

# MOBILIZING TO SUCCESSFULLY RELAUNCH MONTREAL'S ECONOMY

**Summary of the proposed courses of action in the 11 sector  
plans produced as part of the Relaunch MTL movement**

**February 5, 2021**

This summary report is based on 11 action plans available on the  
[CCMM website](#)



**Content partner**



# TABLE OF CONTENTS

	PAGE
<b>Message from Michel Leblanc</b>	<b>3</b>
<b>Declaration of Principles</b>	<b>4</b>
<b>Introduction</b>	<b>6</b>
• The Relaunch MTL initiative	9
• The strategic importance of Greater Montréal for Québec	15
1. <b>Impacts of the crisis on the sectors</b>	<b>22</b>
2. <b>Cross-cutting issues emerging from the crisis</b>	<b>32</b>
3. <b>Courses of action for relaunching Greater Montréal</b>	<b>41</b>
4. <b>Conclusion – Commitment to success</b>	<b>66</b>
<b>Appendices</b>	
• Summary of sector action plans	69
• Consulted organizations	131



## Michel Leblanc

President and CEO

- Chamber of Commerce of Metropolitan Montreal

The development of COVID-19 vaccines in record time has highlighted three key success factors that provide lessons to be learned from the crisis: sustained cooperation among stakeholders, substantial resources and the remarkable agility of the public and private sectors.

All of those factors have contributed to the success of the Relaunch MTL movement. With the support of all three levels of government and the direct involvement of the clusters and other mobilization platforms, we were able to analyze the situation in all of the city's key sectors in just a few weeks and draw up practical action plans for a successful recovery.

From the start, we wanted the Relaunch MTL movement to bring stakeholders together, determine short-term actions and help governments deploy solutions for a sustained recovery over the longer term.

Today we are releasing the summary report, which comprises the findings and analyses of the 11 sector plans produced last fall. This report illustrates the specifics of the current crisis very well: the economic counter-shock of the pandemic is not affecting all our key sectors the same way. The message to public authorities is clear: there is a need for separate sector strategies. Several practical actions are urgently needed in the performing arts, aeronautics and air transportation sectors, for example.

This summary also illustrates the need to vigorously address major issues common to all sectors: the shortage of labour in most sectors, which will continue throughout the economy and in all regions of Québec; digital transformation, which is still a challenge for many SMEs even though their survival depends on it; and the need to draw up internationalization strategies to maintain and boost our foreign contracts while taking full advantage of local market potential. The pandemic and the crisis have highlighted the need to innovate relentlessly, to fully use the talents emerging from our knowledge-based economy, and to channel our economic strength onto foreign markets and major international business centres.

We must leverage our strengths to build a more prosperous, sustainable and resilient metropolis. Human capital is our main asset. We need every talent. We need promising future projects like green aircraft, connected health, sustainable finance and the smart/ electric vehicle sector. We also need new approaches, particularly with regard to public tender processes and the key role that public bodies can play in stimulating the development of innovative small businesses in areas like cleantech.

The Relaunch MTL movement has revealed a strong consensus around six catalyzing principles that must become the real guidelines for our economic recovery. These principles form the core of a joint declaration signed by the Chamber and all the clusters and sector associations involved in the movement. They will inform our future actions and, we strongly believe, contribute to building a more resilient and prosperous metropolis.

**We are asking all players in the metropolitan business ecosystem to rally to our cause by supporting this declaration of principles and taking ownership of it so as to make the economic recovery we achieve together human, inclusive, green and open to the world.**

If we join forces we will regain the remarkable momentum that the metropolis experienced just a few months ago, to the benefit of all Montrealers and Quebecers.

## Getting involved for a successful relaunch

*We have gone through a year that will mark history. We have lost loved ones and put our lives on hold; we have been resilient, and we stand united. We have had to make heart-wrenching choices that have caused thousands of businesses to suffer and resulted in tens of thousands of job losses.*

*Despite these difficult times, we remain confident. And today, we are ready to commit to the relaunch.*

*Since the start of the fall, we have been participating in Relaunch MTL, a major economic movement designed to assess the situation, identify challenges to tackle, and propose essential efforts to strengthen local companies, create jobs, and resume our economic momentum.*

*Relaunch MTL revealed a strong consensus on six key principles.*

### **The relaunch has to put people first**

All discussions had something in common: people must be at the heart of our decisions. Preserving life and collective well-being is the top priority.

Workers, colleagues, and partners are a business's most valuable assets. Resuming activities, pivoting in our business models, creating new jobs, and searching for productivity gains must contribute to protecting the health and quality of life of the people who make up our organizations.

As such, ***we commit to adopting practices that respect the women and men who are the heart of organizations.*** We will show the same respect when it comes to the impact of our efforts on future generations.

### **The relaunch will be staunchly inclusive**

To be successful, the relaunch must enable everyone to make a significant contribution to the economic, social, political, and cultural life of the community.

The message from the Relaunch MTL movement is unanimous: we must recognize every group's contribution to society, embrace diversity in all its forms, respect everyone's rights, and ensure true equal opportunity to all citizens.

***We commit to working tirelessly to reduce obstacles that exclude individuals from society and prevent them from fully participating in its economic development.***

# Getting involved for a successful relaunch

## The relaunch must be green

The health crisis, as alarming as it is, cannot make us forget that we are in the grips of an environmental crisis unprecedented in recent history.

Once again, the message that is emerging from the Relaunch MTL movement is clear: for the relaunch to be sustainable, it has to help accelerate the transition to a low-carbon economy.

***We commit to systematically integrating environmental concerns in our decision-making process and stepping up our efforts to reduce our ecological footprint.***

## The relaunch will promote a strong local economy that is open to the world

The relaunch will give us a unique opportunity to exploit the full potential of the local economy while maximizing our presence on foreign markets.

We have to do even more to identify, promote, and commercialize our expertise, products, and services, which can meet both local and international needs.

***We commit to first considering local goods and services in our supply strategies***, while remaining aware that the recovery requires us to be successful and sell products on international markets and to attract talent, businesses, and tourists to our shores.

## The relaunch will allow us to build the economy of the future

The relaunch is the opportunity to showcase our creativity, sense of innovation, and knowledge economy to build the economy of the future.

We have to leverage these strengths to find responses to society's challenges, increase the productivity of local businesses, and enhance our contribution to economic development.

***We commit to promoting knowledge, creativity, and innovation and showing vision to remain at the leading edge of flagship sectors of the economy of the future.***

## The success of the relaunch depends on everyone's commitment

The ongoing support and participation of players from every sphere of our economy will be essential to implement efforts necessary to a successful relaunch.

We should invest in and contribute to the relaunch, continue to recognize the value of our individual and collective efforts, and foster everyone's commitment.

***We recognize our role in the success of the economic relaunch, and we commit to playing it fully.***

***We are convinced we can be successful in the relaunch of Montréal if we apply these six principles. We encourage the entire business community and population to commit alongside us. Let's relaunch Montréal!***

# INTRODUCTION

# Reacting to a completely new economic crisis

Like all societies, Québec periodically goes through recessions caused by market imbalances or affecting the financial system. These crises usually lead to a general slowdown in economic activity, an increase in the number of unemployed and the bankruptcy or increased indebtedness of several companies.

Responses to these recessions typically involve a more or less rapid increase in public spending, more investment in infrastructure and interest rate cuts to stimulate private consumption and investment. On average, these recessions last 11 months and are followed by more or less abrupt recovery periods that affect all sectors and allow employment levels to return to pre-crisis levels.

## A very unusual crisis

The economic crisis related to COVID-19 was sparked in a totally unexpected way. It did not result from imbalances in real or financial markets. It was the direct result of the forced shutdown of economic activities for health reasons.

In just a few weeks, all countries forced a halt to activities and closed their borders. Here in Québec, approximately 40% of the economy was put on a 6-week break<sup>1</sup> in the spring of 2020. The economy shrank by almost 25% in two months.<sup>2</sup> The unemployment rate surged from 4.5% to 17%.<sup>3</sup>

To avoid a complete collapse, governments have rolled out direct assistance programs for individuals and businesses in record time. Deficits have ballooned, but massive public responses have helped to stabilize the situation. Some of the measures had even greater impacts than anticipated, with the result that the average income of Canadians *increased* during this period, as did the savings rate.

There was a strong rebound during the health lull in the summer of 2020. However, the rebound has been very uneven across economic sectors, leading to a return of labour shortages here and persistent pandemic unemployment elsewhere. The arrival of the second wave since the end of September has highlighted the very uneven situation across sectors and the need for targeted approaches. For the first time ever, it is the centres of the major cities—the real economic drivers—that are the geographical sectors most weakened by the crisis.

<sup>1</sup> Ministère de l'Économie du Québec, Modalités de réouverture de certains secteurs de l'économie, 28 avril 2020, [online in French: [https://www.economie.gouv.qc.ca/ministere/salle-de-presse/communiques-de-presse/communique-de-presse/?no\\_cache=1&tx\\_ttnews\[tt\\_news\]=24586&cHash=7a03e64318b1d5424f7335d9f4824948](https://www.economie.gouv.qc.ca/ministere/salle-de-presse/communiques-de-presse/communique-de-presse/?no_cache=1&tx_ttnews[tt_news]=24586&cHash=7a03e64318b1d5424f7335d9f4824948)]

<sup>2</sup> Journal Métro, Économie : chute du PIB de près de 15 % en avril au Québec, 21 juillet 2020, [online in French: <https://journalmetro.com/actualites/national/2483782/economie-chute-du-pib-de-pres-de-15-en-avril-au-quebec/>]

<sup>3</sup> TVA Nouvelles, Le chômage atteint 17 % au Québec, 8 mai 2020, [online in French: <https://www.tvanouvelles.ca/2020/05/08/les-chiffres-de-lemploi#:~:text=Le%20Québec%20est%20particulièrement%20toussé,a%20précisé%20l'agence%20fédérale>]

## Call for general mobilization

The crisis has highlighted the need to mobilize all actors. In early summer 2020 the provincial and federal governments, the Ville de Montréal and the Communauté métropolitaine de Montréal (CMM) and its 82 municipalities signalled their commitment to local mobilization in order to determine how to revive economic activity in the metropolis and return to pre-pandemic employment levels.

**The Chamber immediately committed itself to action on three fronts:**

- a) Bring everyone on board to ensure the resilience of the metropolitan economy going forward
- b) Grasp the particular features of the crisis and its differing effects on the priority sectors for the city's economy, knowing that each one will recover at a different pace
- c) Help the community organize itself to build trust and take action

The Chamber and some 20 partners launched the Relaunch MTL movement last August, with the support of all three levels of government, in association with Investissement Québec and in collaboration with the Palais des congrès de Montréal. The objective of this movement—a first in Canada—was to acquire a detailed understanding of the issues facing the city's key strategic sectors and highlight actions to achieve a sustainable recovery. In practical terms, this mobilization was aimed at proposing solutions and helping businesses and the different governments make the best possible decisions.

Four months later, **11 sector action plans** had been drawn up in collaboration with **17 clusters and mobilization platforms**. **More than 175 representatives and actors from the sectors studied** were involved in strengthening these analyses and identifying solutions for the short and medium term.

This exercise led to the determination of **more than 110 priority courses of action**, which were presented at the Sector Strategic Forums. Those consultation forums attracted **more than 6,000 participants**, who contributed to enriching the action plans and determining which actions to prioritize.

# Relaunch MTL: an initiative to mobilize key players in the Greater Montréal economy

**Drawing on everything that has been developed, this summary document is intended to outline the main impacts of the crisis on the different sectors, the cross-disciplinary issues that emerge from it and the priority courses of action to relaunch the metropolis.**

The actions presented in this report have received systematic support from the community. They are clearly the first actions to be taken by businesses, economic support and development organizations, and governments.

This summary plan is therefore a tool for a sustainable and sustained recovery for the metropolis and its strategic sectors, which explains why it covers mainly short-term actions to support the hardest hit sectors. It also includes long-term actions to strengthen the economy and key success factors.

The 11 sector action plans – which you can consult on the Chamber's website [Publications – Chamber of Commerce of Montreal | CCMM](#) – include a more detailed diagnosis and targeted short and long-term courses of action. They also describe the main government assistance measures to support businesses, together with inspiring assistance measures introduced in other jurisdictions.

Although businesses, the downtown core and the strategic sectors of the metropolitan economy are facing major challenges, there are many opportunities to be seized. We must build on the assets that distinguish the metropolis and act in the short term to multiply the impact of this mobilization tenfold. The commitment of all stakeholders is the key to success.

# This document is a summary of the 11 sector action plans of the Relaunch MTL movement

This summary was drawn up as part of Relaunch MTL. It comprises the major findings and courses of action that have emerged from the 11 sector action plans.

- That makes it a "bottom-up" synthesis, i.e. a synthesis of the main issues and courses of action within each sector, rather than a "top-down" one where in-depth research is devoted to one specific issue for the metropolis.

This summary, as well as the 11 action plans that underpin it, is based on a rigorous and accelerated approach in view of the effects of the current crisis, and contains mainly:

- a sustained contribution from many partners - industrial clusters, associations and sector mobilization platforms: studies, data, diagnoses, briefs, approaches not directly related to the crisis, etc.
- a literature review of the consequences of COVID-19, both locally and internationally, and the measures to address them
- searches for secondary data and additional information
- interviews with key players in all sectors
- KPMG's analytical framework and sector expertise for the 10 sector plans (not including the downtown core)
- IdéesFX's analytical framework and expertise, as part of the Action Plan to Strengthen the Downtown

This summary proposes short-term priority courses of action for governments and sector players, together with other courses of action that will be part of a longer-term sustainable recovery. This is a city-wide plan that covers the territory bounded by the Montréal Census Metropolitan Area (CMA).

## SECTORS COVERED:

1. Aerospace and air transportation
2. Downtown
3. Retail
4. Construction and infrastructure
5. Cultural and creative industries
6. Life sciences and health technology
7. Financial services
8. Information and communications technology
9. Clean technology
10. Tourism
11. Transportation and logistics

## INTRODUCTION

# The COVID-19 pandemic: unprecedented impact, impressive rebound and a second wave with uncertain effects

Employment in the Montréal CMA fell by 18.0 points from February to April 2020, only to rebound in May and the months that followed.

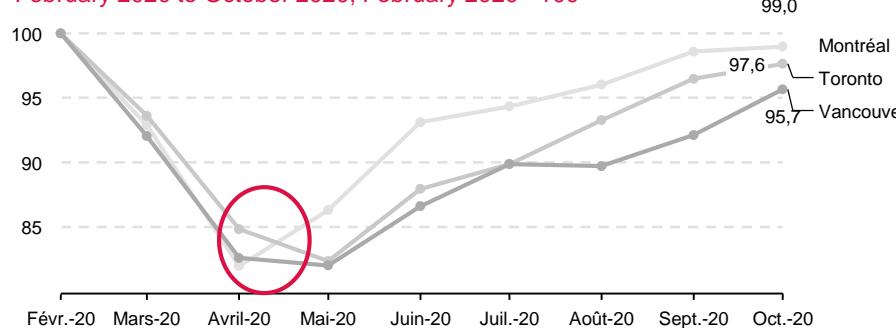
- In October employment was 1.0% below February's level, but that may decline with the current partial reconfinement.

Montréal's rebound is the strongest among the 20 largest North American cities.

- The government's vigorous response, especially unprecedented household income support—which has boosted personal disposable income—and a set of business support measures has limited job losses.
- The way we have managed the health crisis has also allowed us to reopen some businesses more quickly than our neighbours to the South.

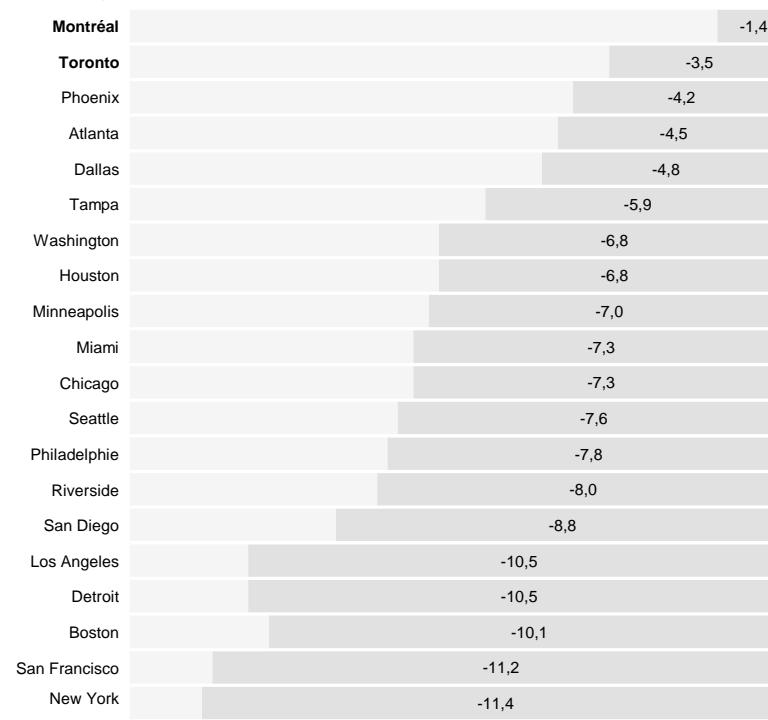
## Changes in employment, selected census metropolitan areas

February 2020 to October 2020, February 2020 =100



## Changes in employment in the 20 largest cities in Canada and the United States

February to September 2020, %



Source: Statistics Canada (Table 14-10-0295-01); Metro Recovery Index (Brookings), 2020.

Household and business confidence remains shaken, some health measures are still in place and the economy's productive capacity has been reduced.

## INTRODUCTION

# Downtown remains hard hit

Greater Montréal was hard hit by the COVID-19 crisis, with a longer confinement period than elsewhere in Québec. But it is downtown Montréal that was—and still is—among the most affected areas.

- Since so many of its jobs can be done remotely, the downtown area has been deserted by its numerous workers. A gradual return is underway, with office space occupancy at a maximum capacity of 25%. At the end of September it was estimated that just over one third of employers had reached or surpassed the 20% mark.
- Remote learning has also taken over from face-to-face teaching in large downtown institutions, disrupting normal daily life for thousands of students.
- There are no international tourists because the Canadian borders have been closed. The occupancy rate for hotels in downtown Montréal fell by 83% between the summer of 2019 and the summer of 2020, while the occupancy rate outside downtown Montréal fell by 25%.
- Almost all shows, festivals and other events in the downtown area were cancelled from mid-March to early August, while the activities of theatres, concert halls and museums were put on hold. Despite a relaxation of health measures in August and September, Greater Montréal went back into the red zone on October 1 and the ban on both indoor and outdoor gatherings was reimposed.

### Change in number of jobs, selected sectors

Québec, selected periods, seasonally adjusted

	Change, February to April 2020	Change, February to September 2020
Accommodation and restaurants	-36%	-10%
Information, culture and recreation	-36%	-11%
<b>The economy as a whole</b>	<b>-23%</b>	<b>0%</b>

Sources: "Les bureaux du centre-ville de Montréal toujours presque vides" (La Presse), 2020; "Bleak summer seen for Montreal hotels, but outlook is better in regions like Charlevoix" (Montreal Gazette), 2020; Statistics Canada (Table 14-10-0022-01).

**Accommodation and food services are still the sectors most affected by the crisis, along with information, culture and recreation.**

## INTRODUCTION

# A recovery whose speed and intensity will vary depending on the sector and location

Most businesses in the metropolitan area will go through four phases of return to growth.

- Although the initial response phase to the crisis is behind us, some companies operating in the most affected sectors are still navigating in a zone of resilience, while others have begun a transition to the recovery phase aimed at bringing their activities back to pre-crisis levels.

Not all companies and economic sectors will go through the different phases of the return to growth at the same speed, and some may face setbacks during the second wave. The extent of the changes needed to adapt business models to the new normal will vary by sector.

Most companies have begun to reflect on the new normal that will emerge in the coming months and even years. Current concerns turn on the permanent effects COVID-19 will have on corporate strategies or business models.

## The 4 phases of return to growth



Source: KPMG (July 2020) "COVID-19: Exiting the crisis: Supporting our customers' recovery."

## There are four chapters in this summary

1 IMPACTS OF THE CRISIS ON THE SECTORS

2 THE CROSS-CUTTING ISSUES EMERGING FROM THE CRISIS

3 COURSES OF ACTION FOR RELAUNCHING GREATER MONTRÉAL

4 COMMITMENT TO SUCCESS

# INTRODUCTION

- The Relaunch MTL initiative
- ▶ • **The strategic importance of Greater Montreal for Québec**

# Greater Montréal, the true driver of Québec's economy

There are many reasons why Montréal is of such economic and strategic importance for Québec, including:

-  Its **weight in the Québec economy**: Montréal accounts for over 56% of the Québec economy, and this share is growing
-  Its role as a **driver of economic growth**
-  Its critical mass of **companies, research centres, specialized services, international organizations and its concentration of jobs** in several promising sectors
-  Its **education and research** network, which nurtures a valued labour pool
-  The vitality of its **cultural environment, the diversity of its population** and its ability to attract national and international tourists

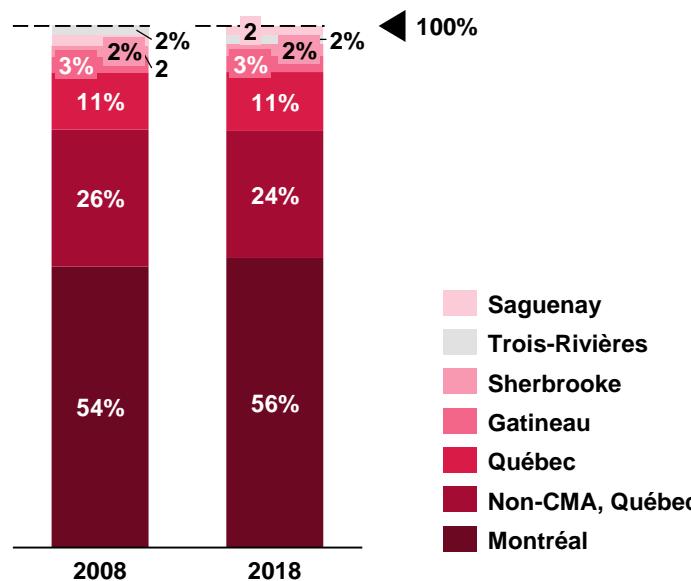
# Montréal accounts for over 56% of the province's economy, and this share is growing

In 2018 just over 50% of Québec's population lived in Montréal, which was also home to 51% of jobs and 56% of Québec's GDP.

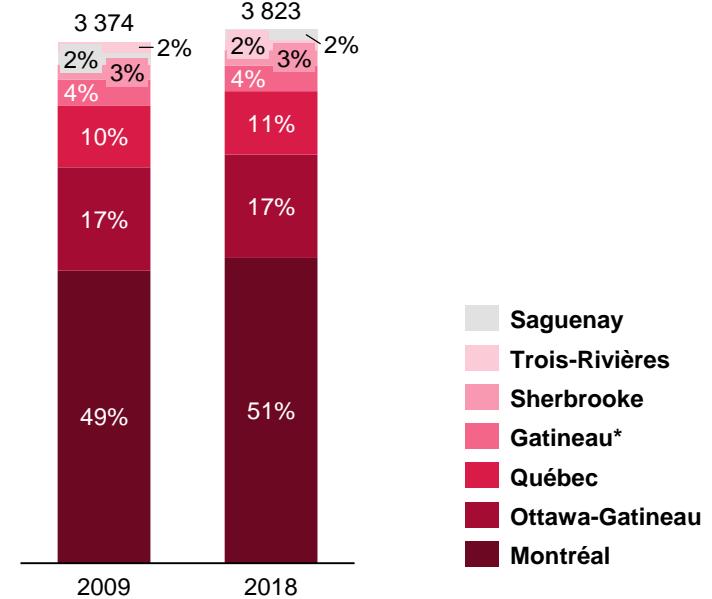
- Montréal's share of Québec's GDP and employment has increased by 2 percentage points over the past decade

## The strategic importance of Greater Montréal for Québec

**Distribution of GDP by CMA, Québec**  
2008, 2018, %, at basic prices



**Distribution of employment by CMA, Québec**  
2009, 2018



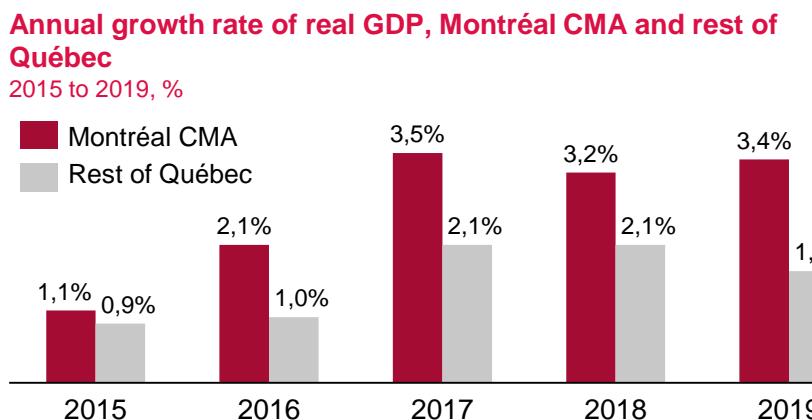
# Greater Montréal, the true driver of Québec's economy

Greater Montréal was at the core of Québec's economic growth in the years leading up to COVID-19, a true economic driver for the province.

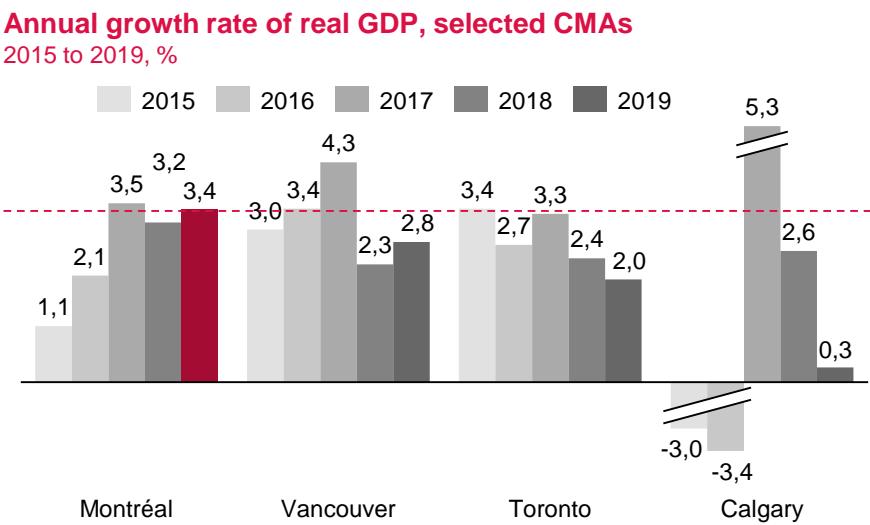
- Between 2016 and 2019 the growth rates recorded in the Montréal CMA were significantly higher than those in the rest of Québec. In 2019 the city's GDP even grew at twice the rate of the rest of Québec (3.4% vs. 1.7%), surpassing the growth rates of the other major Canadian CMAs.

The economy of Greater Montréal benefited in particular from:

- A high concentration of businesses in key sectors of the province's economy that contribute to making Montréal a dynamic and innovative metropolis (sectors that are all the subject of recovery action plans)
- Massive investments in infrastructure – including the Turcot Interchange, the Samuel-de-Champlain Bridge and the Réseau express métropolitain (REM)
- A rapidly growing real estate sector – not only on the Island of Montréal but also on the South Shore



Source: Conference Board of Canada.



# A critical mass of companies, research centres, specialized professional services, international organizations and jobs in several promising sectors

Montréal is one of North America's innovative large cities, mainly due to an abundance of universities and research centres and an enviable position in many promising emerging industries.

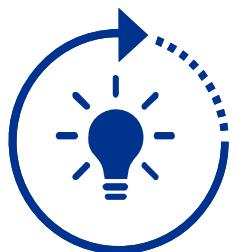
EXAMPLES OF KEY SECTORS OF THE MONTRÉAL ECONOMY		
Artificial intelligence	Aerospace	Video games
<ul style="list-style-type: none"> <li>The world's largest deep learning university community</li> <li>World leaders like <b>Google, Microsoft and Facebook</b></li> <li>The world's largest university-based research laboratory for deep and structured learning, the <b>Mila</b></li> </ul>	<ul style="list-style-type: none"> <li>One of the world's major aerospace capitals</li> <li>A cluster of world leaders based in the Greater Montréal area, including <b>Bombardier, Bell Helicopter, CAE, Pratt &amp; Whitney, Airbus</b></li> <li>A cutting-edge technology research centre supported by organizations such as the <b>CRIAQ, CDCQ, NRC, CSA, CTA</b> and <b>IICAP</b></li> <li>The presence of international organizations such as <b>ICAO, IATA</b> and <b>ACI</b></li> </ul>	<ul style="list-style-type: none"> <li>Among the five largest video game production centres in the world</li> <li>A complete ecosystem of companies providing tools and services, from academia to tool development and animation specialists, as well as production and post-production studios</li> <li>World leaders such as <b>Ubisoft, EA, WB Games, Eidos-Montréal, Epica Games, Gameloft</b>, etc.</li> </ul>
Life sciences and health technologies	Electric/smart transportation	Financial technologies
<ul style="list-style-type: none"> <li>An expanding sector with world-class scientific excellence and a growing network of innovative pharmaceutical, biotech and medical technology companies</li> <li>Major hubs to stimulate innovation and partnerships: Quartier de l'innovation, Technoparc Montréal, The Biotech City, NEOMED Institute, etc.</li> <li>The presence of international organizations such as <b>the World Anti-Doping Agency</b></li> </ul>	<ul style="list-style-type: none"> <li>A growing electric/smart transportation hub</li> <li>World-renowned research centres recognized for their expertise in batteries and R&amp;D (IREQ, InnovÉÉ, CIRRELT, IVI, etc.)</li> <li>Collaborative clusters to support businesses and investors: CargoM, Propulsion Québec, Écotech Québec, Numana, etc.</li> <li>Presence of international organizations such as <b>Future Earth</b></li> </ul>	<ul style="list-style-type: none"> <li>North America's leading financial centre for sustainable finance</li> <li>A major FinTech player, backed by a large financial sector with 50 international financial centres.</li> <li>150 foreign financial institutions and FinTech companies</li> <li>Presence of international organizations such as <b>FastCompany</b></li> </ul>

Source: Montréal International, 2020 (1), (2), (3), (4)

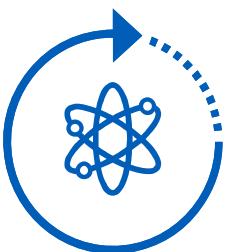
## An education and research network which nurtures a valued labour pool

With its world-renowned institutions of higher education, all active in research and innovation, Montréal is a city of knowledge. This educational network feeds a pool of high-quality labour coveted by employers from here and elsewhere, making the city highly attractive to foreign investors.

Greater Montréal's educational institutions also contribute to creating a unique knowledge base, advancing knowledge and sharing it with industries so that they can innovate and hone their competitive edge.



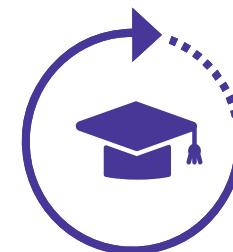
Canada's university capital, with **11** university establishments and 60 colleges



Canada's **research** hub, with the largest number of research centres and significant amounts of money invested in university research



**201,000 university students**, including 35,500 international students



43,000 graduates each year, representing **25% of new graduates** in Canada and the highest number of graduates in any city in the country

Sources: Montréal International; Tourisme Montréal; CCMM, 2016.

# A creative metropolis open to the world and an international tourist destination

## A PLACE FOR CREATIVITY AND CULTURE

- Innovative and creative neighbourhoods have sprouted in the metropolis in the past few years, strengthening its economic image. They are showcases for Montreal's creativity and the work and life environments that play an important role in developing areas of knowledge and expertise. They include Mile End, Mile Ex, the Quartier des spectacles and the Quartier de l'innovation.

## A METROPOLIS OPEN TO THE WORLD

- Montreal is home to an ever-increasing variety of cultures and languages, which gives it a unique character. This wealth of inputs has shaped Montréal's culture for many years.
- Over the years Greater Montréal has attracted immigrants from all over the world. About one in three people in Montréal is an immigrant. The city has more than 120 cultural communities from all five continents.

## AN INTERNATIONAL TOURIST DESTINATION

- Montréal stands out from other Canadian and North American cities for its unique culture and its festive, friendly and safe character. That is particularly linked to its downtown, festivals and events, international conventions and its vibrant cultural and gastronomic scene.
- In addition to actively participating in economic development, Montreal is the gateway for more than 95% of tourists in Québec.

Source: Culture et communications Québec; Immigration, diversité et inclusion Québec, 2014; Tourisme Montréal; Montréal International.

# 1

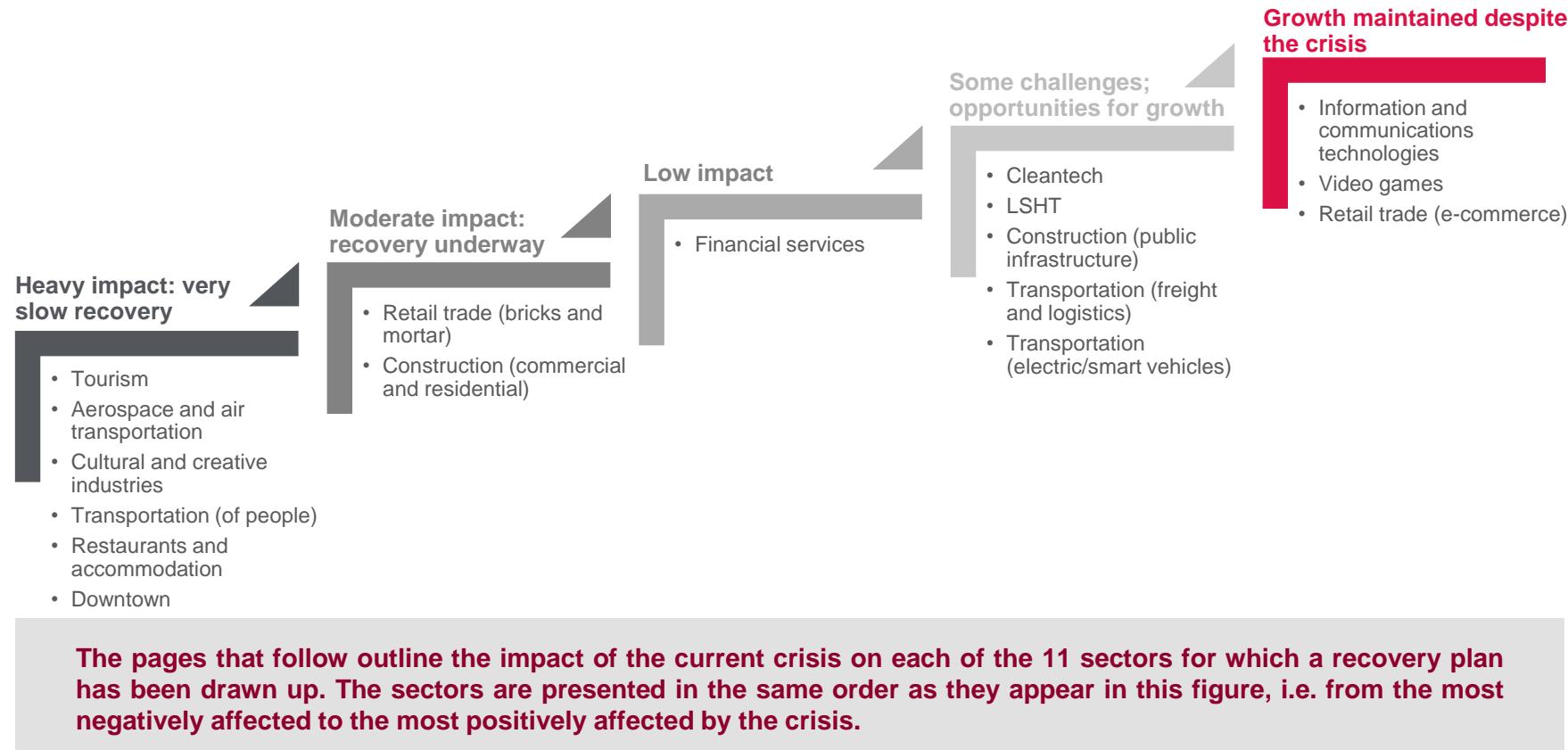
## IMPACTS OF THE CRISIS ON THE SECTORS

# Some sectors have been strongly affected by the crisis, while others have maintained their growth

The economic sectors are feeling the impacts of COVID-19 to varying degrees. While some remain heavily affected and are suffering from the health measures imposed during the second wave, the pandemic has provided other sectors with significant opportunities for growth.

The extent of the changes needed to adapt business models to the new normal will therefore vary by sector.

- The figure below positions the sectors by the different degrees of impact of the crisis. Note that, although certain sectors have been segmented into sub-sectors, some segments and companies may behave differently.



# Border closings cause major difficulties in the aerospace, air transportation and tourism sectors



## Aerospace and air transportation

The impact of the pandemic on this sector is major and is expected to last for some time.

- The pandemic has **grounded aircraft** around the world, and, as we have seen at Montréal-Trudeau airport, airline activity is running at less than 20% of its previous level, with no prospect for recovery in the near future.
- Despite the retirement of the oldest and largest aircraft, many **remain unused**, and airlines are trying to **postpone aircraft procurement**.
- Aircraft manufacturers have **slowed their production pace** and the impact is being felt through the chain of suppliers, large and small.
- A return to pre-pandemic volume is not expected for several years.



## Tourism

Tourism is one of the sectors most affected by the crisis because of the health regulations still in effect, including border closings.

- In Montréal the situation is **disastrous**:
  - a major drop in passenger traffic
  - a drastic reduction in hotel occupancy rates
  - an almost total decline in spending and the temporary or even permanent closing of many destination attractions (iconic hotels, gastronomic centres, restaurants, museums, festivals, cultural centres, etc.)
- **Downtown** Montréal has been particularly hard hit.
- The continuing health directives at the borders since the beginning of the crisis have not allowed the industry to make up for some of the losses incurred during the first wave. Right now, the city faces a real risk that **its tourism infrastructure will fall apart**, which could strip Montréal of its enviable reputation as a first-rate North American destination.
- The industry expects a **wave of unavoidable closings**, the risk of a bad health reputation for the city, the risk of a less competitive edge for business tourism and a drop in the resources available to build longer-term visitor experiences as the pandemic changes the way tourists behave and the way people travel.

# A decline in the student, tourist and business clientele that is having a severe impact on downtown



## Downtown

While the health crisis and subsequent public health directives have virtually closed downtown Montréal, the long-term impact of the crisis remains to be determined.

- Reduced downtown traffic, caused by the closing of offices and campuses, and then by fears related to the use of public transit, resulted in a **drastic drop in business traffic**, while restaurant dining rooms and bars had to close.
- Right now, it must be noted that confinement and restrictions on regional and international travel have almost emptied the area.
- There is a serious risk that the economic situation could turn into a full-blown crisis if the consequences of the health measures lead to a spiral of **devitalization**.

# Health measures that are hitting some sub-sectors of the creative and cultural industries and retail trade hard



## Cultural and creative industries

Because there are so many different businesses, business models and working patterns in the cultural and creative industries, the impacts of the COVID-19 crisis will vary widely. Generally speaking, the cultural and creative industries sector is one of the **hardest hit** by the COVID-19 crisis.

- The crisis is not only exacerbating some of the issues the industry was facing before the pandemic, but introducing new ones that could affect its long-term development: **the financial precariousness of businesses and organizations, the preservation of talent and expertise, international competition issues and maintaining contact with the public/customer relations.**
- Some sub-sectors such as performing arts, music, shows and festivals, museums and venues are particularly affected by the total or near-total closing of venues.
- Other sectors like video games and animation, as well as those that rely mainly on the virtual, have been more resilient in the face of the crisis. So has audiovisual production, although it has had to factor in rising costs to adjust to health standards.



## Retail

The health crisis has had a significant impact on the retail sector, especially during periods of confinement when many establishments considered non-essential had to close.

- Health requirements resulted in **higher operating costs** set against sharply **declining sales** for the establishments that had to close.
- Some sectors were harder hit (restaurants and fashion), while others such as food boomed (groceries and essential goods). E-commerce has also grown strongly, and retailers who had already begun the digital shift have fared better.
- The many closings have forced employers to make **significant layoffs**. High fixed costs (especially leases) have triggered a **wave of insolvency** among many retailers and restaurateurs.
- **Restaurants** are particularly hard hit by the health crisis: about one of every three restaurants in the Greater Montréal area is expected to close in the next six months.
- **Online sales** grew strongly. This appears to be long-term growth. Startups will have to ramp up the digital shift and make greater efforts to increase the profitability of online operations. The pooling of transportation and logistics forces is becoming a key success factor, especially for the SMEs in the sector.

# The transportation and construction sectors have had to adapt quickly but impacts remain moderate, with the exception of certain sub-sectors



## Transportation and logistics

The transportation and logistics sector has had to adjust to the new normal.

- Disruptions in supply chains combined with **increased trade volumes** in some consumer goods have put a heavy strain on freight transportation and its logistics chain. This pressure was already being felt before the pandemic, due to volume increases associated with recent trade agreements that Canada has signed.
- Confinement and social distancing have led to an **explosion of online shopping** and home delivery.
- The pandemic has forced the transportation sector to adapt quickly, including to things like the **loss of connections**, increased delivery volumes and **changes in logistics**.
- The pandemic has also highlighted the challenges related to **intermodality** and interrelationships throughout the chain of activities.
- The impact has varied within the sector: while freight transportation has been maintained at all costs, passenger transportation has been severely disrupted, particularly due to teleworking.

The health crisis has revealed how indispensable transportation and logistics are for economic life. Clearly, this sector will play a central role in the recovery.



## Construction and infrastructure

Despite a forced slowdown in operations, the construction and infrastructure sector has shown resilience in the face of the crisis and is now on the road to a promising recovery. However, the commercial sub-sector was more affected by the crisis than the residential sector.

- The current crisis **has put** the sector's **activities on hold** for a few weeks.
- It has **reduced productivity** on construction sites.
- It **has created** significant **uncertainty** in the real estate market, particularly in the commercial and office sub-sectors.
- The crisis has also exacerbated some existing industry problems, such as those related to **labour shortages** and shortcomings in **public procurement processes**, and has highlighted some **value chain** pressures.

Nevertheless, **the current crisis is also generating major opportunities for the sector** related to the infrastructure stimulus initiatives announced by the different levels of government. The construction and infrastructure industry, as well as the design and architecture sector, have the potential to be key vectors in the post-COVID-19 transformation of Montréal.

## In contrast to the last recession, the finance and insurance sector has been resilient in the face of the crisis



### Financial services

Thanks to strong capitalization, strengthened risk management and liquidity injections by the Bank of Canada, the Canadian financial system is **much stronger** than it was during the great financial crisis of 2008-09.

Although the world's capital markets froze at the beginning of the crisis, the banks have restored confidence in the markets by **injecting significant liquidity**.

Deposit-taking institutions have also been an important conduit for the **emergency assistance** programs of various levels of government and have provided **greater flexibility** with regard to loan repayments.

The financial sector—banks, development capital and venture capital investment funds—is ready for the economic recovery, with particular emphasis on supporting investment by businesses that want to upgrade further. The financial sector will remain at the core of the recovery, supporting other sectors of the economy.

# Opportunities for the LSHT and cleantech sectors



## Life sciences and health technologies

The LSHT sector found itself on the front line in the fight against the pandemic, and had to adapt quickly to the new normal.

- It has experienced a **sharp increase in demand** for pharmaceuticals, medical equipment and technologies to combat COVID-19, which has at times led to **procurement difficulties**.
- Some companies have also had to deal with disruptions of their non-COVID-19 related activities, including a **slowdown in the development of innovations** throughout the value chain.
- Others, however, have benefited from **accelerated regulatory approval** and waiver **processes** related to COVID-19 tests, treatments and vaccines.
- The crisis has raised significant challenges for companies seeking **financing**.

The post-COVID-19 recovery will be a major opportunity to boost the LSHT sector in the Greater Montréal area. Because of its strategic role and the **desire to increase domestic autonomy** for some strategic goods, the sector will have to take advantage of the recovery to strengthen its foundations and ensure its long-term growth.



## Cleantech

The impact of the COVID-19 crisis on companies in the sector varies greatly by sub-sector, development stage, size, diversification level and degree of exposure to foreign markets.

Overall, the crisis has exacerbated some development problems for the Montréal cleantech sector; in particular:

- It has made **financing** more elusive for certain cleantech areas and at certain stages of growth.
- It has created additional barriers to the development of **international markets**.
- It has **slowed sales cycles**.

If they continue, these negative effects could weaken the longer-term ability of companies in the sector to retain their main assets: employees, expertise and intellectual property.

Nevertheless, the crisis has also brought not-to-be-missed **major opportunities** among the **green stimulus** projects announced by governments here and elsewhere.

The sector also has the potential to radically transform the Montréal, Québec and Canadian economies by boosting the performance of client companies and organizations, both in terms of productivity and environmental performance.

# Information technology: one of the pillars of economic recovery



## Information technology

The ICT sector bounced back quickly after a temporary decline in operations.

- The industry was facing challenges before the pandemic, including access to talent, visibility beyond digital intelligence and video games, a fragmented innovation ecosystem and data security issues that hampered technology adoption.
- The accelerated shift to digital brought about by the pandemic has created opportunities for the sector, but has also heightened some challenges, including:
  - access to **skilled labour**
  - **data security**
- Other sector challenges related to COVID-19 include increased direct and indirect **competition** among firms, which has led to downward pressure on revenues, the **need for** efficient and safe **technology infrastructure** and the **redirection of venture capital** to less risky ventures; all of that may curb innovation in the sector.

The ICT sector is one of the main pillars on which the economic recovery and growth of the Montréal metropolitan region will be based.

# Eight determinants have helped some companies do better

**The pandemic caused immediate disruption and led to operational and strategic changes.**

**Even within sectors, not all companies have been affected to the same degree.**

**The eight determinants described here have influenced the ability of firms to rebound from the initial shock.**

**Several government programs have been introduced to encourage businesses to adapt quickly and speed up transformations in business practices.**



# 2

## THE CROSS-CUTTING ISSUES EMERGING FROM THE CRISIS

# The cross-disciplinary issues emerging from the crisis



**GROWTH AND TRANSITION TO A GREEN ECONOMY.** The pandemic has awakened people and governments to "the other crisis": the climate crisis. All sectors will have to contribute to the effort to reduce GHGs and embark on environmentally responsible practices. The importance of sustainable development as part of the recovery is generating opportunities for some sectors.



**FINANCING.** Some sectors are struggling to meet their financing needs to start or grow their businesses. The crisis has exacerbated this issue for many companies by increasing the perceived risk.



**ATTRACTION, RETENTION AND RETRAINING OF THE WORKFORCE.** By transforming the way work is organized, the pandemic has had a major impact on some labour issues and has provoked new ones. Coupled with the labour shortage, the need for skills upgrading and matching skills profiles to demand are important challenges. The retraining of workers creates a problem for some sectors, since it could accentuate labour shortages during the recovery.



**VALUATION AND MARKETING.** Particularly for emerging sectors with a large number of small businesses, the challenges of marketing and valuing assets (including intellectual property) hinder the development of successful companies and limit value creation. The pandemic has reaffirmed the importance of putting more stock in the potential value of Montréal's creativity and expertise.



**DEVELOPMENT OF EXTERNAL MARKETS AND INTERNATIONAL COMPETITION.** Several sectors of Montréal's economy rely on foreign markets and exports. The current challenges of accessing external markets and maintaining local market share are having a significant impact on the development of local businesses.



**DIGITAL SHIFT, NEW TECHNOLOGIES AND CYBERSECURITY.** In the long term, the competitive edge of businesses here and elsewhere depends on their ability to adopt new technologies, go digital and manage the risks associated with cybersecurity. The pandemic has highlighted the significant disparities in how businesses are equipped to make the shift and increase their productivity.

# The renewed need to reconcile economic growth and the environment



All sectors have to contribute to the effort to reduce GHGs and embark on environmentally responsible practices. At the same time, the importance of sustainable development in recovery efforts, both in Canada and around the world, is also generating opportunities for some sectors.

## Issues

### 1. RECONCILING GROWTH AND ENVIRONMENTAL PROTECTION.

Due to their environmental footprints, some sectors have to review their practices so that they can achieve their GHG reduction objectives while continuing to grow.

### 2. MEETING AN INCREASE IN DEMAND.

As part of a sustainable recovery, some sectors offer innovative solutions to the sustainable development problems facing businesses and governments. An increase in demand for these goods and services is expected.

## Main sectors affected

- **Construction and infrastructure** The construction sector produces the third highest greenhouse gas emissions. Despite several government initiatives aimed at accelerating the transition to greener construction in recent years, the sector is struggling to reconcile sustainable development with budget constraints.
  - **Aerospace and air transportation** The global aviation industry, responsible for 2% of GHGs, has to transform itself. Montréal's aerospace and air transportation sectors are eager to contribute to the collective global effort to reduce GHG emissions.
  - **Transportation** The transportation sector is one of the most polluting in Québec. Among the challenges in this sector is the need to reconcile environmental protection with the development of the transportation and logistics sector.
  - **Retail trade** While Quebecers are increasingly inclined to buy locally and responsibly, retailers are facing supply and price problems and are struggling to reconcile sustainability with profitability.
- 
- **Cleantech** Clean technologies enable client organizations to improve their performance in terms of both productivity and environmental performance. The sector has the potential to radically transform other sectors of the economy, and will play a key role in achieving climate goals.
  - **Financial services** Sustainable finance plays a key role in the transition to an inclusive, low-carbon economy. The sector has to transform its practices and its supply to meet the rising demand for certain products.
  - **Tourism** The sector has to adapt to better meet the growing demand for more responsible and sustainable tourism. The different actors in the sector (e.g. hotels and festivals) will have to switch to more environmentally responsible practices.

## Greater financing needs for startups and growth companies



Some sectors are struggling to meet their financing needs to start or grow their businesses. The crisis has exacerbated this issue for many companies by increasing the perceived risk.

### Issues

#### 1. LACK OF FINANCING AT CERTAIN STAGES OF BUSINESS DEVELOPMENT.

Gaps are especially prevalent in the seed and growth stages.

#### Main sectors affected

- **LSHT:** The lack of financing in the early and late stages remains a major issue for the development of new businesses and the growth of SMEs in this sector in Québec.
- **Cleantech:** A longer, highly specialized and capital-intensive development cycle raises the risk level perceived by private funders, which restricts financing to certain stages of business development and to certain segments with lower capital requirements.
- **Transportation and logistics:** Significant funding is needed for the technological development, demonstration and product validation stages, as well as the industrial development stages; this is particularly evident in the emerging field of electric/smart vehicles.

#### 2. LACK OF ALIGNMENT BETWEEN BUSINESS MODELS AND FUNDING CRITERIA.

Particularly in sectors where assets are more intangible and which have difficulty qualifying for traditional financing.

- **Cultural and creative industries:** The preponderance of intangible assets and a poor understanding of the business models of cultural and creative enterprises, particularly in the digital sector, limit the involvement of many traditional investors and lenders. The cancellation of several professional events has limited the opportunities for entrepreneurs like independent video game studios to meet potential investors.

# There are still significant challenges related to the shortage of labour, retention and skills matching (1/2)



By transforming the way work is organized in many industries, the pandemic has had an effect on some existing labour issues, while generating new ones.

## A. Retention of skills and talents

### 1. ACCESS TO LABOUR.

The labour shortage is an issue for many industries.

This challenge will become more acute with accelerating digitization needs and the investment in future recovery plans.

### 2. WORKFORCE RETENTION AND HIGH TURNOVER IN THE SECTOR.

Labour mobility, particularly in sectors where competition is international, is a problem for smaller companies. In the areas most affected by the crisis, the risk of losing talent is also a major problem, with workers either requalifying or migrating to other sectors.

### 3. ATTRACTING INTERNATIONAL TALENT

The complexity of hiring international workers is curbing the growth of some sectors. Closed borders and travel constraints have amplified this challenge.

### 4. REPLACING AN AGING WORKFORCE AND THE CHANGING PREFERENCES OF THE YOUNGER GENERATION.

Young people are looking for dynamic workplaces, flexible hours and an inclusive culture.

## Main sectors affected

- **Construction and infrastructure:** 20,000 positions to be filled
- **ICT:** 6,500 vacancies
- **Video games:** 2,000 workers wanted
- **Cleantech:** The sector is struggling to retain its workforce in the face of competition from larger and more established companies.
- **Retail:** Turnover is high due to the fact that most employees work for minimum wage.
- **Creative and cultural industries:** The crisis in the sector risks creating an exodus of artists, artisans, creators and other talents to other sectors.
- **ICT:** More than 27% of ICT professionals come from abroad.
- **Cultural and creative industries:** Almost a quarter of the digital creative workforce is made up of skilled temporary foreign workers.
- **Transportation and logistics:** Some aspects of the sector are unattractive to young people, especially specialized functions.
- **Construction and infrastructure:** Many workers are reaching the end of their careers, and training a new generation of workers is proving difficult.

# There are still significant challenges related to the shortage of labour, retention and skills matching (2/2)

## B. Skills profile

### 1. MATCHING THE SUPPLY TO THE TECHNOLOGICAL AND IT SKILLS SOUGHT.

Disruptive technologies are causing a significant increase in the need for technological and computer skills.

### 2. MATCHING THE SUPPLY TO THE CROSS-DISCIPLINARY SKILLS SOUGHT.

Demand is growing for professionals with cross-disciplinary skills in management, business development and marketing.

### 3. AUTOMATION.

Jobs with low value-added tasks are at risk of being gradually eliminated by technology.

## Main sectors affected

- **Retail:** Need for trained staff to launch the digital shift and e-commerce.
  - **Financial services:** Need for experts in FinTech, data management and cybersecurity.
  - **Transportation and logistics:** Need for workers who can incorporate the new technologies required for better management of the operating chain and development of electric/smart vehicles.
  - **LSHT:** Need for qualified IT and AI staff.
- 
- **Cleantech:** Recruitment of senior executives who combine scientific knowledge and management skills is an issue.
  - **LSHT:** Recruitment of qualified regulatory, business intelligence and management personnel is an issue.
  - **Creative and cultural industries:** Needs based on an intermediate and senior workforce are hard to meet, particularly in marketing, intellectual property management and marketing.
- 
- **Financial services:** Front-line staff working with clients must be trained to provide more complex services using technology.
  - **Transportation and logistics:** Robotics and artificial intelligence are transforming logistics and transportation by optimizing processes, reducing the need for labour in low value-added jobs.

# Marketing and asset valuation problems (including IP) still hamper business development



The pandemic has reaffirmed the importance of relying more on the potential value of Montréal's creativity and expertise, particularly in emerging sectors with a large number of small businesses.

## Issues

### 1. CREATION AND VALUATION OF INTELLECTUAL PROPERTY.

Despite the sector's intensive research and an enviable amount of publications in Québec and Canada, the number of patents resulting from those publications is low, reflecting knowledge transfer gaps and a lack of knowledge of intellectual property protection procedures.

### Main sectors affected

- **Cleantech:** Academic research discoveries are not valued enough: the number of university and industrial patents is lower than elsewhere, as is the creation of companies resulting from public research.
- **Cultural and creative industries:** While Montréal stands out for its creative talent, its creators and entrepreneurs lack the resources and expertise to create, market and preserve intellectual property and derive greater value from it.

### 2. DEMONSTRATION AND MARKETING.

Funding for commercial pilot projects and demonstrations of commercial value is badly needed in some areas.

- **Cleantech:** Attracting the first customers to serve as technological showcases for the solutions is a considerable challenge for many startups in the sector; these first installations or applications require significant investments, while the benefits often take much longer to materialize.
- **Transportation and logistics:** Attracting the first customers to serve as technological showcases for electric/smart vehicle and component companies is a challenge.
- **Cultural and creative industries:** Montréal, and particularly its downtown core, can serve as a real laboratory and showcase for innovation and creativity, allowing for greater outreach and, eventually, sales on export markets.

Source: KPMG Analysis.

# Difficulties related to accessing external markets and the preservation of local market share have been exacerbated by the crisis



Several economic sectors rely on foreign markets and exports (including tourism) to support the growth of their businesses. However, our businesses could become less competitive as major investments are directed to other jurisdictions as part of the recovery.

## Issues

### 1. WEAK PRESENCE ON INTERNATIONAL MARKETS.

The size of the domestic market is curbing the growth of local businesses. Nevertheless, many of them are struggling to break into international markets.

### 2. COMPETITION FROM FOREIGN COMPANIES.

Preserving market share is an issue for some fragmented sectors and smaller companies.

## Main sectors affected

- **Cleantech:** The cleantech sector is made up of a significant proportion of small and startup companies, operating in a relatively small domestic market. Companies in the sector are not seizing opportunities in external markets with solutions that are often universal in scope.
- **Transportation and logistics:** Companies in the electric/smart vehicle sector need to equip themselves better to seize opportunities in external markets.
- **Tourism:** Greater Montréal has to compete with several international cities that stand out for their innovative business tourism supply and their ability to attract industry luminaries.
- **Aerospace and air transportation:** Airlines, airports and prime contractors in different jurisdictions are fighting a constant battle.
- **Cultural and creative industries:** The growth and preservation of market share in Québec and Canada is a major challenge in some fields such as music, publishing and audiovisual, in the face of the web giants (GAFAM), which take up more and more space on local markets.
- **Transportation and logistics:** Competition is fierce between East Coast ports and on international markets. There is also strong competition between countries that are investing heavily in the development of their electric/smart vehicle industry.

Source: KPMG Analysis.

# Major disparities in companies' abilities to take full advantage of technological developments



In the long term, the competitive edge of businesses here and elsewhere depends on their ability to adopt new technologies and manage the risks associated with cybersecurity. The pandemic has highlighted the significant disparities in how businesses are equipped to make the shift and increase their productivity.

## Issues

### 1. ADOPTION OF NEW TECHNOLOGIES.

Companies' financial capacity and skills to invest in new technologies are preventing desirable productivity gains.

## Main sectors affected

#### THE DIGITAL SWITCH:

- **Retail:** Many retailers were already trailing in the digital shift before the pandemic. At the ecosystem level, logistics issues and tax inequity compared to foreign players are curbing the development of a competitive digital supply.
- **Cultural and creative industries:** The hugely diverse cultural and creative industries sector reveals wide gaps in technology adoption and digital transition in terms of production, marketing and distribution. In the cultural sector in particular, organizations have to take advantage of this downtime to ramp up the shift.
- **Tourism:** There are wide disparities in the abilities of businesses and organizations in the sector to embark on the digital shift. The development of the collaborative economy, disintermediation via research and planning platforms, and the use of massive data or artificial intelligence are shaking up the industry.

#### OTHER TECHNOLOGIES:

- **Construction and infrastructure:** A global shift is taking place as the construction sector adopts new and more productive technologies. However, there is a significant disparity in the ability of Montréal companies to adopt these technologies.
- **LSHT:** The public health system does not have enough tools and methods to incorporate technological innovations, which curbs their marketing potential.
- **Financial services:** FinTechs are shaking up the supply of services and imposing new business models.
- **Aerospace and air transportation:** The Montréal sector has a large number of small businesses that need to grow in size and invest in technology if they want to compete better on the international stage.

### 2. CYBERSECURITY.

Data security issues are becoming increasingly important as the pace of innovation and digital switchover speeds up.

- **ICT:** It is becoming crucial for the sector to create a safe and responsible environment where new technologies can be adopted as part of the economic recovery.
- **Financial services:** Cloud computing, teleworking and online transactions are making it more difficult to protect intangible assets.

# 3

COURSES OF ACTION FOR  
RELAUNCHING GREATER  
MONTRÉAL

# Both short- and long-term action will be needed to multiply the effects of what we are doing tenfold...

## SHORT-TERM ACTION TO SUPPORT THE HARDEST HIT SECTORS

Governments have responded quickly and forcefully to support business. They have demonstrated agility, flexibility and adaptability at the most critical times:

- setting up programs and measures, initially cross-disciplinary and more recently by sector
- adjusting assistance programs to the specific needs of the sectors, and adapting them along the way in order to achieve the objectives
- speeding up regulatory approval processes, and in some cases even relaxing them

Despite the significant government support deployed in recent months, **some hard-hit sectors still need more targeted assistance measures**, especially the **air transportation and aerospace sector**, which is receiving substantial support in other jurisdictions around the world, and **many downtown businesses and institutions** suffering from declining traffic.

## LONG-TERM ACTION TO STRENGTHEN THE ECONOMY

If the economy is to be relaunched on a solid and sustainable footing, we need to also focus on the **structural issues**—including productivity and labour shortages—that underlie the city's economy so that we can provide our businesses with the tools, the framework and the methods to achieve their ambitions.

The pandemic should also be seen as an **opportunity for self-renewal, a chance to develop grand visionary and promising projects** that reflect our vision for Greater Montréal. That is the starting point for major new initiatives, such as the digital transformation of several sectors, the adoption of promising new technologies and the implementation of a greener and more inclusive economy.

## ... and they must be based on certain main principles

- 1. CONSISTENT GOVERNANCE.** It is essential that all efforts be part of a concerted and consistent overall strategy—at all levels—and that joint initiatives be taken so that the actions on the ground dovetail and have maximum impact.
- 2. BUILD ON WHAT ALREADY EXISTS.** It is important to make use of the best existing structures and initiatives in order to demonstrate agility and speed. We must avoid multiplying new structures. Instead, we should use what already works in order to take full advantage of the expertise and the networks, using them as levers.
- 3. PRESERVE AND STRENGTHEN THE FOUNDATIONS OF OUR ECONOMY.** We must both preserve our flagship companies and create winning conditions for showpiece companies in new growth niches. Talent is the key to achieving this goal.
- 4. BREAK DOWN SILOS.** Multidisciplinarity, the clash of ideas, networking between companies of different sizes, sectors and networks, sharing resources, cooperation, etc. must be encouraged. We need to build a vision and cross-cutting initiatives that will distinguish us at the international level.
- 5. BUILD ON POLICIES AND PRACTICES THAT PROMOTE ADAPTATION AND FLEXIBILITY.** The crisis is a golden opportunity to review some practices and business models and introduce greater agility, speed up the digital shift in production, distribution and marketing, and promote market and customer diversification in order to increase business opportunities and minimize risks.

# Our vision is one of a more prosperous, sustainable and resilient metropolis

## START WITH WHO WE ARE...



Our **Montréal DNA**, characterized by a unique economic, social and cultural **diversity**, has been an important source of resilience throughout the COVID-19 crisis, as compared to other world cities. We must continue building on our intrinsic strengths:

- A **diversified multi-sector economy** where some sectors "compensate" for the difficulties of the most hard hit sectors
- A **diversity in our creativity**, knowledge, skills and talents, all of which are assets for implementing and accelerating emerging innovations
- A unique **cultural diversity** due to our history and geographic location, an openness to others and a desire for inclusion



The response to COVID-19—beyond the question of short-term sector recovery and health considerations—should be seen as a formidable **opportunity to adjust our social, economic and business models**, strengthen our companies and make **the metropolis more prosperous, sustainable and resilient**.



## AND BUILD ON OUR CROSS-CUTTING PRIORITIES

Economic, tax and regulatory agility

Availability of skilled labour

Internationalization of companies

Innovation and disruptive technologies

Transitioning to a low-carbon economy

That is the vision underlying the priorities and courses of action we have drawn up for Greater Montréal's different economic sectors and their recovery

## The response must be robust and rapid

The **150 or so stakeholders and experts we met** as part of this initiative and the **over 6,000 participants in the consultation forums** systematically stressed **the importance of targeted action** in each of the city's key sectors. All the sectors offer growth opportunities that must be seized.

The **particular situation of the city's downtown core** was addressed at each event. Without robust help, the economic core of both the metropolis and the province could embark on a destructive economic spiral.

**Everyone said we have to act quickly.** The challenge is to make decisions now that will enable economic development players and businesses to prepare, invest and seize opportunities in the coming year.

Reviving the city's economy depends on **immediate and concerted decisions** from all three levels of government.

## The proposed courses of action are designed to get Greater Montréal back on track

The Chamber proposes the following courses of action with the support of its partners. They have been drawn from the dozens of recommendations in the 11 sector plans and prioritized as follows:

1. They **address the major issues common** to several sectors, as outlined in Chapter 2
2. They fall into one of the Chamber's **five cross-cutting priorities** (set out on page **42**)
3. They were **prioritized by participants** at the strategic forums
4. They **respond to short-term issues**, but are also **instrumental to achieving the vision** of a more prosperous, sustainable and resilient Montréal.

A summary of the issues and opportunities for each sector and the full list of proposed actions is attached. For more details, consult the sector plans on the Chamber's [Publications](#) website.

# Buy-in from all stakeholders is the key to success

All players and stakeholders in the Greater Montréal economy are directly affected by what is happening now. In many cases the actions will require businesses and one or more levels of government to act at the same time. The table below sets out the priorities proposed for each type of actor, which are then broken down into courses of action in the following pages.

	BUSINESSES	OTHER ECOSYSTEM STAKEHOLDERS (clusters, associations, chambers of commerce, educational institutions, etc.)	GOVERNMENTS
RECOVERY PRIORITIES	<ul style="list-style-type: none"> <li>A. Transform <b>business models</b> to adapt to the new realities and take advantage of growth opportunities</li> <li>B. Speed up the transition to a <b>greener and more sustainable economy</b></li> <li>C. Focus on <b>collaboration</b> within and between sectors as a lever for growth and internationalization</li> <li>D. Support the development of a <b>labour pool</b> that matches market needs</li> </ul>	<ul style="list-style-type: none"> <li>A. Act as <b>catalysts</b> for mobilizing and promising initiatives</li> <li>B. Reinforce <b>networking and support structures</b> to promote growth and make businesses more competitive</li> <li>C. Accelerate efforts to provide an adequate <b>labour</b> pool with skills that meet the needs of the market</li> </ul>	<ul style="list-style-type: none"> <li>A. Capitalize on <b>innovation</b> through adapted and flexible public policies and initiatives</li> <li>B. Support <b>demand</b> in some promising niches and/or those hard hit by the crisis</li> <li>C. Give businesses access to adequate <b>funding</b> both in times of crisis and for recovery</li> <li>D. Rework <b>regulatory frameworks</b> to promote business agility and competition</li> <li>E. Support the private sector in its efforts to <b>recruit, retain and train</b> the workforce</li> </ul>

## Four priorities for businesses

- A. Transform business models, especially by adopting new technologies
- B. Speed up the transition to a greener and more sustainable economy
- C. Focus on collaboration within and between sectors as a lever for growth and internationalization
- D. Support the development of a labour pool that matches market needs

## A. Transform business models, especially by adopting new technologies

TARGET: BUSINESSES

The pandemic has accelerated the digital shift and automation efforts for many businesses, and it has highlighted the potential of disruptive technologies such as artificial intelligence. Montréal companies will be able to enhance their productivity and become more competitive if they switch to new technologies; that will also boost the growth of Québec's and Montréal's technology sectors. Companies should consider the following if they want to take full advantage of the major technological advances of recent years:

### 1. Focusing on adopting new technologies (*short-term*)

For example:

- **Retail:** Put together digital strategies, investing in technological talent and tools so as to become more competitive with the help of existing and future government support programs.
- **Tourism:** Upgrade the business model and incorporate digital into the services offered by conventions, fairs and other business events to meet the new post-COVID consumption habits.\*\*\*
- **Aerospace and air transportation:** Incorporate new technologies into manufacturing engineering (Industry 4.0).
- **Transportation and logistics:** Accelerate the integration of AI and connectivity in the transportation field by focusing on integrated mobility (Mobility-as-a-Service - MaaS).

## B. Speed up the transition to a greener and more sustainable economy

TARGET: BUSINESSES

The pandemic has highlighted the need to accelerate efforts to address environmental issues. Companies may reduce their investments in times of crisis because they face a more uncertain economic situation. But they could make a more solid start if they did invest, while also supporting the clean technology sector. To this end, companies should consider:

### 1. Accelerating the adoption of sustainable practices and technologies to increase the sectors' resilience and respond to the climate emergency (*short-term*)

For example:

- **Construction and infrastructure:** Identify and incorporate sustainable practices that meet the criteria of both profitability and environmental impact.\*\*\*
- **Cleantech:** Challenge cleantech startups and SMEs to find innovative solutions to business and government operational and environmental problems. This would allow more companies in all sectors to incorporate more clean technologies into their processes and procedures.\*\*\*

### 2. Leveraging large-scale projects in key sectors of the green economy for the metropolis (*longer-term*)

For example:

- **Aerospace and air transportation:** Create an integrated strategic R&D proposal to develop "green" aircraft and their components.\*\*\*
- **Transportation and logistics:** Make the East End of Montréal a laboratory for experiments and demonstration by bringing together strategic players who are active innovators, testers and marketers of electric/smart transportation solutions.

## C. Focus on collaboration within and between sectors as a lever for growth and internationalization

TARGET: BUSINESSES

In order to take advantage of well structured and fluid ecosystems and escape the silo trap, it is imperative to rely on close collaboration between the various players that make up those ecosystems (research institutes, the business community, clusters, government, etc.). This principle applies both to players in the same sector and to those in different sectors. Companies should therefore consider:

### 1. Encouraging collaboration between the different industry players (*short-term*)

For example:

- **Retail:** Set up cross-promotions between retailers, restaurants and businesses in the tourism sector to stimulate sales in the short term.\*\*\*
- **ICT:** Challenge large companies to work more closely with startups and SMEs in the sector to develop and implement innovative solutions that will allow them to go international and make them more competitive. \*\*\*

## D. Support the development of a labour pool that matches market needs

TARGET: BUSINESSES

The different sectors will have to be able to build on solid foundations—including a pool of skilled labour—if they want to be real players in the recovery. Businesses, particularly medium sized and large ones, have an important role to play in developing and upgrading the workforce. They should therefore consider:

### 1. Contributing to attracting and training workers(*short-term*)

For example:

- **Construction and infrastructure:** Work with educational institutions to ensure that training matches the skills required by new technologies.\*\*\*
- **Financial services:** Prioritize the attraction and development of the talent needed to work toward a more technological finance system.\*\*\*
- **LSHT:** Continue efforts to develop, upgrade or requalify the labour pool, taking advantage of the public funding programs for training announced as part of the recovery and promoting the intake of trainees so as to add key skills.

Three priorities for the other players in the ecosystem: clusters, associations, chambers of commerce, educational institutions, etc.

- A.** Act as catalysts for mobilizing and promising initiatives
- B.** Reinforce networking and support structures to promote growth and make businesses more competitive
- C.** Accelerate efforts to provide an adequate labour pool with skills that meet the needs of the market

## A. Act as catalysts for mobilizing and promising initiatives

TARGET: OTHER ACTORS

The pandemic provides an opportunity to rethink Montréal's positioning in several promising sectors and areas. As part of the recovery, economic development organizations can help turn the pandemic into a tremendous opportunity for self-renewal and the development of grand visionary projects; they should consider:

### 1. Setting up and coordinating promising and mobilizing projects aimed at positioning Greater Montréal in key niches (*longer-term*)

For example:

- **Financial services:** Position Greater Montréal as a North American hub for sustainable finance by creating a major annual event, attracting and developing responsible investment talent and harnessing Montréal-based AI expertise to analyze hard-to-compare ESG information.
- **Cultural and creative industries:** Create innovative and experimental projects that promote collaboration and synergy between the various sub-sectors of the creative industries (including architecture and design), related fields (e.g. artificial intelligence) and the higher education and research communities with export and intellectual property development potential.
- **Tourism:** Give priority to projects that focus on local and pan-Canadian tourism and on demonstrating Montréal's leadership as a safe and healthy destination over the long term.\*\*\*
- **Transportation and logistics:** Give priority to drawing up a clear vision to accelerate the sector's development as well as sharing and integrating data management among transportation and logistics players (e.g. collaboration between CargoM and Propulsion Québec in setting the sector's development priorities for the coming decade).\*\*\*

#### Legend:

\*\*\* Courses of action identified as priorities by the community at the sector forums.

## B. Reinforce networking and support structures to promote growth and make businesses more competitive

TARGET:  
OTHER  
ACTORS

The pandemic has revealed how all the actors in the economic fabric are interwoven. Economic development organizations should take advantage of existing synergies and create new ones if they want Montréal's economy to emerge stronger after the crisis. They should consider:

### 1. Continuing efforts to set up mechanisms that encourage networking and corporate innovation (*short-term*)

For example:

- **Retail:** Support collaboration between sectors to encourage innovative and creative ideas for restaurant and retail services.
- **Cultural and creative industries:** Support cross-sector networking projects through major innovation projects to boost the use of Montréal technologies and know-how in immersive environments, gaming, virtual and augmented reality.
- **Cleantech:** Set up mechanisms to encourage business innovation, augmenting current supply and creating competitions or open innovation platforms specific to the cleantech sector, especially ones that promote networking between user companies and entrepreneurs.\*\*\*
- **ICT:** Align startups with large companies, with a view to stimulating innovation and speeding up the digital shift; introduce mentoring and coaching programs to help startups get off the ground.\*\*\*
- **Tourism:** Increase the synergies and interconnection of sector, business, research and knowledge communities (university networks, students, professors, researchers, alumni, etc.) and their ability to network with the outside world.

### 2. Improving access and increasing initiatives to support marketing and internationalization (*longer-term*)

For example:

- **Cultural and creative industries:** Support cultural entrepreneurship and develop or acquire specific expertise in the field of intellectual property valuation and marketing.
- **ICT:** Strengthen initiatives to support marketing and internationalization and improve access to them.\*\*\*

## C. Accelerate efforts to provide an adequate labour pool with skills that meet the needs of the market (1/2)

TARGET:  
OTHER  
ACTORS

The pandemic has seriously affected the way work is organized. Educational institutions and economic development organizations should consider the following measures if they want to have a labour pool with key skills and be large enough to boost the growth of the different sectors:

### EDUCATIONAL INSTITUTIONS

#### 1. Adjusting training programs to ensure an adequate pool of skilled labour (*short-term*)

For example:

- **Construction and infrastructure and ICT:** Assess the possibility of shortening or accelerating some training programs in order to supply the sectors with labour more quickly and promote requalification.
- **Cultural and creative industries:** Intensify and adapt education/training programs in cutting-edge fields; support the development and continuous renewal of the sector's essential and sensitive expertise through training programs.
- **LSHT:** Make sure the labour pool has the key skills and is large enough to boost the sector's growth.
- **Transportation and logistics:** Adapt training to the new realities of the sector to ensure an adequate labour pool.\*\*\*

#### 2. Matching supply to the skills sought (*short-term*)

For example:

- **Cultural and creative industries:** Make sure that training programs cover management skills (marketing, regulation, IP management, etc.).
- **LSHT:** Encourage work-study and internships so that students gain work experience that is useful for employers.
- **ICT:** Strengthen existing mechanisms to ensure that technical training is aligned with market needs.
- **Cleantech:** Encourage the creation of hybrid programs that combine technical/scientific skills and cross-disciplinary skills.
- **Transportation and logistics:** Make sure training programs include the skills needed for the digital shift.

## C. Accelerate efforts to provide an adequate labour pool with skills that meet the needs of the market (2/2)

TARGET:  
OTHER  
ACTORS

### ECONOMIC DEVELOPMENT ORGANIZATIONS

#### 3. Encouraging the attraction and retention of talent (*short-term*)

For example:

- **Aerospace and air transportation:** Step up efforts to attract and retain talent—especially by promoting the sector to young people and workers who want to retrain—partnering with specialized educational institutions, CAMAQ and Aéro Montréal.
- **ICT:** Strengthen the attraction and retention of international talent to meet Canadian needs, enhancing strategic targeted talent sourcing programs.
- **Transportation and logistics, Financial services, Construction and infrastructure:** Train and attract the talent needed to work in more technologically demanding positions.

#### 4. Increasing awareness of labour needs in targeted industries (*short-term*)

For example:

##### Initiatives within sectors:

- Set up promotional initiatives in certain sectors, taking advantage of the momentum sparked by the pandemic and the recovery.
- Create concerted actions to meet the crying need for labour in certain sectors (inter-sector summits, dovetailed promotional activities, joint international recruitment missions, etc.).

#### 5. Creating programs that promote inclusion and diversity (*longer-term*)

For example:

- **Inter-sector initiatives:** Work with governments to create mentoring programs, funds and initiatives that make it easier for women, ethnic and cultural minorities and Indigenous people to access the business community, particularly decision-making positions.

## Five priorities for governments

- A.** Capitalize on innovation through adapted and flexible public policies and initiatives
- B.** Support and stimulate demand in some promising niches and/or those hard hit by the crisis
- C.** Provide adequate financing for businesses in times of crisis and recovery
- D.** Rework regulatory frameworks to promote business agility and competition
- E.** Support the private sector in its efforts to recruit, retain and train the workforce

# A. Capitalize on innovation through adapted and flexible public policies and initiatives (1/2)

TARGET: GOVERNMENTS

The pandemic has highlighted the need to act now for a more innovative, greener and more resilient economy. In light of both the climate emergency and the need to help businesses transform their business models, the different levels of government must use the levers at their disposal to rethink and transform our economy. They should therefore consider:

## 1. Drawing up and communicating a clear vision to ground the recovery on innovation and sustainable development (*short-term*)

For example:

- **Construction and infrastructure:** Put sustainable development at the core of the sector's revival. Make projects use best practices in sustainable construction. Introduce incentives for using clean concepts, materials and technologies to reduce GHGs from industry and for better waste management.\*\*\*

## 2. Helping businesses transform their business models and acting as a lever for innovation and sustainable practices (*short-term*)

For example:

- **Retail:** Support small and medium retailers in strengthening their digital maturity and reduce tax inequities with large international players.
- **Construction and infrastructure:** Get stakeholders to reflect on the specific theme of business models for major public infrastructure projects: analyze the major successes of recent years and the factors for success, the issues related to commonly used business models and how to solve them, together with emerging business models.
- **Cultural and creative industries:** Create an assistance program to speed up the digital shift for cultural and creative businesses (including arts organizations and festivals) in terms of marketing and dissemination.
- **ICT:** Build digital infrastructure to support economic recovery and growth. The announced investments will have to be large enough to finance state-of-the-art infrastructure if they are to be leveraged.\*\*\*
- **Cleantech:** Make the transition to a green economy the core of the recovery of Greater Montréal, Québec and Canada; additional eco-tax measures could be used to partially finance the recovery plan.
- **Financial services:** Draw up a clear and long-term vision of the economy in order to rally the efforts of the financial community and encourage investment for the transition to a low-carbon economy and business digitization.\*\*\*

## A. Capitalize on innovation through adapted and flexible public policies and initiatives (2/2)

TARGET: GOVERNMENTS

### 3. Ramping up projects that encourage innovation (*short-term*)

For example:

- **Initiatives between sectors:** Put more effort into setting up innovation zones to stimulate the marketing of innovations, exports, local and foreign investment and business productivity. The innovation zones will help attract talent, entrepreneurs, major contractors and researchers from Québec and elsewhere.

### 4. Focusing on the development of strategic innovative sectors for a sustainable recovery (*longer-term*)

For example:

- **Aerospace and air transportation:** Quickly adopt an ambitious Canadian aerospace policy that includes a focus on clean technologies and responsible development.
- **Transportation and logistics :** Support the development of the electric/smart transportation industry. Bolster the lithium battery industry.\*\*\*

Public procurement is an important vector for catalysing innovation. That topic is discussed in Section B. "Support and stimulate demand in some promising niches and/or those hard hit by the crisis."

#### Legend:

\*\*\* Courses of action identified as priorities by the community at the sector forums.

## B. Support and stimulate demand in some promising niches and/or those hard hit by the crisis (1/2)

TARGET: GOVERNMENTS

The health measures introduced last March have had a significant impact on demand for many sectors of the city's economy. To sustain and revitalize demand in the different sectors of the Montréal economy during the economic slowdown and ensure that these sectors emerge stronger, governments should consider:

### 1. Promoting "buy local" (short-term)

For example:

- **Retail:** Better integrate initiatives promoting local purchasing by expanding the aggregator role of Le Panier Bleu to support local retailers and restaurants.\*\*\*
- **ICT:** Promote local expertise in promising and sought-after sub-sectors, introducing a "Panier Bleu" technology initiative that includes both products and services. Further promote the Techno du Québec directory, which provides access to the B2B solutions of close to 500 Québec companies.\*\*\*

### 2. Promoting a strong brand image for Montréal (short-term)

For example:

- **Downtown:** Create a strong, unifying and distinctive brand image for Greater Montréal and promote it on priority international markets.\*\*\*
- **Retail:** Finance communication campaigns promoting the Montréal brand internationally to support retailers' export efforts.
- **Cultural and creative industries:** Draw up and deploy an ambitious communication and positioning strategy on the local and international markets, in partnership with Tourisme Montréal and industry players.
- **Tourism:** Support Montréal's competitive edge as an innovative international leader of business events, and provide financial support for projects and initiatives that contribute to strengthening the image of Montréal and its downtown core as "innovation laboratories and showcases."\*\*\*

## B. Support and stimulate demand in some promising niches and/or those hard hit by the crisis (2/2)

TARGET: GOVERNMENTS

### 3. Using public procurement to its full potential (*longer-term*)

For example:

- **Construction and infrastructure:** Include environmental and Total Cost of Ownership (TCO) criteria: i.e. operation, maintenance, monitoring and disposal, so that public procurement acts as a lever for innovation and sustainable practices.
- **Cultural and creative industries:** Encourage "buy local" and the use of local businesses when awarding public and private contracts in the cultural and creative fields.
- **LSHT:** Ramp up the integration of innovations in the health system right now.\*\*\*
- **Short term:** Support public procurement financially so that it can play a role as a test bench and technology showcase for Québec clean technologies.\*\*\*
- **Transportation and logistics:** Make public procurement a strategic tool for economic development and for strengthening innovation in transport, and electrify government vehicle fleets.\*\*\*

## C. Provide adequate financing for businesses in times of crisis and recovery

TARGET: GOVERNMENTS

Governments have an important role to play in business financing; they have to introduce policies, programs and support measures in times of crisis and also maintain a well developed financing chain at all stages. In order to contribute to the survival and growth of Canadian businesses, governments should consider:

### 1. Rethinking and/or expanding certain short-term assistance programs (*short-term*)

For example:

- **Aerospace and air transportation:** Provide emergency financial assistance for the sector. The very limited assistance received to date is jeopardizing the survival of Canadian carriers who face intense competition from foreign companies bolstered by strong support from their respective governments.
- **Retail:** Ensure the survival of the restaurant sector by supporting the conversion to take-out, and continue targeted support programs for the sector. Expand financial support and make it easier to access support programs with improved, better targeted budgets and one-stop access to programs.
- **Creative and cultural industries:** Support the creative core, ensuring that emergency measures for the various sub-sectors of the industry by all levels of governments are maintained while the pandemic is in effect, making some adjustments as needed.\*\*\*
- **Tourism:** Make sure the city's tourism stakeholders survive through financial measures (e.g. support for property taxes) and the maintenance of rent and worker assistance programs.\*\*\*

### 2. Continuously strengthening the financing chain (*longer-term*)

For example:

- **Creative and cultural industries:** Put together a public-private investment fund with the goal of creating a diversified portfolio of many projects/assets, particularly in the field of digital creativity, which would focus on the creation and retention of intellectual property with high value and export potential.\*\*\*
- **LSHT:** Continue supporting seed stage companies by increasing the availability of financing.
- **Cleantech:** Recapitalize seed technology funds to meet financing needs and consider creating mixed funds to finance cleantech projects by using government capital (concessional capital) to leverage capital from potential private sponsors.
- **ICT:** Strengthen the financing chain, promoting crowdsourcing platforms, and consider introducing tax measures to stimulate angel investments.

## D. Rework regulatory frameworks to promote business agility and competition

TARGET: GOVERNMENTS

The governments' regulatory frameworks and administrative processes have a significant impact on how efficient and competitive businesses can be, particularly during this economic slowdown which requires much agility by the private sector. If they want to create a business climate that will help our companies recover, particularly on the international stage, governments should consider:

### 1. Rethinking the administrative processes and some regulatory frameworks in order to provide a competitive and fair business environment that allows businesses to adapt to today's economic realities (short-term)

For example:

- **Aerospace and air transportation:** Review the user-pay model, suspending payments to NAV Canada, CATSA and Transport Canada for both ADM and air carriers.
- **Construction and infrastructure:** Lighten and accelerate administrative processes to improve the business environment for companies in the sector. Avoid piling on the regulations in this time of economic slowdown and high uncertainty. Speed up approval processes and review project management processes at all levels of government for the greatest possible efficiency in decision making.
- **Cultural and creative industries:** Continue upgrading the regulatory framework, aligning it to the new technological and economic realities in order to support and promote Canadian content; provide fair and equitable compensation for artists and creators. Ensure the speedy passage of Bill C-10 to give the CRTC new powers to impose Canadian content obligations on GAFAM.
- **LSHT:** Rapidly hone the competitive edge of the business environment by rethinking administrative and regulatory processes and improving and simplifying access to health data.\*\*\*

## E. Support the private sector in its efforts to recruit, retain and train the workforce

TARGET: GOVERNMENTS

By transforming the way work is organized, the pandemic has had an impact on some existing labour issues and has provoked new ones. While there have been greater labour shortages in some sectors, many of the sectors have expressed the need to strengthen skills and match skills profiles to new work realities. To support the industry's efforts, governments should consider:

### 1. Providing an adequate labour pool (*short-term*)

For example:

- **Construction and infrastructure:** Continue investing in and supporting the acquisition of talent and construction manpower, identifying the sub-sectors with the most pressing labour needs, drawing up an action plan to ensure that the labour challenge does not hinder a sustainable recovery, and accelerating access to journeyperson status.\*\*\*
- **Cultural and creative industries:** Relax immigration standards for skilled temporary foreign workers (TFWs) to speed up talent recruitment.
- **Initiatives between sectors:** Support the efforts of businesses to welcome and retain certain groups that are underrepresented in the labour market, some of which have been more severely affected by the crisis.

### 2. Supporting skills development and recognition (*longer-term*)

For example:

- **Initiatives between sectors:** Help workers fine-tune their employability—particularly through requalification programs and better recognition of skills for immigrants—and provide accessible continuing education that allows workers to update their skills in a world where the needs are changing rapidly.

# 4

## CONCLUSION - COMMITMENT TO SUCCESS

## Relaunch MTL: exceptional mobilization and practical plans

When the Chamber launched the Relaunch MTL movement we set ourselves several goals. We wanted to 1) mobilize the city's economic circles, 2) work with the sectors' mobilization platforms to get a first-hand reading of the situation, 3) fully understand the pre-COVID/post-COVID issues for each key sector of the city's economy, 4) spot any opportunities to be seized to for a speedy and successful recovery, 5) propose practical actions, both immediate and medium- and long-term, that involve all economic players.

There has been an exemplary degree of mobilization and solidarity.

- The governments immediately recognized the importance of bringing all economic sectors together for a successful recovery.
- Companies have agreed to openly share their challenges and best practices. All of the companies solicited as part of the movement have committed themselves enthusiastically and generously to the relaunch of Montréal.

The movement has benefited greatly from the high degree of organization of the economic sectors.

- It would have been impossible to launch this movement quickly without the involvement of the sector mobilization mechanism in the metropolitan region. The 17 clusters and other partner organizations made it possible to immediately mobilize the best resources to assess the situation, confirm the findings and propose practical actions for a successful recovery.
- Our approach is considered a best practice in other Canadian metropolitan areas, where similar movements are being initiated. The Chamber is convinced that the economic mobilization mechanism in Greater Montréal is a significant strategic advantage, particularly in times of crisis.

This summary plan only delivers a portion of the wealth of the sector action plans. Everyone needs to take the time to read each of the action plans so as not to miss any opportunity for economic recovery.

- Urgent action is needed to ensure the sustainability of businesses in sectors that are still very vulnerable; tourism and air transportation are the most glaring examples.
- Other decisions are just as urgent for companies to start planning their future strategies or make strategic investments for the future without delay.
- Lastly, it is clear that the recovery provides an opportunity to make investments that will have a lasting and long-term impact on our economic performance. We must also act in the long term.

## Relaunch MTL: a 12-18 month trajectory that starts now!

The biggest challenge right now is to get this relaunch going. It will take four winning conditions:

1. **Start now:** the governments of Québec and Canada must complete their consultations and present their initial plans for recovery by January; the Ville de Montréal has already issued a recovery plan entitled "Une impulsion pour la métropole : agir maintenant." The public sector will have to get involved in many of these actions (investments, business model pivots, staff training, etc.). We have to send the right signals quickly so that we will be ready for the recovery.
2. **Support small businesses properly:** SMEs are facing enormous pressure to get through the crisis, and will find it hard to look ahead and invest in line with the recovery. Governments will need to schedule the evolution of existing assistance programs properly and introduce new guidance programs for the recovery.
3. **Continue transforming business models:** the companies themselves will have to go on evolving so as to accommodate the permanent changes arising from the crisis, such as the widespread use of hybrid working models or the marked increase in e-commerce.
4. **Take a long-term view:** the effects of the crisis should fade gradually, at different rates depending on the sector. Solutions will have to be found to the labour shortage problems in some sectors, while other sectors will still be operating in slow motion. Several investments needed to strengthen the economy's productivity will take several months to put together. We will have to stay the course.

That means the Relaunch MTL movement will not stop with the release of the 11 sector action plans and the summary plan. Over the next 12 to 18 months the Chamber undertakes to:

- Continue to work and **collaborate with governments** to ensure that they remain fully committed to supporting the economy of the city and its downtown
- Support **sector mobilization platforms** to convince all decision makers to implement the action plans
- Act as a **catalyst** for mobilizing and promising initiatives
- **Update** analyses and action plans as needed to reflect changing health and economic conditions
- Reinforce **networking** and support **structures** in order to promote growth and make businesses more competitive
- Offer the businesses in the metropolitan region the direct services they will need to prepare for a successful recovery.

# APPENDICES



- **Summary of sector action plans**
- Consulted organizations

# AEROSPACE AND AIR TRANSPORTATION



# Aviation and aerospace are in crisis

**The air transportation and aerospace industries may be used to turbulence, but they are currently weathering the worst storm in their history. Without considerable government assistance, their viability is at risk.**

## AT THE CORE OF MONTRÉAL'S ECONOMIC LIFE

- The strategic importance of Aéroports de Montréal (ADM) and its resident airlines is hard to miss. They are our link to the outside world, without which trade, tourism, family reunions and cultural exchanges would be almost impossible. Montréal's connectivity is also a factor in wealth creation.
- The strategic importance of aerospace is somewhat less visible to the general public, but it is no less real. Even though Bombardier has turned its focus to business aircraft, Montréal remains the world's third largest aerospace capital. The local capacity for innovation has led to the development of one of the most efficient aircraft and to the arrival of Airbus.
- This industry boasts 43,400 well-paying jobs, but above all, it is highly productive. It is a leader in R&D and innovation, and the largest export sector in Québec.
- Before the pandemic our airlines, led by Air Canada, were facing fierce international competition, and yet they still ranked among the best in the world. Montréal's aerospace sector was up against a restructuring of the industry worldwide and needed to upgrade its operations.

## A GROUNDED INDUSTRY

- The pandemic has grounded aircraft around the world and airline and airport activity is running at less than 20% of its previous level, with no prospect for recovery in the near future.
- Despite the retirement of the oldest and largest aircraft, many remain unused, and airlines are trying to postpone aircraft procurement.
- Aircraft manufacturers have slowed their production pace and the impact is being felt through the chain of suppliers, large and small. A return to pre-pandemic volume is not expected for several years.



# Courses of action

**As a high-volume, low-margin industry, air transportation needs flights to resume on a wide scale.**

**Without an active aviation industry there will be no way of restarting the aerospace sector, which depends on the purchase and maintenance of aircraft.**

## THE CLIMATE CHALLENGE AND ARTIFICIAL INTELLIGENCE

Despite current setbacks, the future looks bright for these sectors as the industry responds to the climate challenge and harnesses artificial intelligence for air transportation. But they will need support to weather the storm and position themselves favourably for the recovery.

### COURSES OF ACTION

#### **Target 1: Industry, economic development organizations and educational institutions**

- Create an integrated strategic R&D proposal to develop "green" aircraft and their components
- Incorporate new technologies into manufacturing engineering
- Boost efforts to attract and retain talent

#### **Target 2: Governments**

- Quickly adopt an ambitious Canadian aerospace policy that includes a focus on clean technologies and responsible development
- Secure financing for aerospace companies
- Support innovation and the use of new technologies
- Support business development efforts in the defence and space sectors
- Resume domestic and international flights in a safe manner
- Provide financial support for ADM
- Provide financial support for Canadian airlines
- Review the user-pay model



# Highlights of the priorities set during the Strategic Forum on Aerospace and Air Transportation (1/2)

On November 2, 2020 the Strategic Forum on Aerospace and Air Transportation, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, tackled the issues, challenges and business opportunities facing companies in those sectors. The Forum, which attracted close to 500 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sectors' post-COVID future.

During a collaborative working session the participants prioritized the issues and courses of action outlined in this report. The main findings are:

- 1) Pre-COVID challenges** 1) the intense **global competition** faced by both airlines and the aerospace industry and 2) the **climate challenge** are the two issues considered to be of primary importance.
- 2) Long-term impacts of the current crisis** It is clear that the aerospace sector is currently facing unprecedented challenges, particularly due to the near-total suspension of flights. 1) the **relocation** of certain links in the production chain **by prime contractors**, 2) a **decline in growth prospects**, 3) a **permanent reduction in manufacturing capacity in Québec**, 4) a **loss of skills** were seen as the most worrisome impacts in the long term. .
- 3) The highest priority industry action items** **Investments in strategic R&D to develop green aircraft and incorporating new technologies into manufacturing engineering** are the top priorities for the aerospace sector.



# Highlights of the priorities set during the Strategic Forum on Aerospace and Air Transportation (2/2)

- 4) **The highest priority policy options for governments** Great importance was put on supporting innovation and the use of new technologies. Other action items include the adoption of a **Canadian aerospace policy focused on technologies** that will help reduce our carbon footprint and **the safe resumption of** domestic and international flights.
- 5) **Other reactions** Guest speakers and experts also stressed the importance of: 1) supporting the sector to ensure a strong workforce (renewal, talent attraction), 2) ensuring a predictable business environment, 3) seeing the recovery as a vector for innovation.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among these, specific to companies:

- *"Think about revising the basic mission of these companies so they can use their resources and employees to respond to the climate crisis in the short term (i.e. changes in the sector, such as efficient land transport) – like the companies that started producing respirators during the pandemic."*
- *"Share these new technologies and innovations with universities and encourage stronger collaboration between universities and industry players."*

...and specific to governments:

- *"Carry out infrastructure projects in airports and other similar facilities."*
- *"Provide better support to aerospace and recognize it as a major industry in Canada, on a par with the motor vehicle and oil sectors... Too often, aerospace is seen as a secondary industry."*

**The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan. All stakeholders should implement it to ensure the recovery of the sector.**



DOWNTOWN



# Downtown, a strategic territory

Downtown Montréal is the economic, social and cultural core of the Greater Montréal area, as well as the international showcase for the province.



Source: IdéesFX

**Montréal's downtown differs from other city centres in North America due to its mix of uses and functions. We...**

- **work there:** 300,000 jobs, 7,000 businesses and 24 head offices of companies with revenues of over \$1 billion
- **shop there:** 12.5 km of commercial arteries, including Saint Catherine Street (1,200 stores) and the underground city
- **visit:** it is Québec's leading tourist destination and attracts 84% of international air passengers in Eastern Canada
- **live there:** 60,000 residents, a population that is younger, more educated and more diverse than the population of Greater Montréal
- **learn there:** it is the best student city in North America
- **go out:** it is the cultural core of Québec and a lively area in the evenings and on weekends
- **live together:** remarkable social peace compared to other major cities on the continent, despite the fact that the downtown population is quite eclectic
- **get around:** it is the intermodal hub of Greater Montréal, with 60% of the population living within 15 km, and more distant suburbs connected by trains and soon the REM.



# The impact of the health crisis and the risk of devitalization

There is a serious risk that the economic situation could turn into a full-blown crisis if the impact of the health measures leads to a spiral of devitalization.



**While the health crisis has virtually shut down the city centre, we do not yet know its long-term impacts on:**

- **work:** 5-10% of downtown employees work in the offices, a trend that is not likely to disappear; while a gradual return to onsite work can be expected, the hybrid model featuring telework could remain constant in many companies
- **shopping:** Saint Catherine Street is the most affected major commercial artery in the country (- 76% of traffic) and the return is uncertain, especially due to online shopping
- **tourism:** the entire ecosystem, which is at a standstill, may not emerge alive when the crisis ends; that will lessen Montréal's appeal as a destination
- **living:** the crisis and health measures could make downtown a less attractive place to live
- **learning:** +90% of students are taking their courses online, a trend that will deplete campus life for continuing education if it continues
- **arts and entertainment:** as cultural institutions, restaurants and bars are closed, the state of the arts and entertainment ecosystem will be a cause for concern as we emerge from the crisis
- **living together:** the current balance is in a state of disruption, as the mass of people who frequent the city centre have deserted it
- **mobility:** the downtown core remains the focal point of Greater Montréal's local and regional mobility networks, but better planning will be needed, especially to limit obstacles



# Courses of action

11 specific courses of action to strengthen Montréal's downtown core

	<b>Limit the impact of the health crisis</b> <i>Dec. 2020 - May 2021</i>	<b>Restore the image and attraction of the downtown core</b> <i>June 2021 - August 2022</i>	<b>Put the downtown core back on a new footing</b> <i>Sept. 2021 - ..</i>
<b>Make it more attractive to work downtown</b>	ACTION 1 <b>Launch the "Masque à masque" (Mask to Mask) initiative</b>	ACTION 2 <b>Launch the "Synergie centre-ville" (Downtown Synergy) program</b>	ACTION 3 <b>Set up the "Bureau de la vitalité du centre-ville" (Downtown Vitality Bureau)</b>
<b>Attract residents to the downtown area</b>		ACTION 4 <b>Set up the "Habitation centre-ville" (Downtown Housing) office</b>	
<b>Differentiate the downtown experience</b>	ACTION 5 <b>Launch the "Centre de réactivation économique du centre-ville" (Downtown Economic Reactivation Centre)</b>	ACTION 6 <b>Renew the "Relance centre-ville" (Relaunch Downtown) operation coupled with an "Achat centre-ville" (Buy Downtown) campaign</b>	ACTION 7 <b>Prepare the "Notre centre-ville : le grand retour" (Downtown: the big return) operation</b>
<b>Make the downtown area more accessible</b>		ACTION 9 <b>Launch the "Ça roule" (A Smooth Ride) Campaign</b>	ACTION 10 <b>Launch "Stationnement centre-ville" (Downtown Parking)</b>
<b>Boost the downtown outreach</b>		ACTION 11 <b>Create a strong, unifying and distinctive brand image for Greater Montréal and promote it on priority international markets</b>	

Source: IdéesFX



# Highlights of the priorities set during the Strategic Forum on Downtown Area (1/3)

On December 9, 2020 the Strategic Forum on Downtown Area, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector. The Forum, which attracted close to 300 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action outlined in this report. The main findings are:

- 1) **The impacts of COVID-19** "Working downtown" is the function most at risk as a result of the health crisis.
- 2) **Recovery responses** Among the five response areas described in the Action Plan, the priority for relaunching the downtown core is **enhancing the advantages of working downtown** by **consolidating its role as an economic driver**.
- 3) **Short- and medium-term courses of action** The **benefits of onsite work should be promoted** first, and employers who encourage workers to return to the downtown core (observing public health guidelines) should be recognized.
- 4) **Long-term courses of action** In the longer term, the priority actions are: to **diversify the economic profile of the downtown core** by attracting more companies from emerging sectors and promoting synergies, and to **create a strong, unifying and distinctive brand image** for Greater Montréal and promote it in priority international markets.
- 5) **Level of concern** When asked about their level of concern (low, moderate or high) as to the vitality and revitalization of the downtown core over a two-year span, the majority of respondents indicated that they are **moderately concerned**; they worry that the pandemic will cause some businesses, restaurants and enterprises to close or relocate. On their heels are the respondents with **high levels of concern**, who fear that the role of downtown as the economic driver of Québec and Greater Montréal is at risk unless there is significant government intervention.



# Highlights of the priorities set during the Strategic Forum on Downtown Area (2/3)

**6) Other reactions** Panelists raised the **catastrophic impact of the crisis on downtown** and the **need for continued support** to prevent the area from devitalizing. They also remarked on the **great concerted efforts** to apply health measures strictly.

While they welcomed the **ongoing collaboration between governments and business** throughout the crisis, they also stressed the need for a strategy to attract workers and increase traffic; in the longer term there is a need to **plan initiatives that will fuel the relaunch of** downtown, including support for the real estate sector, celebrations and events that contribute to a "wow" effect, easier access to the area, improved site planning and the creation of a strong brand image for the city.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among them, for the private sector:

- *"Have businesses encourage a return to work in the downtown core as much as possible. That's the main reason we go downtown, and it will help all the other spheres. Above all, the focus must be on the downtown lifestyle: the summer of 2021 will need to be very lively to remind people of what it means to come downtown—and live there."*
- *"Let Greater Montréal residents know what they have to do to relaunch the downtown and show them the impacts of its destruction, not only on businesses and the city, but also on residents."*
- *"Be bold, courageous and original. This is the ideal time to position Montréal in the international imagination."*

...and specific to governments:

- *"The City, the Government of Quebec and the Government of Canada must set an example by bringing back all their staff while complying with health regulations."*



# Highlights of the priorities set during the Strategic Forum on Downtown Area (3/3)

## **6) Other reactions (continued)**

- "Modernize the infrastructure of the city centre and rethink it as a modern city, like Barcelona or Copenhagen. Focus on all the small details that make it less attractive: impeded access during construction, lack of travel fluidity, quality of life management that does not always take residents into proper consideration."
- "Enhance the outdoor experience in the downtown by improving and increasing the number of terraces and public squares, green desking, etc."
- "Give some thought to the roles of other actors outside the city that give residents of the suburbs access to the city core, such as RTL, Exo and STL."
- "Use the arrival of HEC in the city centre to further promote downtown as the home of five major universities and the core of innovation in the metropolis."
- "Strengthen the role of social economy enterprises in the downtown area."
- "Enhance the nightlife of the downtown area so that Montrealers will want to stay there after 7 p.m."

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan. All stakeholders should implement it to ensure the recovery of the sector.



RETAIL



# Retail trade, an important socio-economic driver

**The pandemic has had a significant impact on the retail sector**

## THE STATE OF PLAY BEFORE COVID-19

- Retail trade: one of **Greater Montréal's important socio-economic drivers**.
  - Retail trade is a major contributor to Greater Montréal's GDP (**\$64 billion in sales** in 2019 and **12% of jobs** in the CMA). Montréal is the **second largest metropolis in Canada** in terms of sales.
  - Restaurants account for **\$14 billion in sales**. Some 33% of the province's establishments are located in the CMA. The sector is a pillar of the agri-food chain, in addition to contributing to Montréal's brand image as a "foodie" destination.
- The retail trade and restaurants are **key employers for students** and lower-skilled workers. The sectors contribute to the **social integration** of a relatively less qualified part of the labour force and, in some cases, allows employees to rise through the ranks. The **head offices** of companies in these sectors contribute not only to **maintaining skilled jobs, but also to creating them**.
- Before the pandemic, both sectors were facing several development problems such as profitability challenges related to **fixed costs** (especially leases), the **labour shortage, digital immaturity** set against expanding e-commerce, and an **inevitable transformation of their models** to keep up with changes in consumer behaviour. The pandemic has accentuated these challenges and drastically accelerated the digital shift.

## THE MAIN IMPACTS OF THE CRISIS ON THE SECTOR

- The health crisis has had a significant impact on the retail sector, especially during periods of confinement when many establishments considered non-essential had to close. Health requirements resulted in **higher operating costs** set against **sharply declining sales** for the establishments that had to close.
- The economic uncertainty associated with the pandemic has led to a **shift in household budgets** toward goods and services considered more essential. **Some sectors** (fashion in particular) **have been harder hit**, while others, such as food, have gone up. Sales rebounded during the summer, however.
- Confinement has **boosted online sales**, which have doubled. This appears to be long-term growth. Companies will have to ramp up the digital shift and make greater efforts to increase the profitability of their online operations.
- The many closings from March to June 2020 have forced employers to make **significant layoffs**.
- High fixed costs (especially leases) have triggered a **wave of insolvency among retailers and restaurateurs**. Four times as many merchants filed for creditor protection between May and June 2020 as in 2019.
- Restaurants have been particularly affected by the health crisis and are the main victims of the second wave. **Approximately one out of every three restaurants is expected to close** in the next six months.
- Since the pandemic there has been an increase in **local purchases**.



# Assistance measures and business opportunities

We need to continue and enhance support measures to avoid a wave of closings in the retail sector and ensure short-term survival during the holiday season and early 2021

## SECTOR SUPPORT MEASURES

- Governments have proposed several cross-disciplinary support measures. The sector has used the Canada Emergency Wage Subsidy, the CTAPB guaranteed loan and the provincial PACME. However, our consultations for this plan revealed several limitations to those programs:
  - Shopkeepers and restaurateurs (especially smaller businesses) are often **unfamiliar with the measures** and perceive the **process as long and tedious**, and the **eligibility criteria as too narrow or ill suited** to their needs. A **one-stop process** for all the measures that incorporates the data needed for applications would make things easier
  - The original Canada Emergency Rent Subsidy program failed due to a design flaw. It is too early to assess the new version, which is more generous and targets establishments directly
  - Although there are some measures to help merchants go digital, they are still not well suited to smaller establishments. A **one-stop process** for **shared** or even subsidized **digital and logistics services** would be beneficial
  - The assistance measures most often used to deal with liquidity issues **encourage debt** (guaranteed loans vs. grants) and are often a bad fit for small institutions that have not been able to demonstrate sustained profitability for several years
  - Thought must be given to **providing support for commercial property taxes** in Montréal, which are the highest in Canada
- The governments have announced an adjustment lately.
- Other initiatives have been created by commercial and/or private development actors **to support local purchasing** (e.g. Le Panier Bleu). However, these initiatives are not yet working in a concerted manner, so the impact on consumers and the benefits for merchants are limited.

## SECTOR BUSINESS OPPORTUNITIES

- Beyond the short-term measures needed for the sector to survive, there are opportunities for the retail sector:
  - **Accelerate the sector's digital shift** in order to meet consumer needs properly and improve the positioning of our businesses with consumers outside Québec
  - **Transform traditional retail business and operational models** through **innovation**
  - Encourage **local and eco-responsible trade** by boosting sales from local shops and restaurants
  - **Revitalize the downtown core**, which was the area most affected by the decline in traffic during the pandemic



# Courses of action

*Note: due to the rapid evolution of sector assistance measures, some courses of action may have already been partially implemented by the time this plan is released.*

## Ten courses of action to steer the ecosystem toward reviving retail trade

### 1. Target 1: Businesses

- Stimulate short-term sales through various initiatives
- Implement digital strategies by investing in talent and technology tools
- Rethink business and operational models, relying on innovation to design differentiated supply

### 1. Target 2: Entrepreneurship and economic development support organizations

- Better integrate initiatives promoting local purchasing by expanding the aggregator role of Le Panier Bleu
- Support cross-sector collaboration to encourage innovation and creativity in supply development and support merchants in their export efforts

### 1. Target 3: Governments

- Introduce incentives to stimulate sales by local merchants and restaurateurs during the holiday season and early 2021
- Expand assistance measures and make it easier to access support programs
- Support small and medium-sized retailers in strengthening their digital maturity and becoming more competitive in the field of e-commerce
- Promote local shops and local brands
- Draw up a strategy for redevelopment of the downtown core and targeted commercial arteries



# Highlights of the priorities set during the Strategic Forum on Retail Trade (1/2)

On December 4, 2020 the Strategic Forum on Retail Trade, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector. The Forum, which attracted close to 350 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action. The main findings are:

- 1) **Pre-COVID challenges** The most significant pre-COVID challenge was the **delay in going digital**, followed by **issues related to high fixed costs**.
- 2) **The impacts of the current crisis** The most worrisome impact of the crisis on the sector is the loss of vitality in the downtown and the various shopping streets, followed by the **decline in profitability** and **high fixed costs**.
- 3) **Business opportunities for the sector** The most significant opportunities for the sector are: 1) continuing to **transform traditional retail business and operational models** through innovation, and 2) **accelerating the sector's shift to digital**.
- 4) **Short-term courses of action to revitalize the downtown core** We asked the Forum participants to prioritize the courses of action that most concern them and that would contribute to increasing traffic in the downtown core. **Cross-promotions** between retailers, restaurants and businesses in the tourism sector, plus **easier access for cars and pedestrians**, were described as the courses of action to be prioritized in the short term.



# Highlights of the priorities set during the Strategic Forum on Retail Trade (2/2)

**5) Other reactions** Panelists raised the importance of 1) enhancing delivery models, 2) leveraging digital interfaces, 3) continuing to value customer service and sector talent. The audacity of several entrepreneurs has also come to the fore, as quite a few of them have already proposed innovative and forward-looking business models. Panelists also discussed the positive impact of Le Panier Bleu for supporting Montréal retailers.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among them, for the industry:

- "Build a digital infrastructure to better position local businesses against the web giants."
- "Revitalize various advertising campaigns aimed at boosting tourist traffic in the downtown area."
- "Offer free programs to steer businesses toward digital with strategic keys."

...and specific to governments:

- "[Consider a decrease] in postage costs, which undermine interest in e-commerce [for retailers]."
- "Regulate and better supervise the field of commercial leasing and commercial leases."
- "Encourage financing for small entrepreneurs that have innovative retail and delivery solutions."
- "[Introduce meaningful tax measures for the giants that take full advantage of online commerce.]"

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan.  
All stakeholders must contribute to its implementation to ensure the recovery of the sector.



# CONSTRUCTION AND INFRASTRUCTURE



## The construction sector as a pillar of economic recovery

**Although the COVID-19 crisis has exacerbated some of the challenges faced by construction companies, those companies will be able to take advantage of significant business opportunities included in the infrastructure stimulus packages announced by the different levels of government.**

**The construction and infrastructure industry and the design and architecture sector have the potential to be key vectors in the post-COVID-19 transformation of Montréal.**

- The construction and infrastructure sector is of strategic importance to Greater Montréal. It is a key employment sector, it is a major contributor to the GDP of the city and the province, it is growing faster than many other sectors of the economy, and it contributes to the increase in *per capita* productivity while raising the city's and the province's international profile.
- The current crisis has put the sector's activities on hold for a few weeks, reduced productivity on construction sites and created significant uncertainty in the real estate market, particularly for the commercial and office sub-sectors. The crisis has also exacerbated some existing industry issues, such as labour shortages and shortcomings in public procurement processes, and revealed some value chain pressures.
- Nevertheless, the current crisis is also generating major opportunities for the sector related to the infrastructure stimulus initiatives announced by the different levels of government.
- The federal government has already announced major measures to link economic recovery and sustainable development, while the Québec government has brought forward certain investments in the Québec infrastructure plan for 2020-2030. However, the construction and infrastructure sector requires an ambitious plan, involving all the players in the ecosystem, so that it can fully participate in the revival of the metropolis and in an effective and sustainable economic recovery.



# Courses of action

The construction and infrastructure sector can position itself as a driver of economic recovery.

## COURSES OF ACTION

### Target 1: Industry

- Seize the opportunities generated for the construction and infrastructure sector in stimulus packages
- Invest in innovative and sustainable technologies and practices

### Target 2: Governments

- Build on the construction and infrastructure sector to support economic recovery in Montréal and Québec
- Lighten and accelerate administrative processes to improve the business environment for companies in the sector
- Draw on best practices to revise business models for major public infrastructure projects
- Avoid piling on the regulations in this time of economic slowdown and high uncertainty
- Continue investing in and supporting the acquisition of talent and construction manpower
- Put sustainable development at the core of the sector's revival
- Use the full potential of public procurement



# Highlights of the priorities set during the Strategic Forum on Construction and Infrastructure (1/2)

On November 23, 2020 the Strategic Forum on Construction and Infrastructure, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector. The Forum, which attracted close to 450 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action. The main findings are:

- 1) Pre-COVID challenges** Most respondents said that **access to labour** is the most pressing challenge in the action plan, followed by the **adoption of new technologies**.
- 2) The long-term impacts of the current crisis** The most significant impacts of the crisis on the sector were, in almost equal proportions: 1) the **slowdown in investment and increased uncertainty in the real estate market**, particularly **commercial real estate**, 2) the **impact on the vitality of the downtown core and an acceleration of urban sprawl**.
- 3) Courses of action for the sector** Priority should be given to **determining and introducing sustainable practices** that meet the double criteria of profitability and environmental impact, followed by **cooperation with educational institutions** to ensure that training matches the skills required by new technologies and the recovery.
- 4) Courses of action for government** Forum participants were asked to put themselves in the shoes of governments in order to prioritize government courses of action for the sector. Beyond relying on the construction and infrastructure sector to support economic recovery, respondents prioritized two of the proposed courses of action in almost equal proportions: 1) **continuing to invest in and support the acquisition of talent and the arrival of construction workers**, 2) **putting sustainable development at the core of the sector's recovery**.



# Highlights of the priorities set during the Strategic Forum on Construction and Infrastructure (2/2)

**5) Other reactions** The topics of **regulatory agility and public investment** (especially the need to pass Bill 66 and the need to offset declining private investment) also emerged as important priorities for the sector during the Forum. The panelists also raised the importance of **a sustainable recovery** focusing on the environment and the management of waste and GHGs, as well as **innovation** and assistance to SMEs to improve their productivity by adopting new technologies.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among them, for the industry:

- "Review the entire supply chain to encourage the use of sustainable and environmentally friendly materials, simplify processes, review public standards for awarding contracts to promote quality and avoid repetitive costs due to the poor quality of some materials and work, revitalize our existing buildings instead of always building farther away from centres, and review our modes of transportation."
- "Create a database on the predictability of contractors' use of manpower, especially for trades with labour shortages, so that the work can be planned better and bids can be based on fair prices reflecting the availability of labour at a given time."

...and specific to governments:

- "Enact provincial legislation that provides for mandatory bonds to guarantee payments in the supply chain, as Ontario has done since 2018."
- "Propose a way of awarding contracts that puts priority on innovation and stop awarding contracts to the lowest bidder."
- "Make the public procurement process easier so as to make certain contracts accessible to contractors who generally prefer less restrictive private contracts."

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan. All stakeholders should implement it to ensure the recovery of the sector.



# CULTURAL AND CREATIVE INDUSTRIES



## A sector of the economy hard hit by the crisis

**The COVID-19 crisis has exacerbated some of the challenges that cultural and creative industries companies and organizations faced before the pandemic and introduced new ones.**

- The cultural and creative industries sector is of strategic importance for Greater Montréal: it is a leading economic activity centred on creative talent; it makes the city vibrant, allowing neighbourhoods and public spaces to flourish; it contributes to Montréal's international outreach and is a real driving force behind tourist attraction and economic spinoffs.
- Because there are so many different businesses, business models and working patterns in the cultural and creative industries, the impacts of the COVID-19 crisis vary widely. Generally speaking, however, the cultural and creative industries sector is one of the hardest hit by the COVID-19 crisis.
- The crisis is not only exacerbating some of the issues the industry was facing before the pandemic, but introducing new ones that could affect its long-term development: the financial precariousness of businesses and organizations, the preservation of talent and expertise, competition issues and maintaining contact with the public/customer relations.
- All levels of government have mobilized to support artists, workers and businesses since the beginning of the crisis, providing essential emergency and stimulus measures for this sector which is based primarily on talent and intangible assets. These measures need to be maintained and adapted for the industry's different sub-sectors for as long as the pandemic continues, while other initiatives will be needed to ensure a solid and sustainable recovery.
- Although there is no denying the impact of the crisis on the sector, many business opportunities are also emerging. The cultural and creative industries sector needs a structured plan, mobilizing all actors in the ecosystem, if it wants to seize and take advantage of those opportunities.



## Courses of action

**The crisis does offer development opportunities that will require cooperation and collaboration from all the different stakeholders in the sector.**

The cultural and creative industries sector should treat this crisis period as a springboard for reworking some business models so that works, original content and other creative assets can enjoy greater success, exposure and value creation. More specifically, it is imperative to focus on creating and marketing intellectual property, going digital faster, and diversifying and consolidating revenue sources. The capacity of companies in the sector—especially in the digital creativity sub-sector—for experimenting and innovating can be used to revive the community and support other promising sectors of Montréal's economy.

All the different actors in the ecosystem, including businesses, cultural organizations, associations and clusters, educational and research institutions and government bodies, must work together to implement the following courses of action if the cultural and creative industries sector is to recover and grow:

### COURSES OF ACTION

- Position the cultural and creative industries at the core of Montréal's and Québec's recovery strategy (Target: governments and industry)
- Support the creative core: preserve, train and guide (Target: governments and industry)
- Take advantage of this downtime to stimulate innovation and experimentation in the cultural and creative industries: laboratories, prototypes and showcases (Target: governments and industry)
- Support the creation of original content and the protection of intellectual property (Target: governments, economic development organizations and industry)
- Support the adaptation of companies' business models, especially the digital shift (Target: governments and industry)
- Adapt taxes, regulations and standards (Target: governments and industry)



# Highlights of the priorities set during the Strategic Forum on Cultural and Creative Industries (1/2)

On November 30, 2020 the Strategic Forum on Cultural and Creative Industries, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector. The Forum, which attracted nearly 600 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action. The main findings are:

- 1) **Pre-COVID challenges** The **fragility and precariousness of the creative core** (particularly among artists, authors, performers and artisans) was the most urgent challenge of the action plan, followed by **limited funding for projects and enterprises** due to the fact that lenders and investors do not really understand the business models.
- 2) **Impacts of the current crisis** **Bans on gatherings and the closing of venues both here and abroad** are the impacts of the crisis that most affect the sector, followed by **distancing measures** and the impact they are having on the creation, production and dissemination of creative works, especially in the performing arts.
- 3) **Business opportunities for the sector** Respondents determined 1) **experimentation and innovation** to increase the sector's exposure and positioning, 2) **creation, retention and protection of intellectual property**, and 3) **acceleration of the digital shift** to be the most significant business opportunities for the sector.
- 4) **Courses of action for the industry** Forum participants were asked to put themselves in the shoes of those responsible for the recovery. In addition to positioning the cultural and creative industries at the core of Montréal's and Québec's recovery strategy, respondents would like the industry and governments to prioritize support for the **creative core** (preserving, training and supporting artists, creators and workers in the sector), as well as **support for the creation of original content, the protection of intellectual property and innovation**.



# Highlights of the priorities set during the Strategic Forum on Cultural and Creative Industries (2/2)

**5) Other reactions** Forum panelists emphasized the essential contribution cultural and creative industries make to Montréal and the importance of government support and recognition of the sector's fragility during the crisis. They also pointed out that the industry must prepare for the **post-COVID realities** with an exceptional cultural supply and the promotion of local creative businesses, and provide **financial support to all sub-sectors** to maintain Québec's expertise and preserve its creative core. According to the panelists, **flexibility and agility** in the sector will be paramount and must be made possible by an **immediate digital shift** and the **attraction of foreign investment** through competitive taxation.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among them, for the industry:

- "Ensure workforce retention [and] further encourage and facilitate the participation of young people from diverse backgrounds in the Montréal/Québec cultural industry."
- "Promote the implementation of programs that speed up accessibility to cultural facilities and the usability of websites. Inclusion is a local potential that is still underexploited."
- "Create a public-private investment fund for the development and retention of Québec intellectual property."

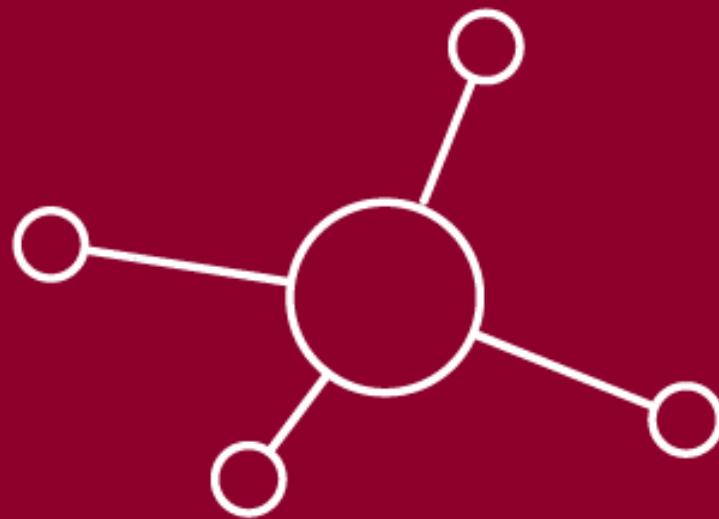
...and specific to governments:

- "Create creative innovation funds providing financial resources and specific expertise to support and accelerate the growth of CCIs."
- "Grant tax credits to businesses that financially support vocational training activities in the cultural sector."
- "Encourage joint public-private participation in certain cross-sector projects aimed at international markets."

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan.  
All stakeholders should implement it to ensure the recovery of the sector.



# LIFE SCIENCES AND HEALTH TECHNOLOGY



## A sector at the forefront of the fight against the pandemic

**COVID-19 has exacerbated some of the issues already present in the LSHT sector before the crisis, and is now causing a significant increase in demand for several products and technologies. Given its strategic role, the sector will need to take advantage of the recovery to solidify its foundations and ensure its long-term growth.**

- The Life Sciences and Health Technology (LSHT) sector covers companies active at all stages of the value chain associated with health innovations. From research or design to the marketing of products and services, the process of developing innovations is often long, risky and costly.
- The sector is of strategic importance to Greater Montréal: it supports close to 31,000 direct jobs; it is made up of a pool of quality, well-paid talent; it is one of the most innovative sectors, investing significant amounts in research and development (R&D); it attracts venture capital investments that significantly exceed Québec's economic weight in Canada.
- The LSHT sector has, of course, been at the forefront of the fight against the pandemic. It has experienced a sharp increase in demand for pharmaceuticals, medical equipment and technologies to combat COVID-19, which has at times led to procurement difficulties. Some companies have also had to deal with a disruption in their non-COVID-19 related activities, including a slowdown in the development of innovations throughout the value chain. The crisis has raised significant challenges for companies seeking financing.
- The federal and provincial governments have announced significant investments in R&D to support the fight against COVID-19, as have the United States and Europe.



# Courses of action

**The post-COVID-19 recovery will be a major opportunity to boost the LSHT sector in the Greater Montréal area to the benefit of:**

- the general public, by improving the quality of care
- the health system, which would become more effective and efficient
- the LSHT sector, for which the Québec health system is a major purchaser

The LSHT sector is taking advantage of a significant favourable economic climate to expand. There are many opportunities that could help upgrade the health system and ensure greater domestic autonomy in the supply of drugs, medical equipment and technologies.

## COURSES OF ACTION

### Target 1: Businesses

- Play a pioneering role in the marketing of AI solutions and related health tools
- Continue efforts to develop, upgrade or requalify the labour pool

### Target 2: Economic development organizations

- Ensure that the labour pool has the key skills and is large enough to boost the sector's growth

### Target 3: Governments

- Rapidly hone the business community's competitive edge by rethinking administrative and regulatory processes
- Take short-term actions to promote greater autonomy in the procurement of medicines, medical equipment and technologies
- Accelerate the work to improve and simplify access to health data for research purposes and to improve the performance of the health network, while complying with the highest standards of data protection
- Ramp up the integration of innovations in the health system right now
- Continue supporting seed stage companies by increasing the availability of financing
- Guarantee an adequate participation of local private funds in large scale financing



# Highlights of the priorities set during the Strategic Forum on Life Sciences and Health Technology (1/2)

On November 16, 2020 the Strategic Forum on Life Sciences and Health Technology, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector.

The Forum, which attracted 365 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action. The main findings are:

- 1) **Pre-COVID challenges** The **difficulty of incorporating innovations into the health system** was the issue in the action plan that respondents felt most strongly about, followed by **difficult access to data** and **availability of funding**.
- 2) **The long-term impacts of the current crisis** The impacts most likely to remain include **greater use of digital health tools** and **greater domestic autonomy (and production)**.
- 3) **Business opportunities for the sector** **Artificial intelligence for health services** and **the increased use of connected health tools** were described as the most significant business opportunities for the sector.
- 4) **Courses of action for government** Forum participants were asked to put themselves in the shoes of governments in order to prioritize government courses of action for the sector. Most respondents would like the government to give priority to **accelerating the incorporation of innovations into the health system**, followed by **improving and simplifying access to health data**.



# Highlights of the priorities set during the Strategic Forum on Life Sciences and Health Technology (2/2)

**5) Other reactions** Essential innovations to improve the health system and simplified access to health data emerged as major priorities for the sector during the Forum. There was also a clear consensus on: 1) the importance of building on connected health tools (which have come into play faster due to the pandemic), 2) the potential of artificial intelligence to increase productivity and quality of care, 3) the importance of funding to support the maturation of the sector's businesses (including funding for post-COVID projects).

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among them, for the industry:

- "Encourage research-industry partnerships at the operational and financial levels."
- "Start a sub-cluster specializing in AI and business intelligence."
- "Work with universities to better align training programs with industry needs."
- "[We need to rely on] much more open data, like many other developed countries."

...and specific to governments:

- "Increase funding for research and for innovative companies in the pre-marketing phase."
- "Improve coordination between levels of government."
- "Bring together the main players in the industry in the short to medium term to define practical projects to redress the paradoxical imbalance between oversupply and shortages in several industry occupations."
- "Encourage Québec suppliers, not necessarily the lowest bidder, in tender calls for hospital projects (create rules, use benchmarks, etc.)."

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan.  
All stakeholders should implement it to ensure the recovery of the sector.



# FINANCIAL SERVICES



## The financial sector in solution mode

**During the global financial crisis of 2008, the financial system was at the core of the problem.**

**It is now at the core of the solution, supporting the sectors of the real economy.**

- Early in this COVID-19 crisis the central banks injected the cash needed for financial markets and the banking system to continue running smoothly.
- Widespread declines in interest rates have reduced borrowing costs for both consumers and businesses.
- Banks have been conduits for several government assistance programs, particularly for SMEs. They have agreed to defer payments on many mortgage and commercial loans for six months.
- Strongly capitalized, banks have absorbed significant provisions for losses, but they remain robust.
- The financial sector—banks, development capital and venture capital investment funds—is ready for the economic recovery, with particular emphasis on supporting investment by businesses that want to modernize further and shore up their debt-laden balance sheets.



# Courses of action

Even though they are weathering the crisis rather well, despite losses on loans, financial institutions have their own challenges to meet to secure their future.

## THE MAIN CHALLENGES FOR THE FINANCIAL SECTOR

- Switch to sustainable finance, in particular by managing "ESG" (Environment, Social, Governance) funds.
- Invest more in FinTech to reduce costs and improve services to meet customer needs better.
- Prepare for an open banking system that will increase competition.
- Protect against cyber risks.
- Attract and develop talent to work in a more technological environment.

## COURSES OF ACTION FOR THE FINANCIAL SECTOR

- Make Montréal a North American centre of excellence in the field of sustainable finance.
- Strengthen cybersecurity expertise for both financial institutions and organizations that process personal data.
- Attract and develop the talent needed to work in a more technological financial sector.
- Participate in and actively prepare for the development of an open banking system.
- Accelerate the implementation of a national digital identity.



## Courses of action

**The financial system channels savings to businesses and households in need of financing.**

**Financial institutions are familiar with their clients and their needs.**

**This study builds on their knowledge of the field to suggest courses of action to speed up the economic recovery and prepare businesses for the new normals.**

### **COURSES OF ACTION SUGGESTED BY THE FINANCIAL SECTOR TO BOLSTER THE REST OF THE ECONOMY**

- Government assistance measures for businesses must become more targeted, more supportive and be properly aligned with the services offered by financial institutions.
- Governments have to come up with a clear strategy to digitize businesses faster, train and retrain the workforce and transition to a low-carbon, resilient and inclusive economy.
- Financial institutions need to support companies that were profitable before the crisis and want to invest in upgrading their operations; they may have to add to those companies' share capital to strengthen their balance sheets.
- Financial institutions need to support new entrepreneurs and give a second chance to those who have failed but come back with a solid business plan.
- We need to encourage cooperation and synergies in the Montréal financial system.



# Highlights of the priorities set during the Strategic Forum on Financial Services (1/2)

On November 6, 2020 the Strategic Forum on Financial Services, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector.

The Forum, which attracted close to 400 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action. The main findings are:

- 1) **Pre-COVID challenges** Of the four pre-COVID challenges for the sector outlined in the stimulus plan, **climate change** and **inclusion**, plus **cyber risk**, were seen as the most urgent.
- 2) **Government assistance programs** Industry players are well placed to assess the effectiveness and impact of government assistance programs on their commercial clients. The **Canada Emergency Wage Subsidy (CEWS)** was the assistance program with the greatest impact, followed by the **Canadian Emergency Business Account (CEBA)** and the **Business Credit Availability Program (BCAP)**. (*Note that the Canadian Emergency Response Benefit (CERB) was not included in the response choices because it is for individuals only*).
- 3) **Action plans for the industry** Most respondents would like the sector to put priority on **positioning Greater Montréal as a North American hub for sustainable finance**, as well as **attracting and training the talent needed to work in a more technological finance sector**.



# Highlights of the priorities set during the Strategic Forum on Financial Services (2/2)

- 4) **Courses of action for governments** Forum participants were asked to put themselves in the shoes of governments in order to prioritize government courses of action for the sector. Most of them said the government should start by **reviewing business assistance measures** to make them more targeted and structuring, as well as **presenting a clear and long-term vision of the economy** so as to rally the efforts of the financial community and encourage investment.
- 5) **Other reactions** The Forum speakers also stressed the importance of 1) keeping the sector's digital shift up to speed, 2) making Montréal a world hub for cyber security, 3) making sure Canada's financial institutions remain competitive, using technology, labour and capital to contribute to a green and inclusive recovery.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among these, specific to companies:

- "Set up a working group to standardize social and environmental impact measurements for finance, at all levels of the financing and investment chain."
- "Put together a program (...) for communication and education about consumer data protection, which will fare better in an open banking system, so as to build consumer and SME confidence."

...and specific to governments:

- "Encourage hybrid entrepreneurship to mitigate risk for entrepreneurs wishing to start a business."

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan. All stakeholders should implement it to ensure the recovery of the sector.



# INFORMATION TECHNOLOGY



## The sector was hit by the crisis, but quickly repositioned itself

**The agility of the ICT sector has been a key asset for growth. It has the potential to create value across the economy as it recovers, and should be considered as a strategic lever.**

- Its cross-cutting importance in the economy makes the information and communications technology (ICT) sector a strategic player for the development of industries in the Greater Montréal area. It helps other industries boost productivity by supporting the digital shift needs of businesses. Its reputation in the past few years has also added to the city's international outreach. Montréal is home to one of the largest concentrations of high-growth companies that drive innovation for the metropolitan economy.
- The sector was facing challenges that slowed its growth before the pandemic, such as access to talent, visibility in some sub-sectors such as artificial intelligence, and a fragmented innovation ecosystem; data security challenges were also an obstacle to the adoption of new technologies.
- The pandemic has exacerbated some of these issues, including workforce access and the data security challenges. It has also had a significant impact on business investment in new technologies, leading to higher demand and greater competition in the sector.
- At the same time, the crisis highlights the importance of democratizing digital infrastructure and making venture capital available for startup companies.
- Few companies in the sector have been able to make use of government assistance measures, as they are rarely eligible. However, the Government of Canada has announced a \$2 billion investment to develop the country's digital infrastructure, which will boost the digital economy in underserved regions. Most government support to the sector is through programs aimed at digital transformation in industry.



## Courses of action

**The ICT sector plays a crucial role in the knowledge economy and is one of the main pillars of the economic growth of the Montréal metropolitan region.**

The ICT sector has a very promising future. Despite the uncertainty over the economy, it has remained on course for growth and has the potential to play a key role in Greater Montréal's recovery. For that to happen, it is crucial that businesses, entrepreneurial and economic development organizations and all the different levels of government join forces to overcome the current challenges and launch the recovery.

A few main themes emerged from the courses of action:

### **Target 1: Businesses**

- Rely on a faster and more effective talent development strategy
- Provide better links between startups and large companies

### **Target 2: Entrepreneurship and economic development support organizations**

- Set up local and international marketing initiatives

### **Target 3: Governments**

- Attract specific talent from abroad to meet domestic needs
- Promote local expertise in promising and in-demand sub-sectors
- Increase funding for digitization initiatives in non-ICT sectors
- Strengthen the financing chain
- Strengthen the cleantech innovation ecosystem
- Build digital infrastructure to support economic recovery and growth



# Highlights of the priorities set during the Strategic Forum on Information and Communications Technologies (1/2)

On December 7, 2020 the Strategic Forum on Information and Communications Technologies, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector. The Forum, which attracted close to 350 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action. The main findings are:

- 1) **Pre-COVID challenges** **Access to skilled labour** was seen as the most important pre-COVID issue, followed by a **fragmented Québec innovation ecosystem**.
- 2) **The long-term impacts of the current crisis** **Difficulty in accessing labour** will also affect the sector in the long term, amplified by the **increased importance of efficient and secure technological infrastructure**.
- 3) **Courses of action for the industry** Respondents would like the industry and the community to introduce mechanisms to **align technology startups and large companies better** in order to stimulate innovation and accelerate the digital shift. They would also like **more initiatives to support marketing and easier access to such initiatives**.
- 4) **Courses of action for government** Forum participants were asked to put themselves in the shoes of governments in order to prioritize government courses of action for the sector. The three priorities are: 1) **improve the technology innovation ecosystem**, 2) **set up digital infrastructure that will support economic recovery and growth**, 3) **promote local expertise in promising and in-demand sub-sectors**.



# Highlights of the priorities set during the Strategic Forum on Information and Communications Technologies (2/2)

**5) Other reactions** Panelists raised the fact that **the pandemic has accelerated the digital shift by several years** - both in terms of online procurement and cloud computing. As information technology is cross-disciplinary and affects all the sectors, **investment to build post-pandemic technology structures** remains a priority. **Training is still the key to a successful digital shift**, both for companies in the sector and for non-IT companies.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among them, for the industry:

- "Increase IT training programs [and] make sure young people understand the importance of IT in securing their future."
- "Promote the attraction and retention of international talent."
- "Make it easier to promote the products and services of Québec IT companies to potential clients in Québec and internationally - design some kind of interactive map by supply and region."
- "Don't neglect the role of startups and scaleups in the recovery. They are a major vector of innovation; we need them now and for the future."

...and specific to governments:

- "Support areas of innovation quickly, speed up digital transformation within the government itself, give colleges more latitude to change programs and adapt to the techno market."
- "Simplify SR&ED applications for businesses."
- "Improve financing for technology SMEs [not just startups], and build bridges with large international companies for scaleup."

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan. All stakeholders should implement it to ensure the recovery of the sector.



# CLEAN TECHNOLOGY



## The sector is affected by the crisis, but the crisis also generates great opportunities

**The COVID-19 crisis has exacerbated some of the challenges facing clean technology companies. However, the willingness expressed by several governments to align sustainable development with economic recovery is generating many opportunities for the sector.**

- The cleantech sector is of strategic importance to Greater Montréal because it is of significant size, it contributes to improving the productivity and environmental performance of companies in all economic sectors, it plays a key role in achieving climate change objectives, it has strong growth potential worldwide and it provides quality, well paying and attractive jobs for the next generation.
- The current crisis has exacerbated some development issues for Montréal's cleantech sector. It has made financing harder to obtain for some clean technology fields and for companies at different stages of growth by creating more barriers to the development of international markets and, more generally, by slowing down sales cycles. Nevertheless, the crisis has also brought not-to-be-missed major opportunities among the green stimulus projects announced by governments here and elsewhere.
- The Government of Canada has already announced significant measures to connect economic recovery with sustainable development, while the Government of Québec's Plan for a Green Economy is due to be unveiled shortly. Internationally, Europe stands out as a leader in green recovery and, like other markets, could be a major source of business opportunities for companies in the sector. However, the cleantech sector will need a structured plan involving all ecosystem players if it is to stay in the race.



# Courses of action

The post-COVID recovery is the perfect opportunity to transform our economy. Faced with the climate emergency and the economic challenges of the current crisis, it is crucial that businesses, support organizations and governments take action for the sector and the environment.

The cleantech sector can emerge from the crisis stronger. The opportunities at both the local and international levels are significant. The sector also has the potential to radically transform the Montréal, Québec and Canadian economies and make them environmental models.

## COURSES OF ACTION

### Target 1: Businesses in all sectors

- Challenge cleantech startups and SMEs to find innovative solutions to their operational and environmental problems

### Target 2: Startups and SMEs

- Build on a strategy of exports and international partnerships for recovery and growth

### Target 3: Entrepreneurship and economic development support organizations

- Mobilize the ecosystem to close the export gap and improve the balance of trade in clean technologies
- Set up mechanisms that encourage corporate innovation

### Target 4: Governments

- Position the transition to a green economy at the core of the recovery of Greater Montréal, Québec and Canada
- Accelerate the adoption of clean technologies by Québec companies
- Make public procurement a showcase for technology and an example of sustainable practices
- Strengthen the financing chain
- Strengthen the cleantech innovation ecosystem
- Accelerate the electrification and development plan for Québec's lithium battery industry



# Highlights of the priorities set during the Forum on Cleantech and the Green Economy (1/2)

On November 9, 2020 the Strategic Forum on Cleantech and the Green Economy, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector. The Forum, which attracted close to 600 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

A collaborative working session during the Forum enabled participants to prioritize the issues and courses of action outlined in this report. The main findings are:

- 1) Pre-COVID challenges** Of the five pre-COVID development issues for the Montréal cleantech sector in the recovery plan, **financing** and the challenges of **demonstration and marketing** are the most urgent.
- 2) The impacts of the crisis** The sector is still subject to **a slower sales cycle, there are still barriers to international trade, and financing difficulties** have been amplified by the current economic crisis.
- 3) Concentration of opportunities for businesses** Several governments have put the green economy at the core of their recovery plans, in Québec and around the world. Respondents expect that the opportunities for Québec companies in the sector will be largest in **Québec**, followed by **outside Canada**. They think the **rest of Canada** will have less potential.
- 4) Courses of action for the other players in the ecosystem** Most respondents would like companies in all sectors to **better incorporate clean technologies into their processes and procedures** and entrepreneurial and economic development organizations to prioritize **mechanisms that promote business innovation**.



# Highlights of the priorities set during the Forum on Cleantech and the Green Economy (2/2)

**5) Courses of action for governments** Forum participants were asked to put themselves in the shoes of governments in order to prioritize government courses of action for the sector. A majority of respondents would like the government to act on the vectors of demand by **stimulating the adoption of clean technologies** by Québec companies and by **making public procurement a technological showcase and an example of sustainable practices**.

**6) Other reactions** During the Forum the speakers also raised the need to: 1) support companies that want to market their solutions, 2) encourage companies to make more responsible, greener and more accessible purchases, 3) take advantage of the recovery to intensify the international connectivity of Québec clean technologies, 4) intensify the connections between startups and companies by strengthening innovation areas.

Lastly, participants had the opportunity to share other ideas in an open-ended question period.

Among the suggested courses of action for businesses are:

- "Set ambitious and measurable goals and work together to achieve them. We need to quantify in terms of jobs, corporate revenues, GHG reductions, etc., and track progress...by 2030 [in order to] make each organization responsible and accountable for its GHG reduction targets."
- "Bring universities into the conversation. They are at the base of the innovation chain."
- "[Consult with] the entire innovation community to set goals that meet needs and match the resources already available."

...and specific to governments:

- "For startups, accelerate the grant decision-making cycle (seed, showcase, technology), which is between 6 and 18 months."
- "Review [MELCC] new technology assessment processes to ensure reasonable response times (in terms of weeks, not months or years). New technologies must be assessed in a reasonable manner without bureaucratic abuse that hinders innovation and the adoption of new technologies."
- "Temporarily lift the cap of 50% or 75% of project costs on various government contributions (grants, BDC loans, etc.)."
- "Work with issuers on solutions for capturing and repurposing their emissions."

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan.  
All stakeholders should implement it to ensure the recovery of the sector.



# TOURISM



# Tourism, hard hit by the crisis

**Tourism, a major economic driver of the metropolis and one of the sectors most affected by the pandemic**

## THE STATE OF PLAY BEFORE COVID-19

- Tourism is a major economic driver in the Greater Montréal area and in Québec. In 2019:
  - Greater Montréal was Québec's leading tourist region. It welcomed 11.1 million tourists a year (one third of all Québec tourists), who spent \$5 billion (half of all spending in Québec)
  - Tourism in the metropolis accounted for \$3.6 billion in value-added creation in the Québec economy (i.e. ~40% of the provincial sector's GDP\*) and nearly 60,000 jobs
- It was an international tourist destination (50% of visitors came from outside Québec) and business destination (the number one city in North America for hosting international events).
- It was an increasingly popular destination, with international passenger traffic at Montréal-Trudeau airport doubling in seven years.
- It was an ecosystem organized around four major poles—accommodation and hospitality, tourist attractions, conferences and conventions, infrastructure and transportation—which Tourisme Montréal brought together in the management, marketing and development of the destination.
- It was a sector that performed very well in recent years (+4% per year in the number of tourists and +12.5% per year in spending), despite some problems related to seasonality, a time/space concentration of tourists, outside pressures, the accessibility and fluidity of travel, and increased competition for business tourism.

## THE MAIN IMPACTS OF THE CRISIS ON THE SECTOR

- The tourism industry is in a state of shock everywhere, heavily affected by health constraints and border closings. In Montréal the situation is disastrous:
  - A 98% drop in passenger traffic for the May to July period between 2019 and 2020
  - A 14% hotel occupancy rate\*\* from May to August 2020, compared to 85% last year (further deteriorating this fall)
  - A 95% decrease in spending\*\*\* for the April to June period between 2019 and 2020
  - Temporary or even permanent closing of many destination attractions (iconic hotels, gastronomic centres, restaurants, museums, festivals, cultural centres, etc.)
  - A city centre bereft of more than 92% of its traffic
- Continued sanitary constraints at the borders during the summer and fall did not allow the industry to make up for some of the losses incurred in the first wave. Right now, the city faces a real risk of its tourism infrastructure falling apart, which could strip Montréal of its enviable reputation as a first-rate North American destination.
- The industry is expecting a wave of closings due to the financial fragility of the establishments, a risk of loss of reputation for the city, a less competitive edge for business tourism, a drop in the resources available to build the visitor experience as the pandemic could change tourist behaviour and the way people travel.

\*Direct contribution; \*\*Members of the HAGM; \*\*\*International tourists



# Support tourism as part of the recovery

**We need to continue and enhance support measures to avoid a wave of closings in a key sector of Québec's economic, cultural and social development**

## SECTOR SUPPORT MEASURES

- Governments have proposed several cross-disciplinary support measures, some of which have benefited the tourism sector. Based on the consultations conducted for this paper, the most commonly used are the federal government's emergency wage subsidy and commercial rent assistance programs, the CTAPB guaranteed loan and the provincial government's PACME. During the summer of 2020 the Québec government rolled out a ~\$750 million support plan specific to the tourism sector. However, this plan does not seem to have benefited Montréal very much.
- The industry acknowledges the efforts, but points out that the most commonly used cash-flow assistance measures encourage debt. Existing programs are still not properly tailored to today's accommodation industry. Thought must be given to support for commercial property taxes in Montréal (the highest in Canada).

## RECOGNIZE TOURISM AS AN ECONOMIC, CULTURAL AND SOCIAL DRIVER OF BOTH MONTRÉAL AND QUÉBEC

- The importance of the spin-offs of the entire leisure and business tourism industry for the economy of Montréal and Québec.
- The importance of Montréal as a Canadian airport hub and as a gateway to other tourist regions in Québec and North America.
- The cultural, social and environmental benefits for citizens: tourism is a source of traffic and income that enhances the supply of infrastructure, facilities, attractions and services for citizens and promotes sustainable practices as a vector of innovation and leadership within the ecosystem.
- The need for cross-disciplinary collaborative governance of all stakeholders involved in the management of the destination, hospitality and visitor experience at all levels, acting together and with consistency to keep the quality promise made to citizens and tourists.

## SECTOR BUSINESS OPPORTUNITIES

- Beyond the short-term measures needed for the sector to survive and avoid its tourism industry collapsing, Montréal must continue its strategic thinking to reposition the destination, particularly through initiatives aimed at:
  - Solidifying and accelerating the new way of presenting the destination, with a proposal highlighting the authentic aspects of Montréal—its cultural and event-related attractions, nature, the outdoors and heritage—in order to increase its heterogeneous mix of visitors and attract a quality tourism clientele
  - Attracting local, regional and national tourists while waiting for the borders to reopen
  - Building on Montréal's creativity and innovation
  - Positioning Montréal as an innovative leader for commercial events.



# Courses of action

## **Make sure our tourism ecosystem can survive (Target: Governments)**

- Reopen the borders gradually and safely, with rapid entry tests to reduce quarantine time.
- Work on the concept of reciprocal destinations.
- Make sure the city's tourism stakeholders survive by bringing in financial measures (e.g. support for property taxes) and the maintaining rent and worker assistance programs plus grants for festivals and events.

## **Revamp the product and support new initiatives (Target: industry and governments)**

- Financially support and promote initiatives to stimulate local and national tourism through grant programs, public investments and calls for projects.
- Solve the problems of access (entry and exit) to the island and the downtown core, which hamper the fluidity of travel between the different neighbourhood attractions, tourist sites and hotels, the airport, the suburbs and other neighbouring cities and regions.
- Provide financial support for projects and initiatives that help strengthen the image of Montréal and its downtown core as an "innovation laboratory and showcase."

## **Reposition Montréal and revamp its image (Target: industry, governments and businesses)**

- Focus on local and pan-Canadian tourism.
- Speed up the repositioning and diversification of the destination's attractions, and launch an implementation plan.
- Encourage the development of an exemplary tourism destination that promotes sustainable and growth-oriented business practices.
- Incorporate health safety issues into long-term tourism industry protocols to demonstrate Montréal's leadership as a safe destination over the long term.
- Use the data (artificial intelligence, business intelligence, etc.) strategically to target canvassing and enhance the visitor experience (customer-centricity), working with all the stakeholders (industry, city and businesses).
- Favourably position Montréal in international markets as one of the first North American destinations to regain its priority markets.

## **Hone the competitive edge of the business destination (Target: industry and governments)**

- Support initiatives aimed at sharpening Montréal's competitive edge as an innovative international leader for business events, and put this expertise to work for the benefit of Montréal businesses.
- Upgrade the business model and incorporate digital into the services offered by conventions, fairs and other business events to meet the new post-COVID consumption habits.
- Increase the synergies and interconnection of sector, business, research and knowledge communities and their ability to network with the outside world.
- Maintain Montréal's position as a premier destination in North America.



# Highlights of the priorities set during the Strategic Forum on Tourism (1/2)

On November 27, 2020 the Strategic Forum on Tourism, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector. The Forum, which attracted nearly 600 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action. The main findings are:

- 1) **Pre-COVID challenges** Accessibility and fluidity of travel were the most significant pre-COVID challenges, followed by the high seasonality of the sector.
- 2) **The long-term impacts of the current crisis** The inevitable closing of businesses leading to the loss of showcases and talent was the most worrisome impact on the area, followed by the loss of vibrancy in the downtown core.
- 3) **Courses of action for the sector** In addition to funding, respondents wanted the sector to prioritize projects that focus on 1) local and pan-Canadian tourism, 2) demonstrating Montréal's leadership as a safe and healthy destination in the long term, 3) rapidly transforming the business model and incorporating digital technology into business event services.
- 4) **Courses of action for governments** Forum participants were asked to put themselves in the shoes of governments in order to prioritize government courses of action for the sector. The three priorities are: 1) financial support for sector players, 2) a gradual and secure reopening of borders, 3) supporting Montréal's competitive edge as an innovative international leader in business event services.



# Highlights of the priorities set during the Strategic Forum on Tourism (2/2)

**5) Other reactions** Panelists raised the importance of **taking immediate action** to strengthen Montréal's tourism sector.

Since the current situation is so bleak, **some major players in the sector (and several SMEs that support them) may not get through the winter** without proper support measures. According to the panelists, the industry is already making great efforts to innovate and introduce health measures, but additional **government support** is needed to revitalize the sector.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among them, for the industry:

- "Stimulate some innovative concepts that will help local tourism businesses expand throughout the country and internationally."
- "Build on sustainable development and Montréal's reputation as a leader in the field."
- "Reassess and update training programs for Montréal ambassadors [...] in order to continue developing tourism professionals, promote retention and increase knowledge and skills."
- "Don't forget local tourism - neighbourhood life and the opportunity to "travel" through your own town and discover all of the city's beautiful districts and boroughs."
- "Reassure host populations that there are measures that will allow them to welcome travellers safely."

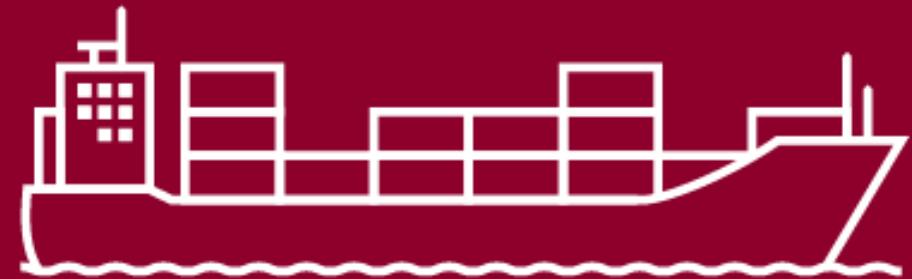
...and specific to governments:

- "Consider reopening the dining rooms of restaurants and cultural venues with even stricter health standards than before they had to close, if need be."
- "Reduce quarantine time and [set up] a pilot project at YUL like the one in Calgary."

**The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan. All stakeholders should implement it to ensure the recovery of the tourism sector.**



# TRANSPORTATION AND LOGISTICS



## A need to transform the sector

### OPERATORS

**Several assets make Montréal an important transportation and logistics hub.**

**Greater Montréal has world-class multimodal infrastructure: two international airports, the largest port in Eastern Canada and major road and rail transportation companies.**

**Greater Montréal is also at the centre of major public transit projects.**

- Confinement and social distancing have led to an explosion of online shopping and home delivery. Disruptions in supply chains combined with increased trade volumes in some consumer goods have put a heavy strain on freight transportation and its logistics chain. This pressure was already being felt before the pandemic, due to volume increases associated with recent trade agreements that Canada has signed.
- If proof was needed, the health crisis has revealed the indispensable contribution of transportation and logistics to economic life, as shown by the government's decision to consider the entire sector as an essential service.
- It is clear that the transportation and logistics sector will play a central role in the recovery. Maximum efficiency will be needed to ensure the fluidity of supplies and deliveries as all the sectors come back to life. Costs will need to be reviewed, distribution networks optimized and operations upgraded while we try to reduce our carbon footprint. This will also be an opportunity to look at the sector's transformation needs, not mode by mode in isolation, but with a systemic approach involving all multimodal solutions and the adoption of new, more efficient technologies.

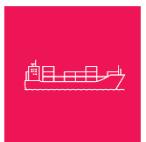


# The transition to a low-carbon economy: a necessary step... and an opportunity

## INDUSTRY PLAYERS

**The public authorities must set up the conditions and actions that will enable the electric/smart transportation sector to play a leading role in Greater Montréal's economy.**

- In addition to optimizing the transportation and logistics sector, we must organize a new Québec sector, that of electric/smart transportation. Before the pandemic, Canada and Québec had already made a commitment under the Paris Agreement to focus on sustainable mobility in order to reduce GHG emissions and transition to a lower-carbon economy.
- We very quickly realized that this energy transition could be a unique opportunity to make Québec's ground transportation equipment industry a model, with innovative sustainable mobility and smart transportation solutions. Several links of that chain have already been forged.
- A green post-pandemic recovery strategy will be a unique opportunity to make Québec a true hub for sustainable mobility and smart transportation. But measures to boost companies active in the industry must be brought in quickly if we are to do so successfully.



# Courses of action

## Target 1: Industry

- Promote advanced logistics activities in transportation and logistics
- Make the East End of Montréal a laboratory for experiments and demonstration by bringing together strategic players who are active innovators, testers and marketers of electric/smart transportation solutions

## Target 2: Governments and industry

- Draw up a clear vision to accelerate the sector's growth and concentrate efforts on structuring and mobilizing projects in a way that influences demand and results
- Support the expanding and upgrading of our strategic port and airport assets to keep the city competitive
- Develop the transportation and logistics hub in the East End of Montréal
- Manage data in an integrated way between transportation and logistics players
- Share and adopt innovative approaches to delivery in urban areas
- Adapt training to the new realities of the sector to ensure an adequate labour pool

## Target 3: Governments

- Support the development of the electric/smart transportation industry
- Make public procurement in Québec a strategic tool for developing the economy and strengthening innovation in transportation
- Electrify vehicle fleets
- Develop the lithium battery chain, from mining to recycling



# Highlights of the priorities set during the Strategic Forum on Transportation and Logistics (1/2)

On November 9, 2020 the Strategic Forum on Transportation and Logistics, organized by the Chamber of Commerce of Metropolitan Montreal and its partners, focused on the issues, challenges and business opportunities facing companies in the sector. The Forum, which attracted close to 450 participants, was an opportunity to exchange on the highlights of the action plan and reflect on the sector's post-COVID future.

During an interactive working session the participants prioritized the issues and courses of action. The main findings are:

- 1) **Pre-COVID challenges** The need for skilled labour was the most significant challenge in the action plan.
- 2) **Assistance measures that have strengthened the sector** Continued cross-border access and emergency assistance from the provincial government for public transit were the most helpful government measures during the crisis.
- 3) **Courses of action for the private sector** Respondents wanted the sector to prioritize integrated and shared data management among transportation and logistics stakeholders, a clear vision to accelerate the sector's development and structuring and mobilizing projects, as well as training adapted to the sector's new realities.
- 4) **Courses of action for governments** Forum participants were asked to put themselves in the shoes of governments in order to prioritize government courses of action for the sector. Three of the courses of action were priorities: 1) support the development of the electric/smart transportation industry, 2) make public procurement a strategic tool for economic development and strengthening innovation in transportation, 3) electrify vehicle fleets.



## Highlights of the priorities set during the Strategic Forum on Transportation and Logistics (2/2)

**5) Other reactions** Integrated mobility supply in the metropolis, investment in the electrification of public transit and the promotion of smart electric transportation also emerged as important priorities for the sector. The panelists also stressed the importance of upgrading the sector through new technologies (such as artificial intelligence), reviewing public procurement to incorporate innovation, and marketing and internationalization.

Participants were able to share other ideas during an open-ended question period, which led to the formulation of further courses of action.

Among them, for the industry:

- "Develop multimodal transportation (more efficient rail-road transhipment platforms)."
- "Create e-commerce logistics platforms for small and medium-sized merchants."
- "Improve the industry's image and outreach (in terms of attracting manpower)."
- "Support the energy transition. Education is extremely important to increase the interest of fleet managers."
- "Consider stakeholders across the CMA. [...] Greater Montréal would benefit from stimulating innovation in transportation and logistics throughout the CMA, including the crowns."

...and specific to governments:

- "[Include] major transit-related projects [in] stimulus plans: REM, Blue Line extension."
- "Draw up a land-use planning strategy that integrates mobility throughout Québec in order to limit urban sprawl."
- "Tailor subsidies according to the [country of origin] of the products."
- "Eliminate the taxable benefit to employees when an electric vehicle is provided (\$/km, 2/3 of the lease amount)."
- "Enhance labour training assistance programs."

The Relaunch MTL roadmap aims to strengthen the sector by combining the highlights of that group session with the action plan. All stakeholders should implement it to ensure the recovery of the sector.



# APPENDICES

- ▶ • Summary of sector action plans
- ▶ • **Consulted organizations**

# Consulted organizations (Aerospace and Air Transport)

ORGANIZATION	NAME	TITLE
Aéro Montréal	Suzanne Benoit	President and CEO
ADM	Philippe Rainville	President and Chief Executive Officer
Air Canada	David Rheault	Managing Director, Government and Community Relations
Air Transat	Christophe Hennebelle	Vice-President, Human Resources and Corporate Affairs
Alliance for the Aerospace Recovery committee (reporting to the Board of Directors of Aéro Montréal)	Several entities, including: Avianor, Bombardier, Canada Economic Development, Fonds de Solidarité FTQ, Meloche Group, Ministère de l'Économie et de l'Innovation du Québec, Rolls-Royce Canada, etc.	
Conseil emploi métropole (CEM)	Julie Poirier	Secretary General

*The CEM survey on priorities for retraining and skills enhancement during and after the pandemic will allow us to identify priority actions to support talent in the aerospace sector.*

# Consulted organizations (Downtown)

**Michel Lamontagne**  
Board Director

**André Lavallée**  
Former Vice-President of Ville de Montréal's Executive Committee

**Zébulon Perron**  
Atelier Zébulon Perron

**Macky Tall**  
Caisse de dépôt et placement du Québec

**Richard Chénier**  
Centech

**Lili-Anna Peresa**  
United Way

**Louise Roy**  
CIRANO

**Anyle Côté**  
Conseil d'économie sociale de l'île de Montréal

**Jean-Robert Choquet**  
Culture Montréal

**Valérie Beaulieu**  
Culture Montréal

**Émile Roux**  
Destination centre-ville

**Jean Laurin**  
Devencore

**Michel Rafie**  
National Theatre School

**Clarence Epstein**  
Claudine and Stephen Bronfman Family Foundation

**Jane Engle**  
McConnell Family Foundation

**Sophie Brochu**  
Hydro-Québec

**Jean-Marc Fournier**  
Urban Development Institute of Québec (IDU)

**François Lacoursière**  
Ivanhoé Cambridge

**Sandrine Archambault**  
Jeune chambre de commerce de Montréal

**Jacques Primeau**  
L'Équipe Spectra

**Elsie Lefebvre**  
La Ruche

**Frantz Saintelemy**  
LeddarTech

**Christian Bernard**  
Montréal International

**Mario Caron**  
Norton Rose Fulbright

**Monique Simard**  
Quartier des Spectacles Partnership

**Laurence Vincent**  
Prével

**Pierre Karl Péladeau**  
Quebecor

**Louise Beaudoin**  
Regroupement des événements majeurs internationaux (RÉMI)

**Martin Roy**  
Regroupement des événements majeurs internationaux (RÉMI)

**Glenn Castanheira**  
Ryan Affaires publiques

**Christian Yaccarini**  
Société de développement Angus (SDA)

**Martin Galarneau**  
TGTA

**Normand Laprise**  
Toqué!

**Yves Lalumière**  
Tourisme Montréal

**Pierre Bellerose**  
Tourisme Montréal

**Graham Carr**  
Concordia University

**Rahphaël Fischler**  
Université de Montréal

**Florence Junca-Adenot**  
UQAM

**Danielle Pilette**  
UQAM

**Richard Bergeron**  
Urbanist

**Véronique Doucet**  
Ville de Montréal

**Alexandre Taillefer**  
XPND Capital

# Consulted organizations (Retail Trade)

ORGANIZATION	NAME	TITLE
<b>Association des SDC de Montréal (ASCDM)</b>	Caroline Tessier	Executive Director
<b>Association Restauration Québec</b>	François Meunier	Vice-President, Public and Governmental Affairs
<b>Centre québécois d'innovation en commerce (CQCI)</b>	Carl Boutet	Executive Director
<b>Hello Network</b>	François Plamondon	President and Chief Executive Officer
<b>IGA-Sobeys</b>	Alain Ménard	Senior Vice-President, Retail Operations, Québec
<b>La Vie en Rose</b>	François Roberge	President and Chief Executive Officer
<b>Le Panier Bleu</b>	Alain Dumas	Executive Director
<b>Maguire</b>	Myriam Belzile-Maguire	Founder and Designer
<b>Novacap</b>	Frédéric Perreault	Senior Partner
<b>PME MTL</b>	Alexandre Skerjl	Manager, Innovation Commercialization – Transport and Logistics
<b>SAIL</b>	Norman Décarie	President and Chief Executive Officer
<b>SDC Centre-ville</b>	Émile Roux	Executive Director
<b>SDC Promenade Wellington</b>	Billy Walsh	Executive Director

# Consulted organizations (Construction and Infrastructure)

ORGANIZATION	NAME	TITLE
<b>Commission de la construction du Québec</b>	Jean-Philippe Cliche	Senior Economist
<b>Canada Infrastructure Bank</b>	Philippe Raymond	Senior Director
<b>Ville de Montréal's Design Office</b>	Marie-Josée Lacroix Sylvie Champeau	Team Leader, Commissioner of Design Analysis and Management Control Advisor
<b>Devencore</b>	Jean Laurin	President and Chief Executive Officer
<b>Altus Group</b>	Vincent Shirley	Senior Director, Innovation and Growth Strategy
<b>Urban Development Institute of Québec</b>	Carl Cloutier	President and Chief Executive Officer
<b>Ministère des transports du Québec</b>	Anne-Marie Leclerc Stéphan Deschênes	Assistant Deputy Minister for Engineering and Infrastructures Assistant Deputy Minister for Major Road Projects
<b>Pomerleau</b>	Pierre Pomerleau	President and Chief Executive Officer
<b>Prével</b>	Laurence Vincent	Co-president

# Consulted organizations (Cultural and Creative Industries)

ORGANIZATION	NAME	TITLE
A2C	Dominique Villeneuve	Executive Director
ADISQ	Solange Drouin	Vice-President, Public Affairs and General Manager
Québec Film and Television Council (QFTC)	Pierre Moreau Valérie Daigneault	President and Chief Executive Officer Director of the Secretariat of the Audiovisual Cluster
C2 Montréal	Jacques-André Dupont Evelyne Langlois-Paquette	Executive Director Manager, Government Partnerships and Creative Industries
Conseil des arts de Montréal	Nathalie Maillé	Executive Director
Cosette	Louis Duchesne	President
Culture Montréal	Valérie Beaulieu	Executive Director
La Guilde du jeu vidéo du Québec	Nadine Gelly	Executive Director
Moment Factory	Éric Fournier	Partner
Quartier des Spectacles Partnership	Éric Lefebvre	Executive Director
Rodeo FX	Suzanne Bertrand	Vice-President, Finance
The 7 Fingers	Nassib El-Husseini	President and Chief Executive Officer
Sidlee	Martin Gauthier	President
SODEC	Sophie Labesse Louis-Frédéric Gaudet	General Manager, Corporate Financial Services and Tax Credits Director, Strategic Development
Théâtre du Nouveau Monde	Lorraine Pintal	General Manager and Artistic Director
Ubisoft	Francis Baillet Geneviève Poulin	Vice-President, Corporate Affairs Corporate Affairs Manager
Xn	Jenny Thibault	Executive Director

# Consulted organizations (LSHT)

ORGANIZATION	NAME	TITLE
<b>Caprion</b>	Martin LeBlanc	President and Chief Executive Officer
<b>Fonds de recherche du Québec – Health</b>	Fonds de recherche du Québec – Health	Scientific Director
<b>GSK</b>	Ranya El-Masri	Head of Government Affairs and Market Access
<b>Imagia</b>	Alexandre Le Bouthillier	Co-founder and Head of Corporate Affairs
<b>Immune Biosolutions</b>	Frédéric Leduc	Co-founder, President and CEO
<b>Inversago</b>	François Ravenelle	Founder, President and CEO
<b>InVivo AI</b>	Therence Bois	Co-founder
<b>Medtronic</b>	Patrick Hupé	Director, Government Affairs
<b>Ministère de la Santé et des Services sociaux</b>	Paul L'Archevêque	Head of Innovation
<b>Novartis</b>	Michel Rousseau	Director, Health Policy and Patient Access
<b>Pfizer</b>	Denise Cloutier	Director, Government Relations
<b>Roche Diagnostics</b>	François Drolet	Director, Public Affairs

# Consulted organizations (Financial Services)

ORGANIZATION	NAME	TITLE
National Bank	Stéphane Achard	Executive Vice-President, Commercial Banking and Insurance
National Bank	Laurent Ferreira	Executive Vice-President, Financial Markets
Royal Bank	Jean-François Prince	Regional Vice-President, Business Financial Services
BDC	Pierre Cléroux	Vice-President, Research and Chief Economist
CDPQ	Sébastien Adam	Senior Directory, Strategy
Desjardins	Marie-Claude Boisvert	Executive Vice-President, Business Services
Finance Montréal, Québec's financial cluster	Jacques Desforges (and colleagues)	Executive Director
Fonds de solidarité FTQ	Alain Denis	Senior Vice-President, Investments – Venture Capital
Industrial Alliance	Clément Gignac	Senior Vice-President and Chief Economist
Investissement Québec	Alexandre Sieber	Senior Executive Vice-President, Corporate Financing
Réseau Capital	Guillaume Caudron	President and Chief Executive Officer

# Consulted organizations (ICT)

ORGANIZATION	NAME	TITLE
AQT (Québec Technology Association)	Nicole Martel	President and Chief Executive Officer
BDC	Karl Reckziegel	Senior Vice-President, Venture Capital
C2MI	Normand Bourbonnais	President and Chief Executive Officer
CGI	Serge Godin Julie Godin Benoît Dubé	Founder and Executive Chairman of the Board Executive Vice-President of Strategic Planning and Corporate Development Executive Vice-President, Chief Legal Officer and Corporate Secretary
Dialogue	Max Leca Jean-Christophe de La Rue	Vice-President, Operations Communications Director
Larochelle Group	Éric Larochelle	President
IVADO	Gilles Savard	Executive Director
Talsom	Olivier Laquinte	President and Chief Executive Officer
TELUS	Benoît Simard Nadia Paquet	Vice-President, TELUS General Manager, Communications
Teralys	Jacques Bernier	Managing Partner
Videotron	Jean-François Pruneau	President and Chief Executive Officer
Voxco	Sumit Aneja	President and Chief Executive Officer

# Consulted organizations (Clean Technology)

ORGANIZATION	NAME	TITLE
<b>Bus.com</b>	Maxie Lafleur Wassim Karawani	President and CEO Head of Finance and Chief of Staff
<b>Cycle Capital Management</b>	Andrée-Lyse Méthot Catherine Bérubé	Founder and Managing Partner Vice-President, Sustainable Development, Investor Relations and Public Affairs
<b>Ecofuel</b>	Patrick Gagné	President and CEO
<b>Écotech Québec</b>	Denis Leclerc Vincent Moreau Amélie Bergeron-Vachon	President and CEO Vice-President Director, Innovation and Commercialization
<b>EDC</b>	Lynn Côté	Cleantech Lead
<b>Effenco</b>	Janine Lam	Public Affairs Advisor
<b>Fondaction</b>	Stephen Morency	Vice-President and Chief Investment Officer
<b>Smart Prosperity Institute</b>	Mike Wilson	Executive Director
<b>Investissement Québec</b>	Sylvie Pinsonnault Geneviève Labrie Julien Bourque	Senior Vice President, Strategies and Business Solutions Senior Advisor, Strategic Initiatives Director, Strategic Initiatives
<b>ISED</b>	Imran Damani Catherine Peters	Economic Analyst Director
<b>Pyrowave</b>	Jocelyn Doucet	President and Chief Executive Officer
<b>Sollum Technologies</b>	Louis Brun	President and Chief Executive Officer
<b>Teralys Capital</b>	Jacques Bernier	Managing Partner
<b>Xebec</b>	Kurt Sorchak	Chairman, Chief Executive Officer and President

# Consulted organizations (Tourism)

ORGANIZATION	NAME	TITLE
ADM	Philippe Rainville	President and Chief Executive Officer
Air Canada	David Rheault	Director, Government and Community Relations
Air Transat	Annick Guérard	Chief Operating Officer
Association Restauration Québec	François Meunier	Vice-President, Public and Governmental Affairs
Hotel Association of Greater Montréal (AHGM)	Ève Paré	President and CEO
C2 Montréal	Jacques-André Dupont	Founding President
Tourisme Montréal's Board of Directors	Andy Nulman	Professor at the Faculty of Management of McGill University
Conseil des arts	Nathalie Maillé	Executive Director
Destination centre-ville	Émile Roux	Executive Director
Le Centre Sheraton Montréal Hotel	Bertil Fabre	General Manager
Montréal Convention Centre (Palais des congrès)	Robert Mercure	President and Chief Executive Officer
RÉMI	Martin Roy	President and Chief Executive Officer
RIO	Michel Labrecque	President and Chief Executive Officer

# Consulted organizations (Transport and Logistics)

ORGANIZATION	NAME	TITLE
ADM	Philippe Rainville	President and Chief Executive Officer
Aéro Montréal	Suzanne Benoît	President and CEO
Air Canada	David Rheault	Managing Director, Government and Community Relations
Air Canada	Mathieu Casey	General Sales Manager – Cargo
Air Transat	Christophe Hennebelle	Vice-President, Human Resources and Corporate Affairs
Bus.com	Maxie Lafleur	President and CEO
CargoM	Mathieu Charbonneau	Executive Director
CN	Janet Drysdale	Vice-President, Financial Planning
Alliance for the Aerospace Recovery committee (reporting to the Board of Directors of Aéro Montréal)	Several entities, including: Avianor, Bombardier, Canada Economic Development, Fonds de solidarité FTQ, Meloche Group, Ministère de l'Économie et de l'Innovation du Québec, Rolls-Royce Canada, etc.	

# Consulted organizations (Transport and Logistics)

ORGANIZATION	NAME	TITLE
Effenco	Janine Lam	Public Affairs Advisor
Robert Group	Jean-Robert Lessard	Vice-President, Corporate Affairs and Public Relations
Logistec	Marie-Chantal Savoy	Vice-President, Strategy and Communications
The Port of Montréal	Julien Beaudry	Public Affairs Manager
Propulsion Québec	Sarah Houde	President and CEO
Ray-Mont Logistics	Jonathan Hébert	Vice-President, Finance and Corporate Development

METROPOLITAN ECONOMIC  
MOVEMENT

MTL  
RELAUNCH MTL

[RELAUNCHMTL.CA](http://RELAUNCHMTL.CA)



la Chambre de commerce  
du Montréal métropolitain

Powered by:

Canada\*



Communauté métropolitaine  
de Montréal

Québec ■■■

Montréal ■■■

**In association with:**



**In collaboration with:**



## Supported by:



## In partnership with:

