforced this message during a panel he was on at the Canada China Chamber of Commerce. Mr. Chitilian alone participated in over 60 public events, in Montréal and abroad, to present, discuss and enrich Montréal’s Smart City Strategy and Action Plan. Here is a small sampling of those events over the last year in which Mr. Chitlian was either a presenter or panel member:

**On Montréal’s Smart City Strategy and Action Plan**
- 2015 McGill Institute for the Study of Canada Conference “The Cities We Need”
- Smart City Expo MTL (http://www.smartcityexpomtl.com/fr/conferenciers (March)
- Smart City Bordeaux (http://smartcitybordeaux.latribune.fr/intervenants/) (April)
- McRock’s 4th Annual Industrial Internet of Things Symposium
  http://www.mcrockcapital.com/iiot-symposium.html (May)
- Intelligent community Forum Summit 2015
- Smart City Expo World Congress in Barcelona (November) (M. Chitilian was represented by M. Stéphane Goyette, Director, Digital and Smart City Bureau)

**On Montréal’s use of open and local data**
- HEC Startup Weekend
  http://www.up.co/communities/canada/Montréal/startup-weekend/5275 (March)
- The 3rd International Open Data Conference
  https://internationalopendataconfer2015.sched.org (May)
- Statistics Canada, Presentation in the « Speakers Series » (September)

On “Building the High-Impact Metropolitan Innovation Ecosystem”
2015 Intelligent Community Forum Summit & Awards, Toronto (panel discussion)

On Smart City Management in Urban Planning
● Québec’s Municipal Engineers’ Association’s Annual Conference (September)

18. Please provide up to three success stories of business formation, growth or attraction in your community.

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<tr>
<th>Company</th>
<th>Description</th>
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</table>
| Success Story #1: **Lightspeed POS** | With over 400 subsidiaries of foreign businesses in the software development industry alone - accounting for over 34,600 jobs - Montréal attracts companies from around the world, including heavyweights like Google, IBM, SAP, CGI, and Autodesk Oracle. Amazon, the leader of the cloud infrastructure provider’s market, also announced in mid-January 2016 that their next AWS data center region, the fifth one in America and the first one in Canada, will be Montréal. Even a financial giant like Morgan Stanley chose Montréal for its 500-person Technology & Engineering Centre, developing applications ranging from trade capture systems to mobile apps.
   As important as business attraction is, however, Montréal’s most exciting software industry stories are those of homegrown business formation and growth.
   Lightspeed POS offers one particularly inspiring example. Founded in Montréal in 2005, the company offers cloud-based Point-Of-Sale and commerce platforms for retailers and restaurants:
   ● A robust set of tools allows retailers to run their entire business from one place, with integration across online, mobile and in-store channels.
   ● Includes everything from advanced inventory management and customer preferences to sales and big-picture analytics.
   ● Enables merchants to launch customized, professional online stores quickly and with minimal technical requirements.
   ● Localized, multi-lingual, multi-currency eCommerce platforms enable integration with leading international payments providers and automatically calculates international tax.
   ● Provides a complete set of marketing tools, including SEO optimization, social sharing and a built-in blogging platform.
   **Business Formation**
   Vancouver-native Dax Dasilva launched Lightspeed shortly after moving to Montréal in 2001. “A lot of my friends were in our mid-20s and we decided that the European flavor of Montréal was alluring,” he explained in a recent interview. “Lightspeed builds serious tools, but we love to incorporate beautiful design into our products. Montréal is a fashion, design-oriented city. It’s [also] very close to New York, the retail capital of the world and where we also have an office, so it’s been a great place to build a company.”
   As Apple was stunning the world with its revolutionary in-store customer experience, Dasilva realized that the POS options available to other retailers were big, ugly, and expensive custom machines that required an outsourced IT team. That was unappealing to small and design-focused businesses. “People wanted to use Macs,” Dasilva explains, so he obliged them. Lightspeed grew and evolved as Apple did, eventually moving to mobile point of sale using the iPad.
   **Growth**
   From its days as a 4-person startup in 2005, the company has enjoyed both profitability and rapid global growth.
   ● 1900% growth 2006-2011 – ranked as one of Canada’s 200 fastest-growing companies.
   ● 123% year-over-year growth in 2015.
● More than 34,000 customers in over 100 countries, online and offline.
● Over US$12 billion processed annually.
● More than 17,000 actions processed per minute.
● 1,000 new stores every month.
● 350 employees, 210 in Montréal with the rest in 7 other global locations.

Funding History
From 2005 to 2011 – the era when Lightspeed was logging 1900% growth - the company had no outside investment. Besides bootstrapping pluck, the startup team also had the support of government grants and advice from Montréal’s network of support organizations. “The province of Québec gets a lot of credit here,” says DaSilva. “All those organizations were a big factor in our early survival. They really did structure our first 3 years.”

They also had support from their original 150 customers: Apple dealers who then became the sales channel. “They went out and spread the gospel of the experience that you can create in your store with deep systems and rich sales tools that would thrill customers,” says Dasilva.

Then in 2012, Lightspeed took on $30 million in investment from Accel Partners, the Silicon Valley group behind the success of Facebook, Groupon and Angry Birds. “They were operating on an investment thesis that there is a major evolution coming in retail and that Apple is leading the way,” Dasilva explains. “They saw this trend exemplified in what we were doing, and wanted to help us go to another level with what we were building.”

In September 2014, Lightspeed closed a $35 million investment round led by iNovia Capital.

And in September 2015, the company received an additional US$61 million in funding, co-led by CDPQ (a public/para-public pension fund manager) and Investment Québec (the province’s investment arm). The funding round also included participation from earlier investors Accel Partners and iNovia Capital.

This brought Lightspeed’s total funding to date to US$126 million.

Much of the funding has supported partnerships and acquisitions, in a strategy to complement and expand Lightspeed’s offerings.

The source of the latest round of financing, not to mention a new office on the edge of Old Montréal with plenty of space for future expansion, is an indication of the company’s commitment to the city. The funding “could have come from many places,” Mr. Dasilva says. “This round of investment shows we are here to stay.” His goal is for privately held Lightspeed to become Montréal’s first so-called “unicorn” – a tech firm boasting a $1-billion valuation. "We want to be the tech anchor in Montréal."

Success Story #2: Sid Lee
Despite its relatively small population, Montréal is home to a world-renowned collection of digital entertainment enterprises from multiple sectors such as live shows, visual effects, multimedia, film & television and related industries. Together, they form an ecosystem marked by broad, cross-sector collaboration that directly feeds business formation, growth and attraction.

“In Montréal, the various industries speak to each other,” says multimedia producer Moment Factory’s Eric Fournier. “We don’t work in silos like they do in places like New York. Because of Montréal’s smaller size, sectors like aerospace, fashion, video games and entertainment are all connected.”

At the heart of this digital entertainment ecosystem, Cirque du Soleil plays a special role. Since its beginnings in 1984, Cirque du Soleil has thrilled almost 160 million spectators in over 330 cities and 48 countries. Along the way, the organization has actively contributed to the growth and market development of Montréal firms such as Sid Lee in advertising and marketing, Moment Factory in multimedia environments, Solotech in show-related equipment, and many more.

Among them, interactive marketing pioneer Sid Lee offers a particularly excellent example. Founded in 1993 as a digital agency, it is one of the few digital firms to evolve into a full-service provider. In 2000, the advertising agency made its first pitch to Cirque du Soleil in a global competition to redesign its website. "We had to beg to be included because our credentials at that point were not at the level of some of the firms,” said co-founder and CEO
Jean-Francois Bouchard. Sid Lee won the contract, launching the small Montréal firm onto the global stage. “Cirque du Soleil was a game changer,” said co-founder and President Philippe Meunier.

Sid Lee eventually moved beyond Cirque’s website to acting as its overall advertising agency. In fact, Cirque du Soleil liked Sid Lee’s work so much that in 2012 it bought a minority equity stake in the agency, adding CEO Daniel Lamarre to the agency’s board of directors.

Since that game-changing moment, Sid Lee has gone from a small but well-regarded creative firm servicing primarily Québécois-based clients to a world-renowned shop working with brands like Ubisoft, Facebook, Disney, Coca-Cola, Intel, Vodafone, Qatar Airways, Red Bull and Adidas. The agency had 229 employees in 2008; it now has 600 spread across offices in Montréal, Toronto, New York, Paris, Amsterdam and Los Angeles, as well as an architecture and video production arm. Forbes magazine named it one of the Top 5 Most Performing Agencies in 2011. Named “Agency of the Year” four times since 2009, the company has earned a global reputation for its progressive work and the solid results it achieves for top-tier clients.

What attracts international clients is the agency’s eclectic and multidisciplinary approach to its work, employing writers, graphic designers, musicians, architects, tech engineers and more to solve any number of branding problems. That allows them to take on ambitious projects like partnering with Moment Factory to create one of Montréal’s most cherished museum exhibitions, Yours Truly, Montréal, a multimedia show that takes viewers on a historical journey unlike any they have ever seen.

No other brand illustrates the Sid Lee approach as successfully as Adidas. Along with a comprehensive range of activities, the agency released an iPhone application that allows users to take a photo of any Adidas shoe and find the closest store that stocks it. Then they created a splash at the 2012 Super Bowl halftime show. “You had Madonna decked out in Adidas, performing in a show produced by Cirque du Soleil [and Moment Factory],” says Sid Lee’s chairman, Bertrand Cesvet.

“What we intend to do now is take that model and bring it to many brands around the world to create a connection with consumers through live entertainment.” In this way, live branded entertainment can live online well beyond the original event. From a revenue perspective, it moves Sid Lee from a traditional client fee structure to shares in tickets, merchandise and licensing, as well as intellectual property plays like product design and events such as C2-MTL, which Sid Lee created with Cirque du Soleil, Moment Factory and others.

In July 2015 Sid Lee was acquired by Japan’s largest advertising network, with the commitment to keep the creative management team intact in Montréal. The move will allow the company to access Asian markets. The ecosystem’s multiplier effect contributes generously to the development of Montréal’s digital creative companies. Cirque du Soleil, Sid Lee, Moment Factory and others are “building the Québec of tomorrow,” says Meunier.

**Success Story #3: Ubisoft and the Video Game Industry**

There are 5 places in the world where there is a significant concentration of multimedia and video games, and Montréal is in the top 3 with Japan and California. With 7.3% of its workforce employed in leading-edge sectors, Montréal offers video game studios access to experienced, multilingual and highly trained developers. In the past 10 years, the video game industry in Montréal has experienced annual growth averaging 22%, moving from 1,200 to 8,900 jobs. A little over 30 years old on average, these workers earn around $72,000 per year, making them significant drivers of the local economy.

Much of this industry growth comes from business attraction, as the talent pool, culture, government incentives and the presence of a few anchor companies have drawn companies to Montréal in significant numbers.

At the head of the list is French company Ubisoft, active in Montréal since 1997. With 2,700 employees and 75 games developed, Ubisoft Montréal is now the world’s biggest game development studio.

According to CEO Yannis Mallat, “Ubisoft very early on saw Montréal as a future place of growth for video games. There were actually some players in the industry, such as Softimage, that were already here, and also Montréal has good universities. Though people are North American, there is a certain amount of European culture, so it’s always about creativity.”

In addition, Communications Director for Ubisoft Montréal Cédric Orvoine explains: “the [government] incentives that were put together 14, 15 years ago are one of the keys of why the industry is so successful here in Montréal.” The first of their kind for the video game industry, those subsidies paved the way for other companies to enter the market.
At the outset, it was predicted that Ubisoft Montréal would have 560 employees in late 2002 and that their numbers could possibly reach 800 in 2007. Today, the studio has more than 2,500 employees, accounting for ⅓ of the video game industry in Québec.

In October 2013, Ubisoft announced that it would create 500 new positions in Montréal over the next 7 years, injecting $363 million into the local economy. This time, the company benefitted from $9.9 million in government assistance, as well as adjustments to the tax credit for multimedia titles, which allowed new job categories to qualify.

Not only did Ubisoft change Montréal’s economy. The company’s decision to set up in an abandoned textiles factory in the Mile End district brought change to the city's landscape. With this decision, Mile End changed from a low rent area devoid of business to a cultural hub with many young professionals and other businesses.

Riding Ubisoft’s wave - both of commercial success and government financial support - other major international game developers have established headquarters in Montréal, including Warner Bros., Activision, EA Games, Gameloft, THQ and Eidos/Square Enix.

- Present in Montréal since 1999, French game developer Gameloft announced in 2014 an investment of $38.5 million over 3 years to enable its Montréal studio to become a center of excellence for online and multiplayer game development and to create a hub for data processing since Montréal already holds an important part of the French group’s IT infrastructure. The investment added 100 jobs, bringing the total to 515. The project was supported by a non-reimbursable contribution of $1.3 million from Investment Québec.

- Warner Bros. selected Montréal as the home of its new video game subsidiary, Warner Bros. Games, in 2011. Then in 2013, the company announced that it would expand its studio through a 5-year, $63-million expansion project and the creation of 100 new jobs. The company, which currently employs 325 people in Montréal, hopes to grow to over 500 employees by 2018. The Québec government supported the project by offering a non-refundable contribution of $1.5 million through Investment Québec.

- French game developer Ankama chose to open its North American studio in Montréal in 2013. The studio is Ankama's largest outside France and the only one with a development team. Ankama received support from Investment Québec and Montréal International.

Québec is also home to a strong indie community, with micro studios accounting for almost 60% of the companies in the province - though since 2013 the trend has been toward growth and consolidation. For example:

- Founded in 2007, Montréal-based Ludia recently announced a new $30 million investment to expand the studio and add 100 new positions to the 300 existing employees. One of its most recent successes, Jurassic World: The Game, launched on April 30th, 2015, and generated close to $25 million in gross revenue in the month following the movie release. The game ranked #1 on Apple’s App Store in over 30 countries and was one of the top 10 grossing apps in over 50 countries. Together, Ludia’s Jurassic franchise games reach over 2 million unique users daily.

Not only has Ubisoft paved the way for the attraction, formation and growth of these companies and more. Its success has helped generate an ecosystem of related software and sound companies and has inspired local schools, including Concordia and McGill, to develop design courses to feed the industry.

The arrival of Ubisoft institutionalized what at the time was a marginal, underground sector in Montréal, giving the industry - and the city - new credibility. Now, with a critical mass of schools, great talent and studios in a single city with affordable rent, Montréal stands on its own as a global hub for the video game industry.

**Indicator #6 Sustainability**

Communities that use fewer resources to create products and provide services are more efficient and productive, which is key to continued improvements in standard of living. Many if not most sustainability measures improve local quality of life, from cleaner air and water to improved public transportation and greater “livability.” Communities that make sustainability a shared goal typically engage organizations, community groups and neighborhoods in sustainability programs and activities. These contribute to civic pride, local identity and mutual understanding. Do not include information already reported under Innovation.
19. Describe the most important sustainability program or project that your community is engaged in.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Montréal Community Sustainable Development Plan 2010-2015</th>
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| **Problem to Solve**                                                         | Environmental protection is a major challenge for Montréal, as it is in major cities worldwide. To mitigate the effects of urban development on the environment, the municipality has chosen to focus on sustainable development and has adopted various programs and policies to that end. These include a strategic sustainable development plan (described below), as well as urban plan, a transportation plan, a policy of protection and development of natural habitats, a tree policy, and strict regulations on the use of pesticides. The commitment to adopt the first strategic plan for sustainable development grew out of the Montréal Summit held in June 2002, which aimed to unite the city’s different stakeholders around building a strong and viable future for Montréal. Several organizations signalled their determination to work with the municipal administration by signing the Montréal Community Declaration on Sustainable Development (In French only) and making a shared commitment to implement specific actions. Instead of focusing on one specific project, the ambitious program was developed around 5 strategies:  
  - Improve air quality and reduce greenhouse gas emissions  
  - Ensure the quality of residential environments  
  - Practice responsible resource management  
  - Adopt solid sustainable development practices  
  - Improve protection of biodiversity, natural environments and green spaces |
| **Description**                                                              | Montréal’s approach: TOGETHER FOR A SUSTAINABLE METROPOLIS |
|                                                                             | The cornerstone and innovative aspect of Montréal’s approach to sustainable development is the shared commitment of the City and 230 partner organizations to achieving practical and measurable initiatives. Through the Montréal Community Sustainable Development Plan 2010-2015 (which is a continuation of Montréal’s First Strategic Plan for Sustainable Development covering 2005 to 2009), Montréal has confirmed its commitment to making sustainable development the basis on which the city must be developed. Under the leadership of the municipal administration, a number of City departments, local administrations and partner organizations have worked together on different committees to develop the Plan. “Together For a Sustainable Metropolis” reflects this unique approach, which promotes concerted community action and an increase in sustainable development initiatives. Nine objectives and 37 actions have stemmed from these strategies, touching on greenhouse gases, fine particulate concentration, production of drinking water, organic and recyclable waste, clean technology, and green infrastructures and others. |

**COMMITMENT OF PARTNER ORGANIZATIONS**  
Developed in close collaboration with 180 Montréal organizations from all sectors of society, the Plan engages over 230 partners to implement its different actions. The City of Montréal’s challenge to each partner organization is to:  
- Work together with the municipal government to make Montréal a sustainable city  
- Commit to carrying out approximately 10 initiatives from the Plan  
- Promote the initiatives outlined in the Plan to other organizations or the public when such initiatives are directly related to their mission or service offerings  
- Report on the progress they make on their commitments
● Publish their commitments on their web site
● Encourage at least one of their business partners to become a partner in the Plan

TOWARD A SUSTAINABLE METROPOLIS
The tagline “Together Toward a Sustainable Metropolis” reflects the larger goal that each citizen must do his or her part to make Montréal a sustainable city. The city website proposes some actions that can be carried out collectively by its citizens, in a section titled How to become an ecoMontréalier.

OTHER INITIATIVES BEYOND THE PLAN WORTH MENTIONING

● High priority has been placed on facilitating active mobility, mainly pedestrian circulation and cycling. Key facets of the mobility plan include: supporting BIXI, the public bicycle sharing system, incentives to encourage integrated mobility, plans to add 150 km in bike paths by 2018, and plans to clear Montréal’s 395 km of bike lanes in the winter, are key facets of the mobility plan.

● A plan to develop and promote the use of electricity to power transportation mainly through the public transit system (metro and bus), and the establishment of electric self-service vehicles (1000 electric charging stations to come within 5 years).

● LED Lighting Project: The city plans to upgrade 110,000 streetlights in the coming years. This smart city project has projected savings of over $278 M over a 20 year period (useful life of LEDs).

<table>
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<tr>
<th>Results to Date</th>
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<tr>
<td>● Over 230 partners from all types of organizations, up from 180 in 2005.</td>
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<td>● Improved air quality (15% reduction of fine particles and 13% reduction of nitrogen dioxide concentrations since 2010).</td>
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<td>● A 26% reduction in water production since 2001, therefore surpassing the 20% reduction target in water production aimed for 2016.</td>
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<td>● A 12% reduction in municipal waste between 2010 and 2014.</td>
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<td>● A 7% reduction in construction, renovation and demolition waste since 2014.</td>
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<td>● A 2009 study revealed a 6% reduction in greenhouse gases for the Montréal community between 1990 and 2009.</td>
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<td>● 730 km of bicycle paths, the most of any Canadian city, 50 km of these added in 2015. The city plans to add 150 km more by 2018.</td>
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<td>● The public bicycle sharing system, BIXI, with its 460 stations and 5,200 available bicycles saw a 9.4% increase in trips over the last year, for over 3.5 million trips.</td>
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<td>● In its 2014 annual report, Montréal’s public transit agency (STM) states it has reached a historic ridership level of 417.2 million passenger rides, an increase of 700,000 rides since 2013. Moreover, GHG emissions per passenger-km decreased by 11% compared to 2006 levels. In April 2015, Corporate Knights, a magazine specializing in corporate sustainability, listed the agency among the most responsible mid-size Canadian corporations.</td>
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<tr>
<td>● 1,000 organizations specializing in clean technologies, including 450 companies and 200 public research groups. 11 universities offering specialized program</td>
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<tr>
<td>● 79 projects recognized since 2007 at the annual Gala for environmental and sustainability initiatives (see below for more information).</td>
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AWARDS
Federation of Canadian Municipalities – Green Champions Awards (2012)
The FCM Green Champion Awards are intended to promote and reward municipal champions in sustainable development. Montréal garnered the award for its sustainable development practices as a whole and for the many initiatives it has implemented within its organization and the community.

The LivCom Awards, International Awards for Liveable Communities (2010)
Montréal’s First Strategic Plan for Sustainable Development won the silver award in the “Environmentally Sustainable Project” category of the 2010 LivCom Awards, the world’s only competition on best international practices for management of the local environment. A United Nations Environment Program initiative, the award is designed to recognize innovative projects that demonstrate a good knowledge of sustainable development and the environment and that have a positive influence on local communities and the environment.

Excellence award for Québec’s Public Administrations (2010)
Montréal’s Environment and Sustainability Division won this 2010 award in the “Municipal” category for management of Montréal’s First Strategic Plan. The award recognizes teams and individuals whose achievements have had a positive impact that captured the attention of their community.

Phénix de l’environnement (2010)
Montréal’s First Strategic Plan was a finalist in the “Responsible consumption” category of Les Phénix de l’environnement, which recognizes excellence and know-how in protecting the environment and promoting sustainable development.

Federation of Canadian Municipalities Sustainable Community Awards (2006)
Montréal received the Sustainable Community Award in the “Planning” category for the innovative and replicable nature of the First Strategic Plan.

20. Please report the annual average air quality reading of your community based on all available air quality readings in the municipality (ug/m³).

See attached file

21. What is your total residential and commercial indoor water use (litres or gallons)?

Montréal’s residences and businesses are not all equipped with water meters. However, with its 6 water treatment plants, Montréal produces drinkable water for 16 cities in the urban agglomeration as well as for the City of Charlevoix, close to Montréal. The City of Montréal is presently upgrading its aging water infrastructure. Since 2001, the production of drinkable water per person per day has decreased from 1,120 litres to 823 litres. The urban agglomeration of Montréal has therefore surpassed its 20% objective of reducing water production, a full year ahead of schedule (31 December 2016).

22. How many metric tonnes or tons of municipal waste goes to landfills from your municipality per year, after subtractions for recycling, composting and incineration?

583,380 tonnes, down 12% from 2010.

23. What percentage of trips in the municipality take place without use of an automobile (transit, bike, walk) over the course of one year?

According to a 2012-2013 report on transport in Montréal, 45% of work-related trips in the urban agglomeration of Montréal took place without the use of an automobile (34.1% public transit, 8% walking, 2.9% bike).
24. Does the Mayor, Council and city staff provide visible support for sustainability initiatives?

Support from the mayor, elected officials and city staff has been key in the success of this plan. In fact, the development of the 2010-2015 Plan involved a number of city departments, local administrations and partners, who worked in different committees. Moreover, city staff, officials and partners have organized and led many events and platforms that highlight, celebrate and advocate for sustainable initiatives, including:

- **Gala for environmental and sustainability initiatives** (held annually from 2007-2015): Organized by Montréal’s Regional Council of Environment and the City of Montréal, the Gala gathers more than 500 people each year from municipal, institutional, community and business sectors. The event highlights and recognizes innovative and inspiring projects that have been implemented during the year by partners of the Montréal Community Sustainable Development Plan. Since 2007, 4,000 participants have attended the Gala, more than 380 submitted projects, and 79 have been honored with awards.

- **Partner network**: The Montréal Community Sustainable Development Plan's partner network supports Montréal organizations in the implementation of their engagements. Throughout the year, the 230 partners are invited by the City of Montréal to participate in workshops, conferences and thematic meetings to share their experience and expertise.

- **Sustainable MTL**: In 2016, the Sustainable MTL initiative will appear on the Faire Montréal web platform, (described in question 15.1), which will allow citizens, organizations and institutions to participate in the development of projects and to follow their evolution. This should lead to the emergence of new projects and collaborations by allowing participants to share ideas, expertise and resources.

25. How much public park or green space does your municipality provide, measured square meters or square miles, including only publicly-available space?

- 27.6 sq miles or 1.44 sq miles/1,000 inhabitants

26. **Transforming the Physical Form of the City.** Provide an example of an application of ICT in your city that has changed the community’s physical form, from the impact of broadband on development patterns to changing transportation patterns or digitally-enhanced arts installations that create a unique sense of place.

<table>
<thead>
<tr>
<th>Theme From Revolution to Renaissance</th>
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<tr>
<td>The 2016 Awards will examine how information and communications technology is changing the physical form of your city, the delivery of services and the urban and rural planning process. We are seeking examples of transformation that can inspire other communities around the world.</td>
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<tr>
<th>ICT has had the most dramatic impact on the physical form of the city within the Quartier des Spectacles, where it has:</th>
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<tr>
<td>• magnified the area’s essence, enabling more powerful, cohesive expressions of its cultural and festive character.</td>
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<tr>
<td>• transformed the relationship people have with the place, offering a unique playground for discovery, expression and delight.</td>
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<tr>
<td>• multiplied economic development, supporting vast new real estate projects, an influx of residents, more jobs and new product development and innovation.</td>
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All of this has supported the area’s journey - very literally - from Revolution to Renaissance.
Historically the city’s Red Light District and a hub for theaters and cabarets, the area found new life in the 1960s and 1970s during Québec’s “Quiet Revolution.” It was in this era that the province’s French Canadians overturned centuries of heavy social control by the Catholic Church, as well as economic domination by Anglo-Canadians. During this time, Montréal’s entertainment district welcomed the new Place des Arts performance center, which grew to become the largest cultural complex in Canada. It also became host to the Montréal campus of the University of Québec, a new French-language institution founded on the democratization of knowledge and culture. The construction of the city’s metro system brought 3 stations into the district - connection points to the rest of the city. And it became the headquarters of Québec’s newly nationalized hydro-electric company, a source of great pride in the economic and technological capability of the Québécois people. The Quiet Revolution had concentrated economic and cultural resources in Montréal’s entertainment district, which was now the undisputed cultural heart of the city.

What followed was an era of blossoming creativity. Through the 1980s and 1990s, Montréal grew into a hub of creativity. This was the era when Cirque du Soleil was born and when the Montréal International Jazz Festival presented outdoor concerts in the neighbourhood for the first time.

Unfortunately, for a variety of reasons, what followed at the turn of the century was an extended period of economic and civic stagnation.

It is only in the past decade that Montréal began to see glimpses of renaissance on the horizon, supported in large part by technology.

In 2003, the area’s purpose was officially defined with the creation of the Quartier des Spectacles Partnership. Municipal, provincial and federal governments committed to funding the development of the area, positioning culture and technology as key levers. Today the Quartier des Spectacles is home to some 80 cultural venues — including 30 concert venues — with 450 cultural enterprises, 45,000 jobs, 7,000 of them related to culture, over 12,000 residents and 50,000 students. No district in North America rivals the Quartier des Spectacles for the diversity of the cultural offer year-round, not even Broadway in New York.

The role of technology

A not-for-profit organization that brings together some 60 members who are active on its territory, the QdS Partnership has developed the area’s unparalleled ICT infrastructure, creating the Urban Digital Laboratory with the aim of attracting more and more artists/producers and of creating a collaborative hub of R&D in new technologies and digital arts in public places. With its ultra high speed fiber optic network (described in question 2a) covering the entire 1km² territory, the UDL connects a central control system to 6 public spaces, 8 video projection sites, more than 20 cultural venues, as well as different technical equipment such as video projection systems, outdoor fountains, surveillance cameras, sound systems, public WiFi, sprinklers, irrigation systems, street lights, a weather station, and more.

Magnifying the area’s character

With this combination of powerful broadband infrastructure and a spirit of creativity, collaboration and experimentation, the UDL has crystallized the area’s unique identity. For example, the Luminous Pathway involves special architectural lighting, video projections and a shared lighting signature - a double row of red dots projected on the sidewalk outside venues as a visual reference to red carpets and to the area’s Red Light District past. In place since 2006, more than 30 public spaces and cultural venues are illuminated, with more being added every year. Acknowledged as innovative, environmentally friendly and cost-efficient, the Luminous Pathway has been awarded several national and international prizes and has been featured on the front cover of 10 specialized magazines worldwide.

Transforming the relationship people have with place

Technology brings the district’s buildings and public squares almost literally to life. The area houses the world’s largest network of building façades dedicated entirely to the presentation of artistic content. All year long, 9 building façades serve as architectural “screens” on which artistic videos are projected in the evenings. The projection zones
are defined with the architectural elements of the façades in mind, so that these elements are integrated into the videos themselves. Content is renewed throughout the year, with projects selected through international competition. In each case, there is a central piece that includes public interaction with the work.

- For example, in a recent exhibit called Fascinoscope, the video projection sites evoked the atmosphere of an early 20th-century carnival. Each projection was accompanied by an original soundtrack of organ, bass and drum music. In the work’s focal point, people were invited to play 4 interactive games inspired by carnival classics. By hitting balls fitted with sensors that measure their rotation and speed, people interacted with the massive projection to score points and try to win the game.

The QdS is also home to a steady stream of interactive multimedia installations.

- In Prismatica, for example, 50 pivoting prisms each more than 2 meters tall transformed the Place des Festivals into a giant kaleidoscope. The prisms transmitted and reflected every colour in the rainbow, varying with the position of the light source and the observer. As the prisms pivoted, they were accompanied by a series of variable-intensity bell sounds.

- An installation called Maestro combined classical music, fountains and interactivity. Visitors were invited to pick up a sensor-equipped baton and conduct the Place des Festivals fountain spouts in time to music by Bizet, Tchaikovsky or Beethoven. To achieve the result, interactive designers developed a “smart” baton and a podium fitted with a camera that can sense the range of the conductor’s movements. The data were transmitted in real time and determined the volume of the music and the height of the water columns.

- Megaphone invited Montréal residents and visitors to explore the festive side of public speaking through 3 zones: a square where anyone could speak out using a megaphone; behind them, the façade of a large university building featured visual effects generated by voice recognition; and a “speakers’ walk” used a special audio-visual setup to showcase 7 key figures who have shaped public space in Montréal with their words.

Multiplying economic development

A little over 5 years since the inauguration of the district’s first new public square – the emblematic Place des Festivals – there is no doubt that the Quartier des Spectacles has had a dramatic effect on Montréal. Since 2007, over $1 billion has been invested in 48 construction projects, including:

- The 2-22: a striking 6-story geometric and glass-clad office building providing space for cultural organizations. Housing the Vitrine Culturelle (described in question 9.1) on the ground floor, the 2-22 is the flagship building in the Quartier.

- Place des Festivals: A new 6,141 square meter public space that can hold up to 25,000 people. It features the largest array of animated interactive fountains in Canada, with 235 water jets, 4 light towers and 2 glass-encased restaurants.

- The SAT: A 45,000 square foot multifunctional building dedicated to production, training, exhibition and broadcast for the digital arts (described in question 2c).

These real estate projects and others have brought an influx of new residents (an increase of 67% since 2007), along with more commercial activity and more jobs.

In all of these ways, with its combination of culture and technology, the Quartier des Spectacles has been a key spark for the economic and civic rebirth of the city.

27. **Transforming Services to Citizens.** Provide an example of ICT delivering a new and valuable service to citizens that saves time or money, improves participation or enhances quality of life.

For decades, Québec’s public healthcare system has been plagued by a steady rhythm of budget cuts and reorganizations that rarely seem to improve the quality of care. But in recent years, leadership has begun to emerge...
Dr. Fabrice Brunet, director of Ste-Justine Children’s Hospital, has played a key role, supporting a range of initiatives using technology to transform patients’ lives.

In a world first, Sainte-Justine joined forces with the Société des Arts Technologiques (SAT) to use innovative immersive video technology and digital art to support:

- reduced anxiety in children by creating new environments in the room with projection technology that allows children to interact with a life-size avatar of their choice.
- socialization through telepresence stations that allow children to communicate with each other from different hospitals.
- emotional expression through creating works of art using digital and adapted portable technologies.

Here are two examples of projects created through the collaboration:

**Justin’s House:** In an immersive, interactive video game, parents are sensitized to the potential dangers found at home in order to prevent injuries among children. The game is a mobile structure in which the player wears a virtual reality helmet - with both sights and sounds - allowing them to walk in a virtual house, observe potential dangers, and take actions. In adopting the role of the child, the parent can recognize the importance of installing barriers in front of fireplaces and stairs, for example. The game tours shopping malls across Québec, with nurses providing guidance and instruction.

**Speech Therapy Avatar:** As part of speech therapy, Sainte-Justine and the SAT developed a telepresence program that allows the child to create an avatar representing a peer, a teacher or a future boss. In this way, the child is able to simulate stressful communication contexts while remaining in a safe environment and to practice adjusting their language level for different audiences.

Ste-Justine’s leadership and innovative spirit extend beyond the partnership with the SAT.

**Hacking Health** is a Montréal-based organization that began 3 years ago as a one-off event at Ste-Justine, asking, “What happens when you put frustrated medical professionals and idealistic app developers in the same room?” From that event - with 138 coders, 28 designers, 32 business mentors, and 66 health-care experts, from nurses to hospitals heads - 19 projects went ahead, ranging from a fall-detecting smartwatch for seniors to an application that helps parents create more positive and creative profiles of their special-needs children. Since then, Hacking Health has become an ambitious international organization with 28 chapters in 13 countries, bringing continuous innovation into the healthcare sector. The organization recently added an accelerator program in Montréal and Toronto providing up to $200,000 in startup capital with the support of the Business Development Bank of Canada, MaRS Discovery Centre, Real Ventures, the Anges Québec Capital Fund, Notman House and others.

**Interactive Musical Wall:** To help make visits to Ste-Justine more relaxed, Moment Factory developed an interactive multimedia installation for one of the waiting rooms. The installation involves a system of motion sensors, light projectors and a blackened wall. As the child engages with the rainbow-colored sheet music projected on the wall, colorful lines and shapes appear accompanied by harmonious musical notes that change every time the child interacts with it.

**Broadband:** In collaboration with Québec-based Intello Technologies, telecom company Videotron has set up a fiber optic network linking Ste-Justine’s 1,200 recently installed Wi-Fi routers to the Internet. Videotron provided the service on a complimentary basis. In addition to free Wi-Fi access for patients, visitors and medical staff, the partnership makes 100 tablets available to patients, each with access to 39 live channels and a wide selection of content.

Innovation in healthcare is also not limited to the Ste-Justine Hospital.

**My Digital Primary Health Care:** Launched in 2011 as a broad partnership between private, public and research organizations (including the CEFRIO, described above in question 14.2), this project intend to optimize the operation, effectiveness and efficiency of front line health services in Québec. In one Montréal site, patients are offered a
personal webpage where they can gather, consult and manage all their medical information in one place, as well as their child’s. There, they can update information at any time, see medical history (prescriptions, allergies, etc.) and exchange information with their medical team as well as family members. In the full spirit of an action-learning lab, all participants (patients, parents, medical staff, researchers and private sector technology providers) are engaged in the learning and evolution of the project.

**Therapeutic Video Game:** Ubisoft Montréal worked with McGill University and a US company to create a video game that helps correct a previously untreatable condition - most often found in children - referred to as “lazy eye.” With patented technology that has proven to be highly effective for both children and adults, the game is currently awaiting approval by federal authorities in Canada and the US.

Revolutionary and collaborative projects like these and leadership by institutions like Ste-Justine Hospital offer a spark of optimism. Indeed, the city offers fertile ground for this spark to spread. With more than 600 organizations and 40,000 people working in the health and pharmaceutical sector, Montréal is Canada’s largest laboratory. The city is also home to **internationally recognized Centers of Excellence** in cancer, genetics, genomics, cardiovascular illnesses, neurosciences and mental health, geriatrics and more, including:

- École de Technologie Supérieure (ÉTS): Imaging & Orthopedics Laboratory.
- École Polytechnique: Biomedical Science & Technologies Research Center; Polystim Neurotechnologies Laboratory.
- University of Québec in Montréal: NanoQam.
- University of Montréal: Institute of Biomedical Engineering; Laboratory of Biorehology and Medical Ultrasonics.
- McGill University: Center for Biorecognition and Biosensors; Institute for Advanced Materials.

It seems particularly appropriate that Montréal’s healthcare renaissance - its “rebirth” - is starting in pediatrics. The future looks promising.

28. **Transforming Involvement in Planning.** Provide an example of the use of ICT to better engage citizens, organizations and other constituents in the process of planning and managing the plan, with positive outcomes for the community.

As an independent organization whose mission is to carry out public consultation initiatives, the **Office de la Consultation Publique de Montréal (OCPM) / Office of Public Consultation** primarily addresses urban and land-use planning projects under municipal jurisdiction, as well as any project submitted by the executive committee or city council. It is now a model of citizen engagement, but this wasn’t always the case.

In fact, it is somewhat astonishing to consider that universal suffrage was exercised for the first time in Montréal only in 1970, at the height of Québec’s Quiet Revolution. Before this time, only some of the municipal council members were elected - primarily by homeowners - while others were appointed by various groups, including the archdiocese. In that sense, Montréal’s democratic life is less than half a century old.

Municipal public consultations emerged in fits and starts during the 1980s with the creation of the Bureau de Consultation de Montréal. However, the OCPM only took on its current form in 2002. From that point, the organization began to support in-depth analysis by citizens and interested stakeholders through thematic workshops and public hearings, often calling in experts and witnesses to support the discussion. Digital communications and online engagement were later added to the traditional engagement strategy. OCPM developed a portal called Wikicité 101, an educational tool about challenges, opportunities and experiences related to facilitating citizen participation in the digital age. The OCPM was also the first component of the City of Montréal with a presence on Facebook in 2008, followed by Twitter, LinkedIn, SlideShare, Prezi, YouTube, etc.

More recently, the office has developed new “upstream” consultation practices that apply particularly well to planning activities for neighbourhood revitalization and redevelopment.
Importantly, these practices use Internet and communication technologies to transform citizen engagement in planning. For example, the Office has integrated online consultation, giving citizens the opportunity to answer questionnaires, make comments, engage in discussions, post visuals and showcase personal accomplishments. Its website features an interactive map of the city, in which citizens can view all the ongoing consultation projects, zoom in for 2D and 3D views of the affected territories, see background context and related resources, view and submit comments and even propose projects.

One recent initiative stands out in its use of ICTs: a consultation initiated in the last quarter of 2015 around the search for “concrete, ambitious and feasible solutions for reducing the dependence on fossil fuels in Montréal.” The project was prompted by a coalition of citizen groups who wanted to take advantage of the attention surrounding the UN Conference on Climate Change (COP21). In April, Mayor Coderre tasked the OCPM with leading a public consultation. A pre-consultation was held in June, and the formal public initiative began October 29, featuring, among other things:

- An attractive, engaging, easy to read website.
- Multiple means of participating, including submission of proposals, community activities, and an online interactive discussion platform.
- Support for citizens in organizing their own in-person discussion group using a downloadable DIY Facilitation Kit, or help joining an existing group. Ideas and comments from these groups were then added to the online discussion.
- Useful resource documents and links explaining the consultation process and activities.
- A major live event hosted by the OCPM in November.

A preliminary synthesis was released in November - in time for COP21 - showing that more than 1,100 participants took part in the program, including experts, groups, enterprises, organizations and citizens, with 3,500 comments submitted and 335 solutions proposed. The consultation will continue all winter, culminating in a Creative Marathon in January, February and March 2016 and a final analysis and set of recommendations will be submitted to the city council at the end of Spring.

In another innovative use of technology, the Office has used and is still developing 3-D mock-ups and virtual reality environments to enable citizens to envision neighborhood redevelopment scenarios. The technology has been used during in-person discussions. In addition, citizens can view the virtual 3D scenarios online at any time. In allowing people to visualize proposed scenarios, the quality of their understanding and of their comments is dramatically improved. You can watch this video (bit.ly/1LgPckW) to better understand how they have used augmented reality, virtual reality and 3-D printing in their public participation process. In this specific case, a diversity of stakeholders was also involved in the design and implementation of the technologies that were used in the workshops The OCPM is now exploring how different methods and technologies can allow public participation to evolve at the same time as the creation of solutions, so that citizens propose solutions at initial meetings, and in the next gatherings, they can react to virtual presentations of those scenarios.

With the explosion of ICTs, the relationship between citizens and public institutions has dramatically changed. Citizens have much higher expectations about access to information and their ability to influence public decision-making, beyond the context of elections. During Québec’s Quiet Revolution, citizens demanded new election procedures, looking to government and major institutions to create solutions. Now, digital technologies enable citizens to be active designers of the next generation of solutions, cultivating necessary levels of collaboration, collective intelligence and commitment. After decades of civic and economic stagnation following the Quiet Revolution, Montréal is finally moving into its renaissance.

Overall Conclusion

This application has described a wide range of Montréal’s attributes and initiatives, demonstrating how collaboration, creativity and leadership are the driving forces behind all of them and how digital technology and infrastructure plays a fundamental role. The result is a high quality of life for Montréal’s citizens - both economically and socially - and a future that looks brighter than ever. Indeed, in 2015, the Economist Intelligence Unit compiled a global study of 6
urban factors, including digital infrastructure, economic strength, cost of living, safety and livability. Worldwide, Montréal was named the #2 best city to live in across all of these measures.

On behalf of Mayor Coderre and the whole Montréal community, we are grateful for this opportunity to share our pride in our city and in our collective efforts to bring about this time of dramatic renaissance.

Ownership of Information

By submitting this information, the above-named community attests and acknowledges that:

- All information provided is accurate and fairly represents the past and current condition of the community to the best knowledge of the individual submitting the information.
- All information submitted to the ICF in connection with its international awards program becomes the property of the Intelligent Community Forum and will be used for the purposes of research, analysis and publication in pursuit of its global mission.

Success Factors

In evaluating nominations, ICF looks for trends that characterize successful Intelligent Communities. We suggest that, where appropriate, your nomination refer to the following success factors in describing your strategy and results.

Collaboration. The development of an Intelligent Community typically requires intense collaboration among government, businesses, universities and institutions. Few organizations have enough resources, political capital or public backing to drive a community-wide transformation. But collaboration is challenging. It demands vision, flexibility, and a high degree of trust among the partners. Intelligent Communities develop the vision, find the flexibility and create trusting relationships among key constituencies. Effective collaboration is typically the result of the working environment created by effective leaders.

Leadership. It is fair to say that no Intelligent Community has succeeded without strong leadership. Effective leaders identify challenges, set priorities, communicate a compelling vision and foster a sense of urgency in achieving it. They establish a collaborative environment that encourages risk-taking and creates win-win relationships with partners in government, businesses and institutions. It matters little where leadership comes from. In the Intelligent Communities that ICF has studied, leadership has emerged from elected officials, government employees, business executives, universities and nonprofit organizations. What matters is the character, motivation and talents of the individuals who commit themselves to improving the economic and social wellbeing of the community.