MINUTES OF PROCEEDINGS OF THE MEETING OF THE GENERAL COMMITTEE OF COUNCIL (GC) OF THE CITY OF WESTMOUNT HELD AT CITY HALL ON FEBRUARY 19, 2018 AT 3:30 P.M. AT WHICH WERE PRESENT:

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tbody>
<tr>
<td>Chair</td>
<td>David Laidley</td>
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<td>Mayor</td>
<td>Christina Smith</td>
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<td>Councillors</td>
<td>Anitra Bostock, Marina Brzeski, Philip A. Cutler, Mary Gallery, Cynthia Lulham, Kathleen Kez, Conrad Peart, Jeff J. Shamie</td>
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<tr>
<td>Administration</td>
<td>Benoit Hurtubise, Director General (DG) Nicole Dobbie, Assistant Director of Legal Services and Assistant City Clerk</td>
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<tr>
<td>Recording Secretary</td>
<td>Andrew Brownstein</td>
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NOTE TO THE READER:

The comments, opinions and any consensus views reflected herein are those of the participants in their individual capacity. As such, they are not binding upon the City or the administration.

The City and its administration are only bound by decisions that are authorized by the Municipal Council in the course of a public meeting by way of a resolution or a by-law.

Mr. Pierre Boudreault, senior consultant and founder of Artères services et conseils en gestion d’artères commerciales et de centres-villes, joined the meeting at 3:30 p.m.

**GC AGENDA**

**Adoption of the GC Agenda of February 19, 2018**

It was agreed that the Agenda of the February 19, 2018 meeting of the GC be adopted, with the addition of the following item under New Business:

- Protective Services Building – 19-21 Stanton Street (DG Hurtubise).

**ITEMS FOR DISCUSSION / DECISION**

**ECONOMIC DEVELOPMENT STRATEGY WITH WESTMOUNT MERCHANTS**

Councillor Lulham introduced the item.
A commercial artery’s success relies on the mobilization of the merchants, the municipality’s sustained involvement, the development of a comprehensive vision, and the lasting nature of the measures taken.

This comprehensive vision is largely expressed in a municipality’s zoning by-laws. For example, a few years ago, the City removed its restriction on the maximum number of restaurants in each commercial district. As a future measure, ground floor occupancy should be restricted to retail/restaurant uses and upper floor occupancy should be restricted to non-retail/restaurant commercial uses, like office spaces, which creates a clientele for the businesses on the ground floor.

Part of the municipality’s sustained involvement constitutes consistent communication with the merchants. Without this proactive approach, merchants will only contact the municipality when they are experiencing a problem, which sets the tone for the relationship between the two parties. Accordingly, the City will discuss the details of the employment position that it will need to create for a liaison to the merchants who will work to promote economic development in the commercial sectors following the end of Mr. Boudreault’s mandate.

Mr. Boudreault presented his economic development strategy for the commercial sectors on Greene Avenue, Sainte Catherine Street, Victoria Avenue, and Sherbrooke Street.

In order to mobilize the merchants, a Société de développement commercial (SDC), a registered non-profit organization, is preferable to an informal merchants’ association, as membership and contributions to an SDC are mandatory. In order to register as an SDC, a general assembly must be held and certain by-laws must be adopted. As encouragement for the creation of an SDC, the municipality may offer to provide a subsidy for every member, up to a maximum amount. The organization of an SDC for Victoria Village has been initiated.

The City should work to improve the branding of its commercial districts. Specifically, they should be identified with the installation of signs, creating a logo, for example, for each sector. Moreover, the image of these areas as commercial destinations should be developed; like “Victoria Village,” Greene Avenue’s commercial district should be referred to as “Cartier Greene.” Additionally, the commercial districts’ online presences should be developed by creating and operating websites, Facebook pages, Twitter accounts, etc. for each district.

Vacancies cause serious damage to a commercial district’s image and accordingly, to its success. Currently, Greene Avenue has a particularly high prevalence of vacancies. With an SDC, an organized and concerted effort can be focused on advertising these vacant locations in order to ensure they are filled with good tenants as soon as possible. Additionally, the front window space of vacant units should be beautified.

The definition of a “good tenant” is a product of the commercial sector’s needs and characteristics. The City should develop a communications package for building owners detailing the types of businesses that they should aim to attract in order to promote the area’s, and therefore, their, long-term success.
While, further to Mr. Boudreault’s study, there is in fact no shortage of parking spaces, the perception is such that it is difficult to park in these areas. The City may consider offering a full or partial reimbursement on paid parking if the parking is validated by a merchant.

The City should seek to encourage residents to shop locally by emphasizing the benefits of doing so, namely that it ensures what they need remains available to them nearby and that it contributes to the area’s prosperity, and therefore, the prospective addition of new businesses of interest.

The City should promote the installation of terraces, which contribute to the area’s vibrancy and attract more people.

Events should be organized, particularly gastronomical events, in which there is significant interest according to Mr. Boudreault’s study. Similarly, while paying careful attention to its impact on the local merchants, a farmer’s market could be initiated, to be held on Sundays on Greene Avenue for example.

The City should encourage merchants to take advantage of Emploi Québec’s training courses on marketing and branding. Additionally, the City may seek out or offer more training opportunities to the merchants.

Councillor Shamie joined the meeting at 3:58 p.m.

The City should market its commercial sectors to BIXI, as the company offers users a list of destinations it recommends visiting, which will help to attract tourists, among others, to the bicycle-friendly city.

Mr. Boudreault left the meeting at 4:03 p.m.

SOCIÉTÉ DE TRANSPORT DE MONTRÉAL

Ms. Sandra Avakian, the Assistant Director General (ADG), Mr. Philippe Schnobb, President of the STM’s Board of Directors, Mr. Étienne Lyrette, Chief of Staff for the President and Director General of the STM, Ms. Cybèle Trân, STM Corporate Counselor, Partner Relations, and Mr. Alain Tremblay, STM Project Manager, joined the meeting at 4:03 p.m.

Regarding the STM’s activities in general, a strategic organizational plan was established in 2017 to be followed until 2025. The plan focuses on improving the commuter's experience, for example, with a five-minute maximum between metro cars at all times on the Green, Blue, and Orange lines, reviewing the network of buses, investing in infrastructure and maintenance with $8 billion allocated over the plan’s eight-year period, improving accessibility, particularly by adding elevators to more metro stations, and responding effectively to circulation issues caused by roadwork.

Two of the STM’s projects will impact the City over the upcoming years, one on the Atwater metro station and the other on the Vendôme metro station.
In light of the signs of water infiltrations in the Atwater metro station, the membrane above the station is to be rehabilitated. As the cement below the membrane begins to sag over the years from a gradual buildup of pressure from accumulating water, the new membrane will be built with a rounded top for water to fall to the sides of the structure. The new membrane’s expected lifespan is of 50 years.

The work will be carried out over two construction periods, from April to December 2019 and from April to December 2020. This timeline has been established based on construction being carried out during regular working hours and is expected to be followed without issue. The call for tenders for the project is scheduled for this fall.

As the work constitutes the excavation of 3m of soil between the roadway and the current membrane, it will necessitate the closure of De Maisonneuve Boulevard between Atwater Avenue and Wood Avenue to vehicular traffic during both construction periods. Pedestrian access will be maintained as well as the bicycle path, which will have to be moved.

If the City intends to do utility work or roadwork over this area, the STM requested that their respective plans be coordinated to avoid multiple interventions. The STM confirmed that it will rebuild all that it demolishes.

The Vendôme project constitutes an improvement to the underground network between the MUHC and Vendôme metro station. While the STM is in charge, it is a shared project between the STM, the MTQ, and the MUHC. The work is expected to be completed in the winter of 2020.

As there shall be no interruptions to the metro or train services, the work will only be carried out at night. The STM has obtained the permission of Côte-des-Neiges–Notre-Dame-de-Grâce for the work to be carried out at night, as the entirety of the work is in the borough. All trucks on the worksite will be equipped with a white noise backup signal.

The truck route for the project stipulates that trucks are to leave the site on Sainte-Catherine Street, heading north onto Claremont Avenue, and then turning west onto Sherbrooke Street towards Décarie Boulevard.

The STM emphasized its dedication to communication. Pamphlets will be distributed to the nearby residents across a relatively large radius prior to the initiation of each phase of work. The pamphlets will include the STM’s information/customer service telephone number. Additionally, a resident liaison committee will be established by the STM for the project.

The ADG, Mr. Schnobb, Mr. Lyrette, Ms. Trân, and Mr. Tremblay left the meeting at 4:59 p.m.

The meeting was adjourned at 5:00 p.m., at which point, Council, in its capacity as the Demolition Committee, held its Demolition Hearing for the property located at 4014-4022 Sainte Catherine Street. The meeting was reconvened at 5:24 p.m. M" Dobbie and Mr. Tom Flies, Director of Urban Planning, joined the meeting at 5:24 p.m. The meeting was reconvened at 6:13 p.m.
LOCAL HERITAGE COUNCIL (LHC) 2017 ANNUAL REPORT AND 2018 PROJECTS

Ms. Myriam St-Denis, Local Heritage Council Project Manager, joined the meeting at 6:13 p.m.

The LHC is made up of the PAC, the Westmount Historical Association, an expert in cultural heritage, and any other experts that may be required.

Ms. St-Denis briefed the GC on the LHC’s 2017 annual report, its first annual report. In 2017, Council adopted a by-law designating the Glen Viaduct as a heritage immovable, the conservation strategy for Category I* buildings was established, the study on houses of worship was undertaken, and the Hurtubise house was nominated for the Prince of Wales Prize, to be awarded in 2018. The LHC has also proposed that Westmount Square, including its interior common spaces, be designated as a heritage immovable. Ms. St-Denis sought the GC’s approval of this proposal and its approval for the bilingual publication of the 2017 annual report detailing the aforementioned projects on the City’s website.

According to the LHC’s analysis of the 13 houses of worship located within the City, two are to be redeveloped, eight are just surviving, and three are doing relatively well. The LHC has prepared “Value Statements” for each house of worship that outline their respective historical, architectural, and community value. Ms. St-Denis sought the GC’s approval for the bilingual publication of the “Value Statements” on the City’s website.

➢ **It was agreed** that the LHC will initiate the preparation of a draft by-law designating Westmount Square, including its interior common spaces, as a heritage immovable.

➢ **It was agreed** that the City will publish the LHC’s 2017 annual report on its website in French and English.

➢ **It was agreed** that the City will publish the “Value Statements” for the 13 houses of worship on its website in French and English.

Ms. St-Denis left the meeting at 6:35 p.m.

URBAN PLANNING CHALLENGES

Urban Planning has focused significant effort towards optimizing its internal processes. The department has improved the efficiency of its data analysis with the new software it began using in 2017. Additionally, the permit process will be clarified with the publication of new submittal requirements. A revised procedure for minor permits, for example, for fences, interior renovations, and signage, is suggested to simplify their issuance. In terms of communication, the website will be made more instinctive, information sheets and illustrations for project requirements could be created, and theme-specific workshops could be held, for example, on heritage and maintenance. For customer service, Urban Planning wishes to improve the consistency with which it reviews applications and interprets regulations and policies. Another goal is to provide one-stop service at the Urban Planning
counter and establish a complaint management strategy. Ideally, the complaint management strategy will ultimately be used for all of the City’s departments.

The department also strives to improve the by-laws as well as its approach to urban planning. To this end, the “Planning Program” and several urban planning by-laws should be revised. A temporary employee will be hired to help develop and implement a strategy to revise the “Planning Program” and the by-laws over the next years. Additionally, efforts should be made to improve adherence to the by-laws by focusing on education, enforcement, and increasing fines.

Director Flies left the meeting at 7:07 p.m.

**GREENHOUSES**

The ADG and Ms. Elisa Gaetano, Director of Engineering, joined the meeting at 7:07 p.m.

The greenhouses have been closed since 2015 when the wooden structure that supports the glass failed in multiple areas, causing glass to fall. A steering committee was formed to determine how to approach the reopening of the greenhouses.

The greenhouses constitute two original buildings, the Conservatory (or Palm House) and the Frog Pond, built in 1926, and eight other greenhouses built later that were used as growhouses for much of the City’s horticultural needs.

Given the heritage and community value of the Conservatory and the Frog Pond, their reconstruction was to be undertaken as Phase I.

Confidential items were discussed.

The administration sought the GC’s approval for the reconstruction of the Conservatory and Frog Pond with Accoya wood, as per ARUP’s report, and accordingly, the issuing of a call for tenders for the professional services required for the project. If a call for tenders is issued promptly, the project may be completed before the next winter.

Phase II constitutes an analysis of the City’s growing needs and whether the buildings can and should be used for other purposes, like a cooperative community garden. Alternatively, the City should consider whether it will be more cost effective to continue any necessary growing in a municipal building’s repurposed basement, with grow lights and an environment with controlled humidity and temperature, rather than trying to salvage the existing structures.

Watering systems and water recuperation systems can be integrated into the designs of any of the greenhouses that are to be reconstructed.

The administration requested that the GC establish the priorities for the possible projects for Phase II.
It was agreed that the City will issue a call for tenders for the professional services required for Phase I, the reconstruction of the Conservatory and the Frog Pond with Accoya wood.

It was agreed that the GC will establish the priorities for the possible projects for Phase II.

It was agreed that the City will post an update on the greenhouses on its website.

20-YEAR CAPITAL INVESTMENTS PROJECTIONS

Ms. Gaetano presented the 20-year capital investments projections and their estimated average annual costs.

For the reconstruction of the road base and sidewalks, an average annual expenditure of $3.15 million is projected over 20 years, as there is a backlog of work to be carried out in addition to the regular maintenance that will be required over this period. For asphalt resurfacing, an average annual expenditure of $1.15 million is projected over 25 years, due to the same backlog.

The ADG left the meeting at 7:47 p.m.

Regarding water mains, over 60% of conduits date from 1960 or earlier. Accordingly, $57 million is needed over 20 years, which amounts to $2.85 million annually on average, of which $1 million may be subsidized each year.

Regarding sewers, over 50% date from 1920 or earlier. As 99% of the sewers are combined sewers, meaning that storm water and sewage is combined, and given Westmount’s topography, spot flooding can occur in storms. A storm water retention pipe, a catch basin that allows the flow of water to lower Westmount to be staggered, was installed a few years prior. An average annual expenditure of $600,000, of which $200,000 may be subsidized each year, is required for a period of 30 years.

An average annual expenditure of $250,000 is required over the next 20 years for traffic and street light maintenance.

The total expenditures that will be required for the 27 municipal buildings is more difficult to estimate, as a detailed health assessment for each building is needed. The ADG is currently working with Mr. Kinan Khatib, Division Head – Municipal Buildings, on establishing said detail health assessments. Based on the total estimated value of the 27 buildings and the yearly depreciation rate, an average annual expenditure of $2.8 million will be needed for their maintenance.

An average annual expenditure of $1 million is required over the next 20 years for the maintenance and replacement of vehicles, without expanding any of the fleets.
An average annual expenditure of $400,000 is required over the next 20 years for the maintenance of parks.

An average annual expenditure of $2.5 million is required over the next 20 years for the maintenance of Hydro Westmount’s infrastructure.

An average annual expenditure of $400,000 is required over the next 20 years for the City’s IT infrastructure.

The above average annual expenditures total at $15.5 million. This does not include the cost of any special projects. The DG requested that the GC identify the special projects that it desires to be prioritized.

Director Gaetano left the meeting at 8:15 p.m.

GC AGENDA (Continued)

Confirmation of Minutes of the Meeting of the GC Held on February 5, 2018

The Minutes of the GC’s meeting held on February 5, 2018 were adopted with corrections.

ITEMS FOR DISCUSSION / DECISION (Continued)

Confidential items were discussed.

2018 FCM AND UMQ ANNUAL CONFERENCES – COUNCIL ATTENDANCE

Council members discussed the possibilities of attending the 2018 FCM and UMQ annual conferences.

- **It was agreed** in principle that at the March 19th Regular Sitting, Council will prospectively adopt a resolution allocating the funds for Councillor Gallery’s and Councillor Bostock’s participation at the 2018 FCM conference in Halifax and for Mayor Smith’s and Councillor Shamie’s participation at the 2018 UMQ conference in Gatineau, subject to the addition of any other Council members before the March 19th Regular Sitting.

The meeting was adjourned at 8:21 p.m. The meeting was reconvened at 9:05 p.m.

NEW BUSINESS: PROTECTIVE SERVICES BUILDING – 19-21 STANTON STREET

The DG, the ADG, and Mr. Khatib met with representatives of Station 12 of the *Service de police de la Ville de Montréal* (SPVM) and those of Station 76 of the *Service de sécurité incendie de Montréal* (SIM) at the SPVM’s and SIM’s request. At the meeting, the SPVM and the SIM representatives expressed the stations’ desire to remain in their current
locations in the municipal building on Stanton Street. However, they explained that the building no longer satisfies their needs, as the SIM’s new firetrucks do not fit through the garage and significant infrastructure work is needed. Accordingly, they requested that the City demolish the building and rebuild it.

Currently, Public Security occupies roughly 35% of the building, the SPVM occupies roughly 60%, and the SIM occupies roughly 15%.

Confidential items were discussed.

**ABSENCES**

Council members were requested to submit their absence sheets to the Assistant City Clerk.

The meeting was adjourned at 9:18 p.m.

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Anitra Bostock               MÈ Nicole Dobbie
Chairman                     Assistant Director of Legal Services and Assistant City Clerk