

**MONTRÉAL
CENTRE
—VILLE**

Annual Report 2022

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A word from the chair of the board and general manager

Dear members,

Our efforts are bearing fruit! After two agonizing years, 2022 marks a successful recovery, with an effervescent summer and an increase in traffic that exceeds all predictions.

Indeed, despite border issues and travel restrictions still in effect, Montréal welcomed more than 8 million tourists, and our hotels were able to return to their pre-pandemic occupancy rates. What's more, all our major events made a triumphant return, offering our local and international visitors a memorable experience they had been deprived of for over two years.

Of course, not everything is rosy. Despite a resurgence in student numbers and record population growth, the return of workers is tentative, while vacancy rates continue to climb and the rate of return to the office seems to have plateaued at 61%.

That's why we need to step up our efforts to create a dynamic and attractive environment for all.

But we have to face the fact that it's impossible to return to anything like pre-pandemic times. We must have the courage to adapt to this new normal and make the most of it for our downtown and the businesses that choose to operate here.

To this end, our organization continues to work with our partners to keep driving sustained growth to make our downtown one of the most attractive, dynamic, and successful in the world.



**GLENN
CASTANHEIRA**
General Manager of
Montreal centre-ville



**NATHALIE
GAGNON**
President

The Downtown Business Development Corporation (SDC) Montréal centre-ville

By the numbers

Established in 1999, the SDC Montréal centre-ville is the largest organization of its kind in Canada. The SDC is a not-for-profit organization made up of businesses located between Atwater and Saint-Urbain, and between Sherbrooke and Saint-Antoine.

4,550
contributing members

860
hospitality businesses

40
hotels

612
shops

+300
terraces



Major university hub

30

academic institutions

135,000

students

Residential hub

24.2 %

population growth

World-renowned cultural centre

+25

festivals

60

art, culture, and leisure venues

*Statistics Canada

Cleanliness and security



Cleanliness and security

The Cleaning Brigade: for the love of a clean downtown

Since 2001, the Cleaning Brigade has been on the ground 7 days a week to keep the city centre clean and foster a sense of security, while promoting the social and professional integration of a marginalized workforce.

In 2022, the SDC set itself two new objectives: to expand the team and ensure the cleanliness of two new alleyways developed in partnership with Tourisme Montréal.

+ 2M
litres of waste collected

+ 120
syringe collected

27
employees



Cleanliness and security

The Ambassadors' Brigade: your downtown resource

Founded in 2021, the Ambassadors' Brigade is a multifunctional field team that enhances downtown's attractiveness by promoting strong relations between the SDC and its member businesses, healthy social cohabitation, and a warm welcome for visitors. The Brigade's work was expanded this year to ensure a greater presence in the field on a daily basis, particularly with businesses.

+ 900

interventions with member businesses

70

job interviews conducted

+850

outreach actions with marginalized populations

5

new agents recruited

+ 210

graffiti identified

6

languages spoken within the Brigade



Cleanliness and security

The P'tit Coin: convenience and access for all

Following the success of its first edition in 2021, the P'tit Coin project has returned for the 2022 summer period to offer everyone simple, safe, and free access to restrooms downtown. Thanks to the cleanliness support provided by Montréal centre-ville and a signage strategy throughout the area, downtown users were able to enjoy clean and accessible washrooms all summer long.

6
private partners

1.6 km
network established

+70
signage items
installed

67%
member satisfaction

Greening and beautification



Greening and beautification

Greening: for a greener and more vibrant downtown

To boost the district's attractiveness, cleanliness, and sustainability, Montréal centre-ville deployed a greening plan stretching almost 12 km between Metcalfe and Atwater streets. What's more, La Pépinière Éphémère was organized on the PVM Esplanade to distribute plants to downtown workers and welcome them back to the heart of the metropolis.

96
maples and firs planted

7,000
plants distributed

+1,000
flower boxes



Greening and beautification

Murals: to become an open-air gallery

As the heart of Montréal's ecosystem and creative industry, downtown offers a coveted playground for all lovers of culture and beauty. So, in 2022, our organization adopted an ambitious creative strategy reflecting the diversity and dynamism of the area. A major new feature for summer 2022: transforming two alleys into friendly, green, and art-filled public spaces.

- **4 murals completed**
- **Partnerships established with Tourisme Montréal, MU, Mural, and Ville de Montréal**



Greening and beautification

Vacant premises: revitalizing key sectors

Although downtown Montréal has shown great resilience in coping with the impacts of COVID-19, vacant premises and graffiti on the territory have contributed to the sense of devitalization in many areas. So, to attract new tenants while contributing to downtown's sense of cleanliness, security, and creativity, the SDC teamed up with the Murale team and property owners to deploy two artistic vinyl concepts on vacant premises' windows.

15
window displays
installed

52
property owners
contacted

Lighting and showcasing our architectural heritage



Lighting and showcasing our architectural heritage

Lighting it up: shining a spotlight on downtown architecture

To enhance the experience and contribute to the sense of warmth, magic, and security of downtown in winter, the SDC—spurred on by the Alliance pour le centre-ville and the Ministère de l'Économie, de l'Innovation et de l'Énergie—adopted a lighting strategy focusing on public squares, church squares, and commercial arteries, including Sainte-Catherine, Crescent and Peel streets, as well as René-Lévesque and Robert-Bourassa boulevards.

DID YOU KNOW?

The SDC was able to optimize new LED technologies to reduce the project's total power consumption to 37,000 kW, or just over 7 Energy Star-certified dryers.

+30
self-supporting 3D structures

+12 km
of string lights

+334
lamp post structures



Lighting and showcasing our architectural heritage

Winter magic: a memorable (and photogenic!) route

Capitalizing on Montréal's worldwide reputation as a winter metropolis, the SDC invited people to celebrate downtown's nordicity with a horizontal communications campaign combining public relations, social networks, drone video, public signage, and content creation.

The result: certain installations, such as the large arches placed on Christ Church's forecourt, became must-sees on social networks and for winter photographers.

15.6M

reach in
print media

+170,000

social network
impressions

13,000

social network
interactions

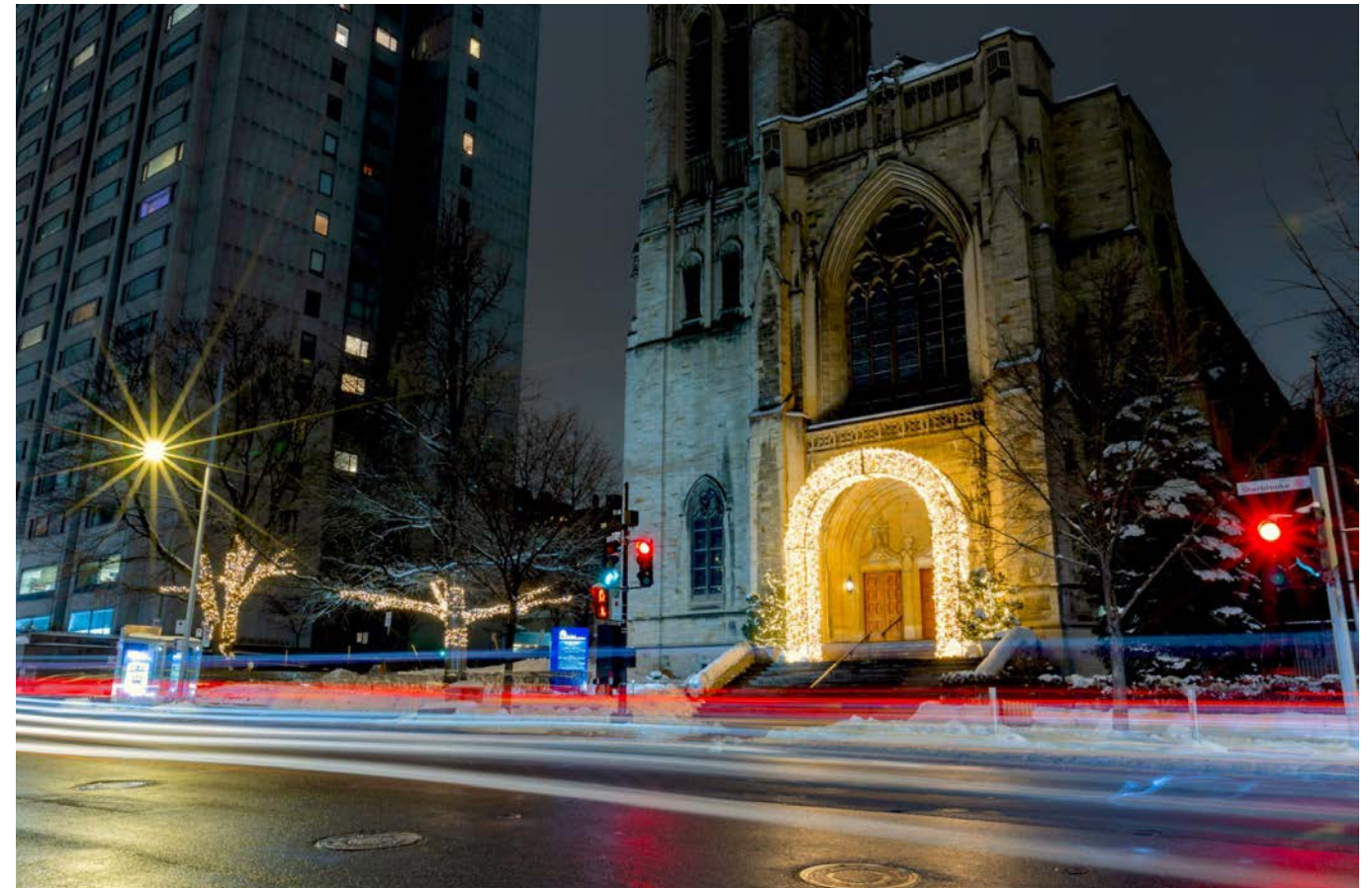
4

observation visits
by international
partners

25%*

increase in traffic

* Thanks to multiple simultaneous initiatives



Attracting and retaining major events

Attracting and retaining major events

The big comeback: festivals and events return in full swing

After two pandemic years marked by cancellations and constraints, 2022 was a time of recovery and celebration for downtown's cultural, tourism, and event industries. Our role was to act as both catalyst and facilitator, encouraging the return of the classics and attracting the next generation of creative talent to the area. Whether through financial, logistical, or political support, the SDC is proud to have contributed to the vitality of numerous events.

The new downtown musts

- **The Giant of Place Ville Marie**
- **C2 Montréal**
- **The Monastery Garden**
- **New Year's Party**



The great classics

- Montréal Jazz Fest
- Francofolies de Montréal
- Just for Laughs
- Nuits d'Afrique
- Mutek
- M.A.D. Festival
- Montréal en Lumière
- The Great Christmas Market



Business intelligence



Business intelligence

Downtown performance: a renewed appeal

Montréal centre-ville set itself the goal of equipping the heart of the metropolis with business intelligence on par with its role as a provincial nexus. This involves collecting, analyzing, and synthesizing key data from pedestrian traffic counters, surveys, and studies, among other sources. The results confirm that the downtown area is regaining its pre-pandemic traffic levels, particularly in the summer and with peaks in the fall.

- **8 million** : number of tourists welcomed in 2022
- **100%** : percentage of tourists from outside Quebec who enjoy their stay downtown
- **7.7%** : increase in pedestrian traffic compared to summer 2021
- **Black Friday** : the busiest day of the year
- **17.5%** : Vacancy rate of office buildings
- **19%** : Vacancy rate of retail properties

Business intelligence

Highlights of our achievements

To paint a picture of the region's economic activities, but also to gain a better understanding of visitor trends and the realities of downtown businesses and users, several studies were carried out:

DID YOU KNOW?

91% of residents, students, and workers say they come downtown for pleasure.

→ **Downtown as a source of pride:** This study identifies and analyzes some sixty best practices deployed in over 40 international metropolises to support the dynamism of downtown areas.

→ **Léger survey on downtown appreciation:** This major survey of Quebecers and visitors revealed a very high level of satisfaction with the heart of the metropolis, even after nearly three years of pandemic.

→ **5th edition of L'état du centre-ville:** Our collaboration with the Institut de développement urbain du Québec (IDU) continued in 2022, to provide input for the recovery.

Business intelligence

Highlights of our achievements

Our other actions:

- Developed a dashboard of downtown performance indicators in partnership with Google Cloud;
- Identify and map all addresses on the ground floor, second floor, and underground;
- Analyze pedestrian traffic counter data;
- Carried out seasonal and event surveys of downtown customers and businesses;
- Conducted origin studies for key events;
- Acquired data on downtown transactions and sales volumes to keep an eye on buying trends in certain industries.

Promoting the area

MARCHÉ SHONI

SEPT 8-11 2022

Marché Shoni
Le goût du centre-ville
@shonimtl

Gagnant du Meilleur Nouvel
Évènement 2021 par Time Out
© Métro Guy-Concordia et Atwater

Présenté par
MONTREAL
CENTRE
VILLE

Associé organisateur
SOUVENIRS

M5 AGENCY

YATAI MTL
舞台

Associé organisateur
Ville Marie
Montréal

Promoting the area

Shoni Market: the taste of downtown

After a successful first edition, the Shoni Market returned between Guy and Chomedey streets from September 8 to 11, 2022, just in time for back to school for thousands of local students. To enhance the visitor experience and boost the visibility of Shaughnessy Village, the second edition was brimming with new features: international music programming, exclusive merchandise, a VIP event, locally inspired murals, reinvented signage and furniture, and a large illuminated arch marking the entrance to Shaughnessy Village.



Promoting the area

Shoni Market by the numbers

+2.500

room nights

28

participating businesses

+17M

advertising impressions

+15

local and international artists

+50%

increase in visitor numbers*.

+250

adorable corgis

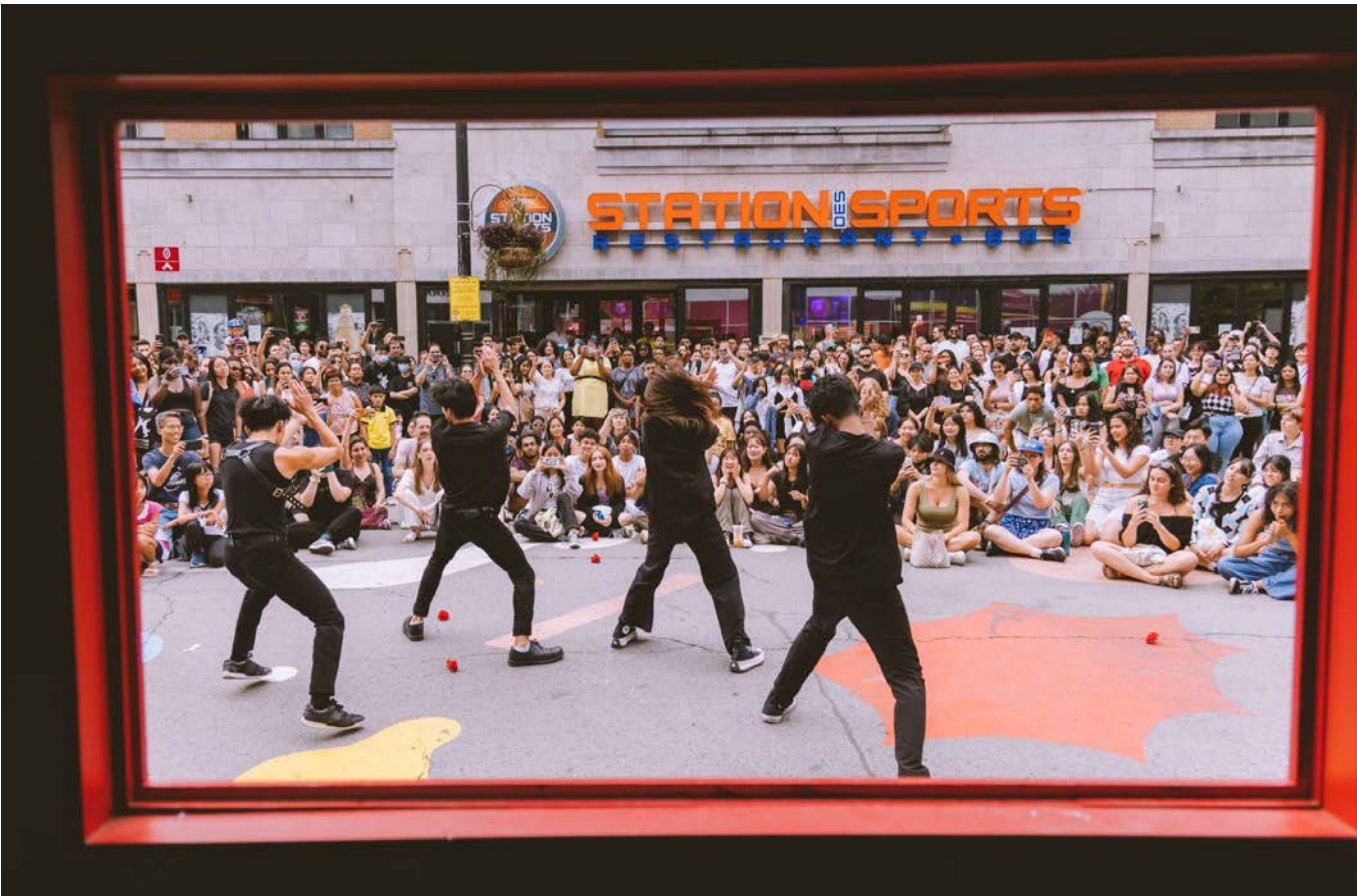
80%

satisfaction rate among participants surveyed

+\$4.000

in student prizes and scholarships

* Comparison between the period of August 5 to 11 and September 5 to 11, 2022





Promoting the area

The 70th edition of the Santa Claus Parade: bringing people together

After a two-year hiatus, the Santa Claus Parade returned on November 19, 2022, to kick off the holiday season downtown. Featuring a captivating new storyline, popular artists including Barbada de Barbades and Cirque du Soleil, a renewed visual identity, an ambitious influencer strategy and a successful agreement with Québecor, the parade allowed thousands of families to experience and celebrate the magic and traditions of Christmas on iconic Sainte-Catherine Street.



10

floats on a 2.3-km route

+400,000

on-site spectators

+1,000

volunteers and artists

+700,000

TVA spectators

+2M

advertising impressions

82%

of people surveyed said they really enjoyed the show

88%

brand awareness

\$76

in average spending per spectator





Promoting the area

Fun happens here: a window on downtown

During our many meetings and consultations with our members and partners in 2021, one request to support the return of workers and students kept cropping up: to create a directory of the best addresses, outings, and activities downtown. Thus was launched the concierge campaign "Fun happens here," an integrated effort including an advertising strategy, a blog, and an ambitious content strategy dedicated to the discovery of downtown.

+3M

advertising impressions

+27,000

page views
in December

+80

static and digital
columns

+30

articles published



Promoting the area

Contests and collaborations: strength in numbers

If the pandemic spurred new collaborations, 2022 solidified them. Whether it's joining forces with the Quartier des Spectacles Partnership, the Chamber of Commerce of Metropolitan Montréal, Ville de Montréal and Tourisme Montréal to promote winter in the city with the Les moments du cœur de l'île campaign, or renewing our collaboration with Ivanhoe Cambridge for the much-anticipated Win Your Shopping Spree Downtown—we teamed up with the right people.

What's more, 2022 also saw the creation of monthly contests on our social networks, enabling us to showcase more than twenty of our members and partners, including the Balcon, Desjardins, the Fairmont Queen Elizabeth, and more.



+4M

advertising
impressions

\$138.75

awarded on average
per entry

+2,500

participants

+19,000

pages views

+\$450,000

claimed

2.6 %

engagement on social
networks

MONTREAL
CENTRE
—VILLE

LE GRAND CONCOURS DE NOËL

DU 19 NOVEMBRE AU 23 DÉCEMBRE 2022

PLUS DE
10 000\$
EN PRIX

EN
SAVOIR
PLUS

Fairmont
LE REINE ELIZABETH

ROSELYS
BISTRONOMIE

COMPLEXE
DES JARDINS

DOUBLETREE
by Hilton
MONTREAL

BIVOUCAC

Les
moments
du cœur
de l'île



GAGNE TES
ACHATS AU
CENTRE
—VILLE

1 chance sur 10
de gagner la valeur
de vos achats

Representation and business development



Representation and business development

The Alliance for downtown Montréal

With financial support from the Quebec government, Montréal centre-ville has rallied some 40 members and partners actively involved in promoting the area around the Alliance for downtown Montréal. This consultation initiative is part of the drive to continue the work begun collectively during the pandemic to ensure the development of the heart of the metropolis as a dynamic cultural, economic, tourism, and academic hub for all seasons.

4
round tables

3
studies made public

41
members and partners

+40
findings around six themes

Representation and business development

Economic missions

Through its representation activities in Canada and abroad, Montréal centre-ville draws inspiration from best practices, and promotes local expertise and initiatives that contribute to the vitality of the heart of the metropolis.



- Participation in the 68th annual convention of the International Downtown Association in Vancouver;
- Participation in the Calgary downtown revitalization plan conference at the invitation of the City of Calgary, which wanted to draw inspiration from downtown Montréal;
- Participation in the Global Business District Innovation Club symposium held in Paris La Défense.

Representation and business development

Our memories

Montréal centre-ville is a first-rate spokesperson for its members, ensuring that public authorities are aware of the key issues in maintaining and developing the vitality of downtown Montréal. In 2022, Montréal centre-ville took part in two public consultations:

- **2050 Land Use and Mobility Plan:** Presentation of 12 recommendations with a focus on downtown Montréal.
- **Master Development Plan for the former Royal Victoria Hospital site:** Montréal centre-ville issued a favourable recommendation for the redevelopment project presented by McGill University and the Société québécoise des infrastructures to strengthen the position of downtown as a knowledge hub while preserving its heritage.

Major downtown projects

Major downtown projects

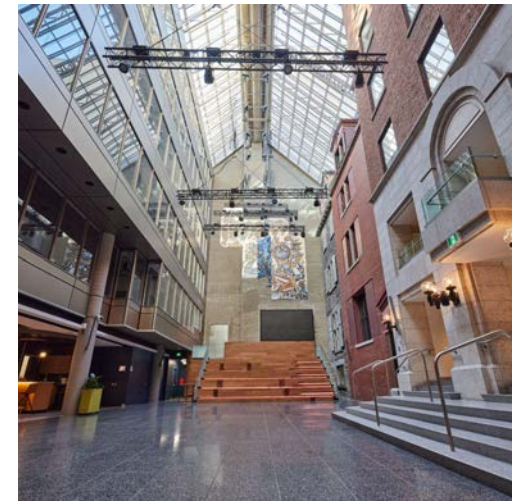
Downtown revitalization: major projects

With the second largest demographic growth in Canada, downtown Montréal has lost none of its effervescence. As residents, tourists, and students reclaimed their downtown in 2022, many new public spaces and structuring projects, both public and private, were ready to welcome them. Here are a handful of particularly noteworthy projects.



The Ring

A 30-metre work of art overlooking the iconic Place Ville Marie, created by Claude Cormier and his team thanks to the bold vision of Ivanhoe Cambridge.



Maison Alcan

A new chapter of innovation for a historic structure that houses the future stars of local creative technologies in the heart of downtown.



Square Phillips

An ambitious restoration of an iconic meeting place that has become one of the most beautiful public squares in North America. The remarkable work of the Ville de Montréal and Provencher_Roy teams is to be commended.



Esplanade Tranquille

This multi-purpose space in the heart of the Quartier des Spectacles has become a new must-see winter attraction.



The Livmore

A luxury residential tower with a theatre and a dog park, mere steps away from all downtown attractions.

Our media and marketing performance

Our media and marketing performance

Media relations

In 2022, Montréal centre-ville stepped up its advocacy and media activities to actively contribute to the revitalization of downtown. Based on an analysis of 100 media coverage stories, Montréal centre-ville earned a reputation gain of over \$600,000 and a performance score of 106%, indicating highly successful media coverage for the organization.

\$300,000
for 100 news stories

90
interviews

10
press releases

4
public affairs
events

+ 1,000
media mentions

+ 30
advocacy
activities

2
open letters

Our media and marketing performance

Follower growth compared to 2021

Throughout 2022, Montréal centre-ville has ensured an increased and sustained presence on social networks with a content strategy focused on the diversity of downtown's cultural, shopping, and experiential offerings.



27K

+2,700



7.8K

+540



17K

+4,900



2.2K

+2,000



Our media and marketing performance

Website and newsletters

2022 saw the launch of the new mtlcentreville.ca blog, with the aim of positioning the organization as THE gateway to downtown, both for our members and as a concierge for the B2C public. It's worth noting that work began on redesigning the organization's website, with a view to launch in 2023.

216,000

visitors

1 min 23 s

time spent on the site

390,352

page views

Most visited page in 2022:

**Santa Claus
Parade**

Our media and marketing performance

Excellent performance of monthly newsletters in 2022

Members' newsletter

- Average open rate: **35.38%**
- Average clic rate: **7.46%**

General public newsletter

- Average open rate: **41.80 %**
- Average clic rate: **8%**

Our media and marketing performance

Ad campaigns

Montréal centre-ville took advantage of the recovery to highlight its initiatives aimed at enhancing the experience of the area, including the Santa Claus Parade, the downtown lighting, and the Shoni Market. Investments in content and social media placements in particular generated above-average industry performance.



Shoni Market campaign

- Impressions: 21M
- XTRA engagement rate: 21.09% (La Presse+)



Winter campaign (parade, lighting, contests)

- Impressions: 7M
- XTRA engagement rate: 22% (La Presse+)



Fun happens here campaign

- Impressions: 3.3M

Excerpt of financial statements

Results from the year ending on December 31, 2022



Products	2022	2021
Membership dues	\$4,152,578	\$4,273,568
Grants	\$1,963,723	\$1,049,086
Sponsorships in the form of services	\$134,480	\$97,000
Sponsorships	\$35,457	\$122,875
Other revenue	\$94,575	\$112,014
Contributions related to tangible assets	\$144,456	-
Contribution—Fondation Montréal centre-ville	-	\$330,008
	\$6,525,269	\$5 984 551
Operating expenses		
Communications, marketing	\$2,630,174	\$1,812,020
Program and special projects	\$1,292,119	\$950,325
Cleanliness and security	\$1,160,427	\$1,038,760
Beautification and greening	\$730,719	\$378,111
Administration (net of government assistance of \$36,922 in 2021; none in 2022)	\$425,212	\$345,578
Project—Expérience Centre-Ville Montréal	-	\$400,000
Allowance for bad debts recovered	-	(\$182,347)
Depreciation of tangible assets	\$172,103	\$45,445
	\$6,410,754	\$4,787,892
Excess of revenue over expenses before investment income	\$114,515	\$1,196,659
Investment income	(\$56,942)	\$72,435
Excess of revenue over expenses	\$57,573	\$1,269,094

Board of directors and senior management

Conseil d'administration au 31 décembre 2022

President

Nathalie Gagnon
Associate Lawyer, BCF
Business Law

Treasurer

Simon Castonguay
Client Relationship
Director, Willis Tower
Watson

Administrator

Chantal Riopel
General Manager,
Hôtel Delta Montréal
by Marriott

Vice-President

Paul-André Goulet
President, Groupe
Goulet Sports

Administrator

Sonia Gagné
Associate Architecte,
Provencher_Roy

Administrator

Luciano D'Iorio
Regional President
and Associate
Director, CDN Global

Secretary

André Bouthillier
Executive
Vice-President,
Business NATIONAL
Public Relations Firm

Administrator

Anne-Marie Laoun
President, Georges
Laoun Opticien

Administrator

Alain Dufresne
Director, Department of
Public Works, City of
Montréal, Borough of
Ville-Marie

The Montréal centre-ville team as of December 31, 2022



**Glenn
Castanheira**

General Manager



**Emmanuelle
Allaire**

Head of Public
Relations



Jules Hébert

Deputy Director



Alicia Orlowski

Head of
Communications and
Marketing



**Sarah
McMahon-Sperber**

Communications
Manager



**Alejandra
Obregon**

Projects Manager

The Montréal centre-ville team as of December 31, 2022



Roxane Bailey

Head of Social Media



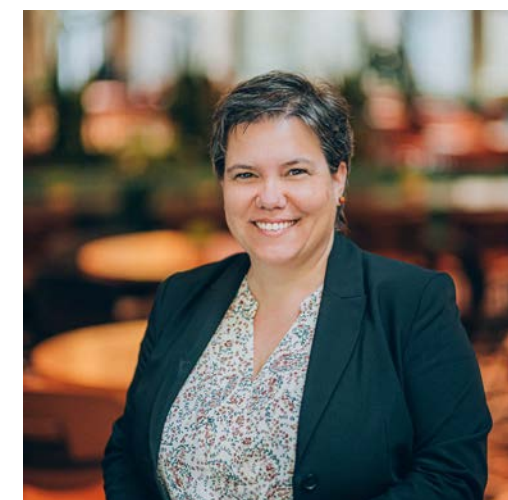
**Selma
Emna Jmii**

Head of Member
Relations and
Business Intelligence



Théo Closson

Head of Field Teams



**Marie-Claude
Desrosiers**

Accounting and
Administrative
Coordinator



Gino Chiasson

Project Supervisor
and Head of the
Cleaning Brigade
