



RÉAMÉNAGEMENT BENNY FARM  
BENNY FARM REDEVELOPMENT  
*Notre-Dame-de-Grâce, Montréal, Québec*

# Community Consultation

## The Benny Farm Experience



**SOCI T  IMMOBILI RE DU CANADA**  
**CANADA LANDS COMPANY**

Innovation • Valeur • H ritage    Innovation • Value • Legacy

**Canada**



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## Canada Lands Company

**Partners in revitalizing communities**

Canada Lands Company CLC Limited builds innovative property solutions to create financial value and community legacies for all Canadians.

**Innovation • Value • Legacy**





## What is Canada Lands

- Federal Crown Corporation
- Purchases surplus land from federal departments & agencies for redevelopment & sale
- \$286M paid in dividends and purchases
- \$35M in environmental remediation
- \$3.3B in private sector investment on CLC lands
- 14,000 new homes



## Outline of Presentation

- **Background/history of Benny Farm**
- **The 2002 impasse**
- **The community consultation process**
- **The result of the process**
- **Lessons learned**



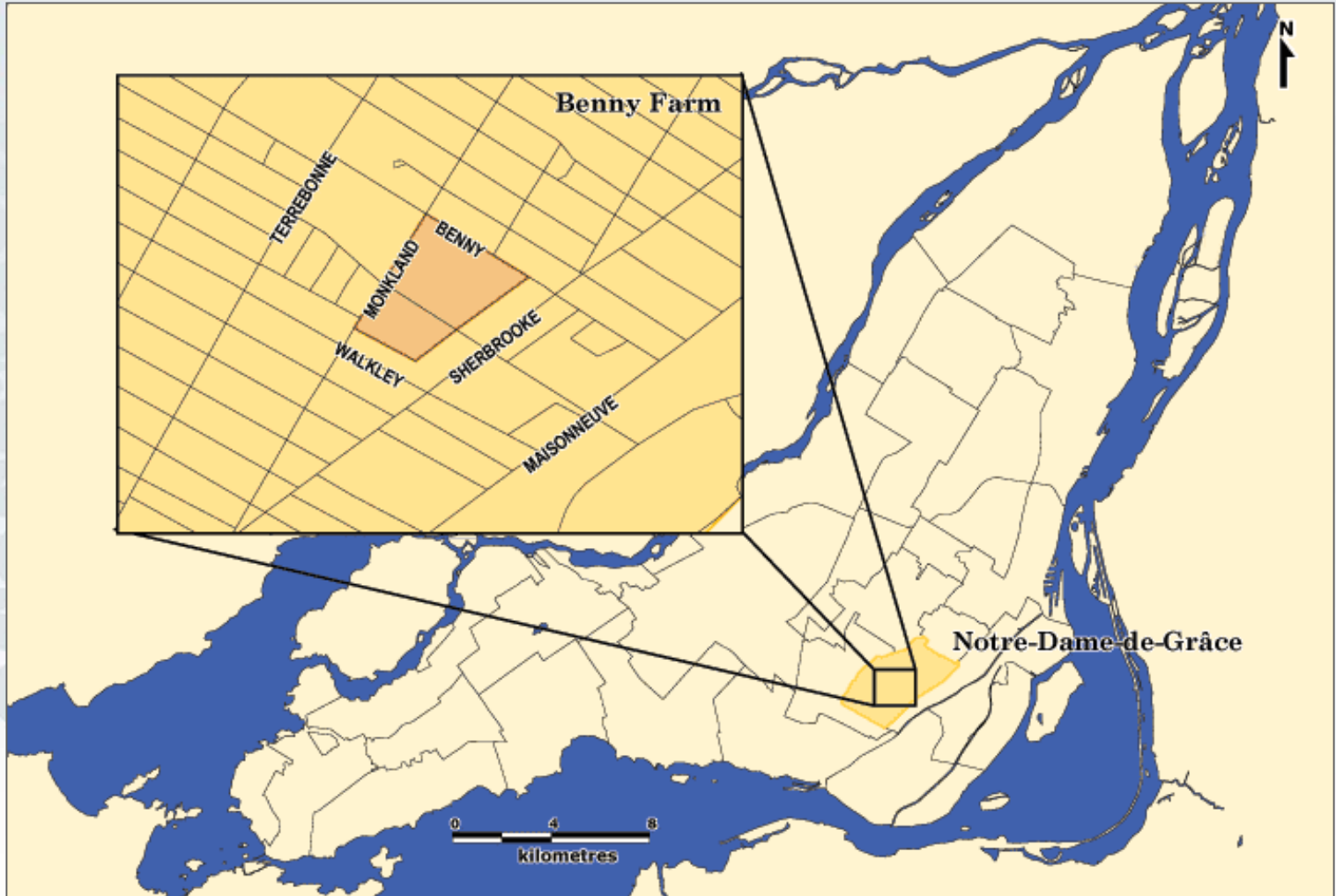


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## BENNY FARM REDEVELOPMENT

*Notre-Dame-de-Grâce, Montréal, Québec*

# Benny Farm Location

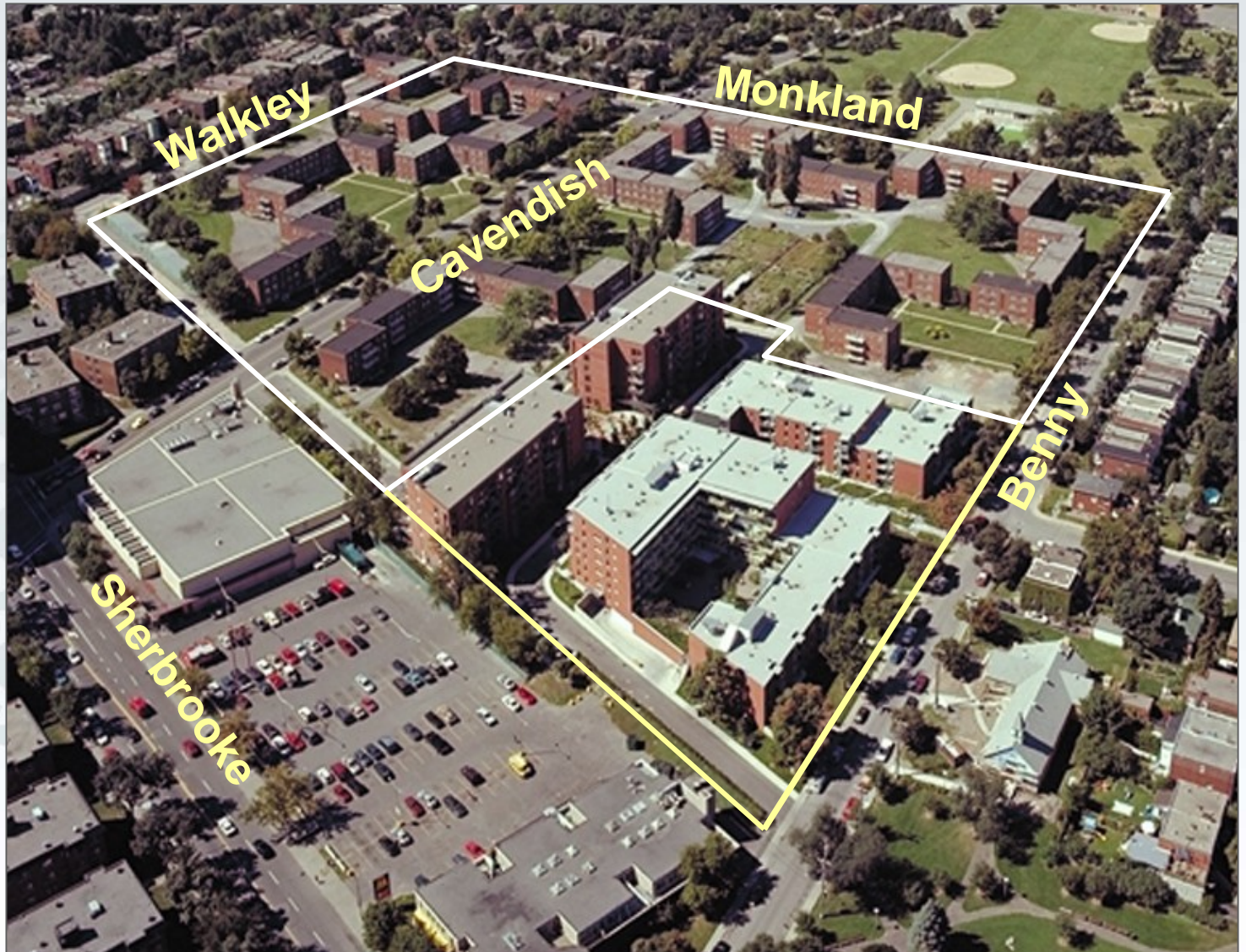




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Benny  
Farm  
Location





## Background

- Constructed on Benny's farm after WWII to house returning veterans
- 384 sixplexes built around common courtyards and green space
- 1947 - Acquired by CMHC
- 1990 - CMHC announces decision to redevelop – proposals met with opposition
- 1997 – CMHC builds first two new apartment complexes



## Background

- 1999 – Benny Farm is sold to CLC
- 2000 – CLC builds third new complex and relocates remainder of veterans
- 2001 – Fonds foncier proposes to buy the site and renovate the remaining 312 sixplexes for affordable housing
- 2001 – Fonds foncier deal meets opposition and CLC decides not to extend agreement.





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## Benny Farm Issues – Spring 2002

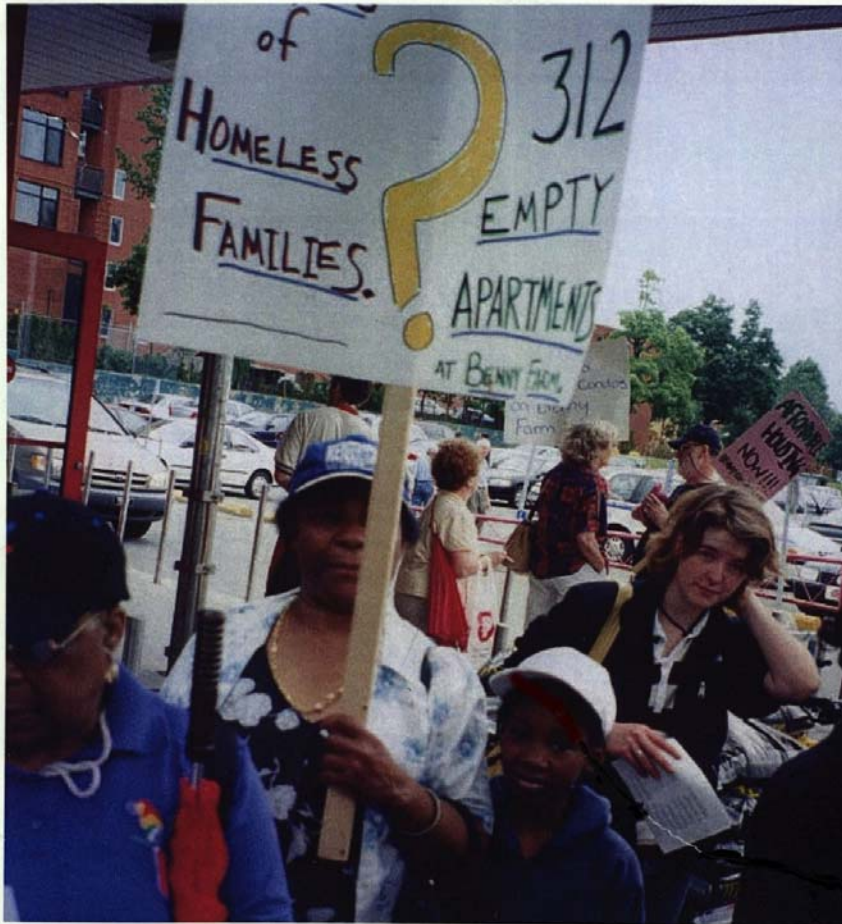
- Media attention due to housing shortage
- Fonds Foncier lawsuit and continued publicity blitz
- Intense pressure from City of Montréal
- Diverging views among different stakeholders
- Financial constraints and mortgage obligations
- Public demonstrations and negative media



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# Mr. Mayor: Buy the Farm!



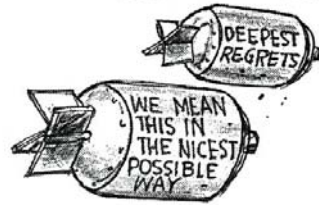
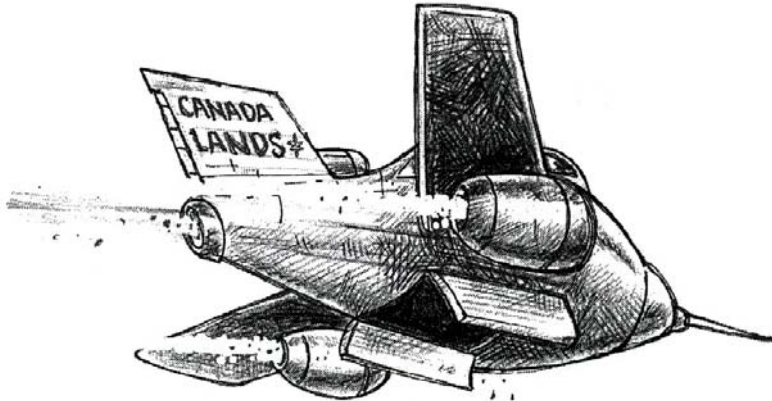
# Achetez la ferme!



# RÉAMÉNAGEMENT BENNY FARM

## BENNY FARM REDEVELOPMENT

Notre-Dame-de-Grâce, Montréal, Québec



ROACH  
THE CHRONICLE

## Benny Farm plan remains a centre of controversy

The City of Montreal and its mayor, Gérald Tremblay, are finally ready to weigh in on the decade-long ordeal most NDG residents refer to as the Benny Farm site. At a council meeting last week, Tremblay sort of went on the record as saying that there could be a recreation facility of some kind on the site. Exactly what sort of facility to which our mayor was referring could be really bad news for the Fonds Foncier Benny Farm, the coalition that is pressing for affordable housing on the site.

The simple question basically comes down to this: Does the community need another recreation centre, or should the bulk of the savings go towards housing? Of course,

city councillor Jeremy Searle. He asserts that, instead of bringing more low-income people into NDG, the City should take care of the ones who presently live there.

"Right now, 34 per cent of people in NDG are living in poverty. That means that at least 20,000 people are excluded from recreation at private health clubs," he said. "The Fonds Foncier plan has nothing to help those 20,000 people. There is no housing shortage here in NDG. It's just that too many people want to live here."

Searle added that there are not enough quality indoor pools in NDG, and that parents are being forced to bring their children to Côte des Neiges and Little Burgundy to swim.

However, the Fonds Foncier does not

...type of centre is  
...Miriam Green, the  
...says the group  
...in by agreeing to  
...move onto the site.  
...of a community  
...to have been on the  
...to which is being

## Désaccord sur l'avenir de Benny Farm

SEBASTIEN RODRIGUE  
MONTREAL

LE PROJET du Fonds financier communautaire Benny Farm (FFCBF) a de la compétition puisque l'Association des résidents et contribuables avertis de Notre-Dame-de-Grâce compte promouvoir la construction d'un complexe récréatif et culturel municipal au lieu d'un projet comportant seulement des logements sur ce terrain d'une superficie de 13 acres.

L'association tenait une réunion d'information samedi à laquelle ont participé environ une centaine de personnes. Le groupe veut faire la promotion d'un complexe comprenant des logements pour personnes retraitées, un centre de loisirs municipal avec une piscine et une bibliothèque ainsi qu'un CLSC, précise une porte-parole de l'association, Arlyle Warren.

L'emplacement appartenant à la Société immobilière du Canada (SIC) est toutefois convoité depuis longtemps par le FFCBF qui souhaite rénover les bâtiments existants et en construire d'autres. Le projet avait néanmoins été rejeté l'automne dernier par la SIC, mais l'organisme sans but lucratif poursuit ses démarches, dit Sam Boskey du FFCBF.

De son côté, le conseiller municipal de Notre-Dame-de-Grâce, Jeremy Searle, appuie l'idée de l'association et considère le projet du fonds financier comme caduc. "La population préfère une piscine et une bibliothèque à 2000 personnes supplémentaires dans le quartier", illustre-t-il. La Ville de Montréal et la SIC tiennent d'ailleurs des rencontres ces temps-ci pour relancer le développement du site Benny Farm.



## **Solution: Consensus Building Process**

- Objective is to reach a consensus among the differing views for this development
- Transparent, inclusive and respectful process
- Engaged Convergence to facilitate process
- Strongly supported by City of Montréal
- Positive feedback from most stakeholders



## Step One: Stakeholder Interviews

- Individual meetings held with stakeholders
- Opportunity for them to express their views/concerns
- Education and planning opportunity for CIRQ
- Stakeholders interviewed:
  - **Benny Farm Tenants**
  - **Local homeowners group**
  - **Area merchants association**
  - **Municipal, Provincial, Federal politicians**



## Step One: Stakeholder Interviews (cont'd)

- **NDG Community Council**
- **Fonds Foncier representatives**
- **CLSC representatives**
- **City of Montréal officials**
- **And other groups**

➤ Interviews held in July and August 2002





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## Step Two: Task Force

- 12 individuals selected for Task Force
- Individuals reflected the diverse views of the community
- Task Force excluded politicians
- Work towards common objectives for the site
- Fonds Foncier to take part in process
- Canada Lands representative and City of Montreal observer



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**Benny  
Farm  
Task  
Force**



***Rosemary Bradley, Ken Briscoe, Miriam Green, Metu Belatchew, Necdet Kendir, Zane Korytko, Jim Lynes, Ghislaine Prata, Linda Schachtler, Gail Tedstone, Arlyle Waring. Obs. : Cameron Charlebois***



## MANDATE

- To express concerns of the community
- To establish objectives for the site
- To evaluate design alternatives
- To make recommendations to CLC



## Step Two: Task Force (cont'd)

- Outside experts and groups provided briefings to Task Force:
  - Social Diversity, *Annick Germain*
  - Housing Needs & City Programs, *Suzanne Laferrière*
  - Needs of Seniors, *David Woodsworth*
  - Recreational Facilities in NDG, *John Richardson*
  - Cooperative Housing, *Douglas Alford*
  - Heritage Values, *Dinu Bumbaru*
  - Renovation Costs & Issues, *Vianney Bélanger*
  - Affordable Housing: *Avi Friedman*



# SUPPORTING INFORMATION

## Resource Persons and Experts

### Other Information

- Demographics from Statistics Canada
- Site Survey of Housing Market in NDG
- Statistics on reduced mobility in NDG
- Meetings held during Autumn of 2002



## **GUIDING PRINCIPLES**

- 1. Integrated community**
- 2. Social balance**
- 3. Inclusive community**
- 4. Adequate housing diversity**
- 5. Services that meet residents' needs**
- 6. Building quality**
- 7. Qualities of the urban environment**
- 8. Site symbolic value**
- 9. Impact on the neighbourhood**
- 10. Project feasibility**



## Step Three: Design Alternatives

- Four Design Teams translated objectives into preliminary design alternatives
- Urban planners and architects involved
- Design Team selection process included past efforts and new ideas
- Design Team observed all Task Force meetings
- Publication of alternatives on web site ([www.bennyfarm.org](http://www.bennyfarm.org))



## Step Four: Public Participation

- Public participated in evaluation of alternatives
- Exposition of material from Design Teams
- Comments provided at exposition and via website
- Not a substitute for City's public consultation





## Step Five: Development Plan

- Task Force to analyze public's evaluation
- Final recommendations submitted to CLC
- CLC to select appropriate urban planning firm to produce development plan
- Submitted for approval of CMHC (mortgagee)
- Submitted to City of Montréal for municipal approval by December 2002



## Risks in the Process

- Mayor's impatience for immediate results
- Fonds Foncier's demands for tripartite discussions (Fonds Foncier, City, CLC)
- Public perception of process transparency
- Appropriate representation of the community
- CMHC approval of plan
- City of Montréal approval and public consultation



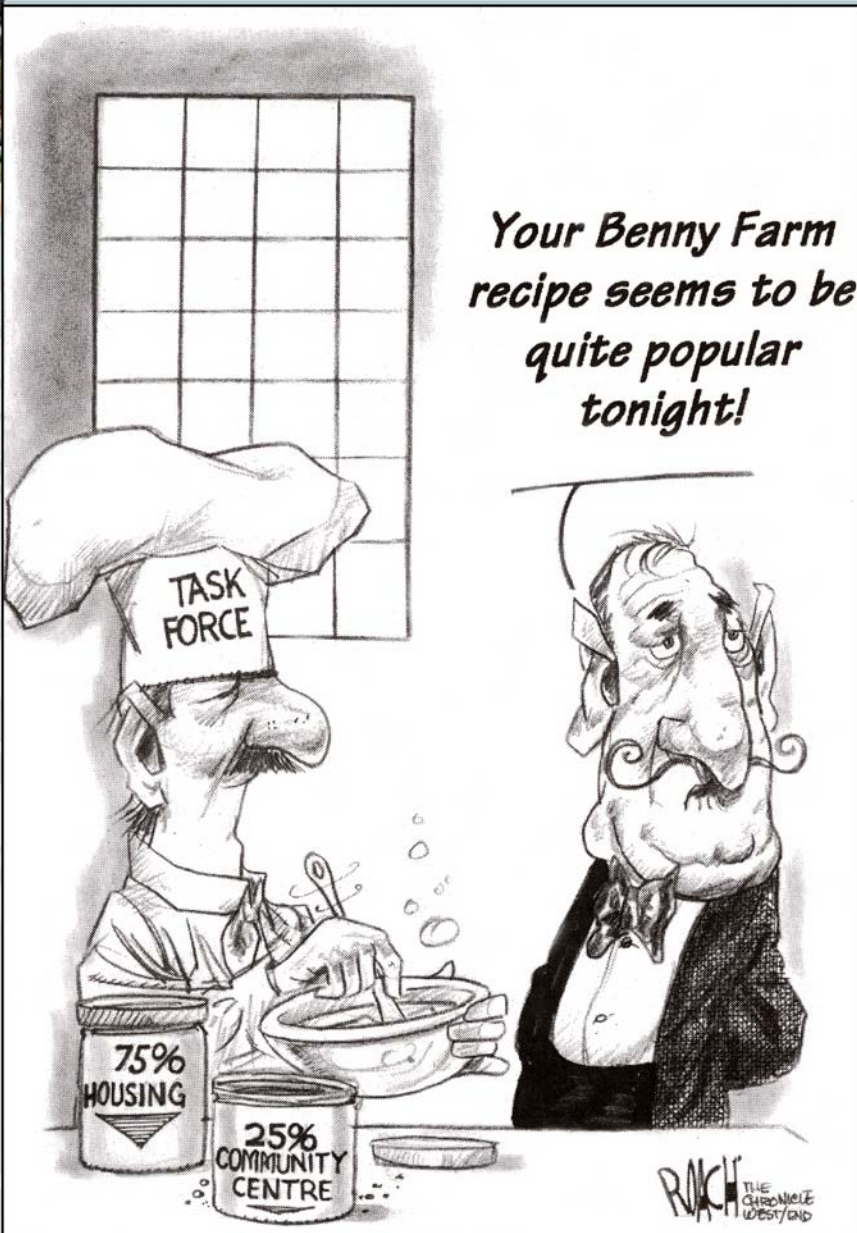
## CONCLUSIONS

Use of Land	75+% for housing, 25% reserve for health/recreational/community services
Target Groups	Low to moderate incomes Young Families, seniors, single parent families
Tenure Types	33% private, 40% subsidized & 27% rented affordable (for \$30-\$60k)
Mobility	30% of accessible units (including 10-15% adapted & 10-15% adaptable)
Density	500 units
Buildings	Renovate: none <u>some most</u> all



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## Benny Farm : fin d'une guerre de 12 ans

JOSÉE BOILEAU  
LE DEVOIR

Il y a cinq mois tout juste, l'ancien site Benny Farm, l'ancienne site de 312 logements vacants dans Notre-Dame-de-Grâce à Montréal, se transforme. Il y a maintenant une

Il a fallu quatre journées complètes de discussion, la semaine dernière, pour qu'un consensus s'établisse "à la dernière heure". Mais celui-ci couvre les aspects qui soulevaient les plus grandes controverses. Ainsi, Benny Farm sera réservé à 75 % à des fins résidentielles, et à 25 % à des services, ce qui inclut la réaffectation du CLSC de l'arrondissement.

Au total, la partie résidentielle du site comptera 500 unités, soit bien davantage que les 312 logements répartis en 52 immeubles qui, pendant 50 ans, ont logé d'anciens combattants et qui sont actuellement inoccupés.

"Il y aura une certaine densification, reconnaît Jacques Bédard. Mais les bâtiments existants n'occupent que 16 % de

La SIC, qui relève du gouvernement fédéral, a donc embauché M. Bédard et est afin qu'il fasse office de médiateur. Celui-ci a d'abord eu des rencontres privées avant de tenir la séance de la semaine dernière. Le groupe de travail était composé tant de représentants de groupes communautaires que de vétérans, de ceux de la Ville de Montréal, de la SIC, et de résidents de NDG.

## Benny Farm : l'improbable se réalise

Les architectes choisis devront développer le site selon les vœux d'un comité de 12 personnes qui, jusque-là, s'entredéchiraient

JOSÉE BOILEAU  
LE DEVOIR

Il y a cinq mois tout juste, l'ancien site Benny Farm, l'ancienne site de 312 logements vacants dans Notre-Dame-de-Grâce à Montréal, se transforme. Il y a maintenant une

Des membres du Fonds foncier communautaire Benny Farm — qui incluent des logements à prix modérés et qui ont permis la SIC, en un geste — ont rencontré

Stia Barbarosa a donc pour mandat d'en réviser le plus possible, une fois sa propre obligation aux yeux du Fonds foncier, qui privilégie cette option.

Myriam Green partage les préoccupations du Fonds, dont elle est membre depuis cinq ans. Mais elle est aussi l'un des membres du groupe de travail. Elle souhaite

A la SIC, on parlait carrément de quasi-entraide hier tant le consensus était loin de se défaire. Le groupe de travail guidé par un médiateur avait dû début octobre, s'entendre sur des principes de base. Quatre cahiers de principes ont été élaborés et sont en cours de validation par le Fonds foncier.

## Residents back Benny Farm Project

SHARON LESLIE  
MONTREAL

Contrary to Rosemary Bradley's statement that "none in the neighbourhood" supports the Fonds Foncier Benny Farm project in N.D.G. (Letters, April 18), 1,500 N.D.G. residents have signed a petition indicating their support for increased affordable housing in N.D.G. and the Fonds Foncier project. Whether rich or poor, anglophone, francophone or immigrant, home-owners or tenants, an overwhelming 90 per cent of those approached agreed to back the project.

Twenty-four organizations have formally stated their support. These include credible

to special needs of those desperately seeking adequate housing are part of the vision of the Fonds Foncier Communautaire Benny Farm, including innovative projects for young adults, those with disabilities, seniors and young single moms continuing with their education.

Twenty of the neighbours living on Walkley Ave. immediately bordering the proposed project have also indicated their support in writing, along with dozens of other active citizens and leaders in the community. Over 100 people, many young parents with children, demonstrated their backing on April 17 outside of the local Cote des Neiges-N.D.G. borough summit.

# A project for the community Participation



Taking into account the needs of the community :

- Task Force
- Public presentation
- Comments from the population
- Neighbourhood consultations (street by street)

**Affordable housing**  
low and middle-income

**Accessible services**  
health care,  
recreational and  
community  
services

**Harmonious Integration**  
respecting the site  
and  
neighbourhood



## Consultants

- Planning & Architecture – [Saia, Barbarese, Topouzanov](#)
- Landscaping – [Claude Cormier](#)
- Renovation – [Mark Poddubiuk](#)
- Affordable Housing – [Luba Serge](#)
- Affordable Construction – [Avi Friedman](#)



BOULEVARD GAVENSISH





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# Final Plan





# A project for the community

## Affordable housing



Type	Clients	Units	Location
Private housing (Townhouses, duplex, condos)	Access to homeownership for families	205	Prince of Wales, Monkland, Benny
Private rental (1 to 3 bedroom)	Mixed clientele	117	Prince of Wales, Cavendish
Subsidized rental (Coops, non-profit)	Senior citizens, young families, single parents, persons with disabilities	213	Cavendish, Benny

535

- ✓ Mix to match neighbourhood
- ✓ More than 1/3 of accessible, adapted or adaptable units
- ✓ Affordable housing over the long-term

# A project for the Community Accessible Services



Day care

Community  
Recreational  
Centre

CLSC

**Need for accessible services in NDG**

**Additional 500 households in the  
neighbourhood**

**Benny Farm: an advantageous location**

- ✓ **Geographical, financial and physically accessible services for all NDG citizens**

# Un projet pour la communauté Intégration harmonieuse



# Paysage / Landscaping



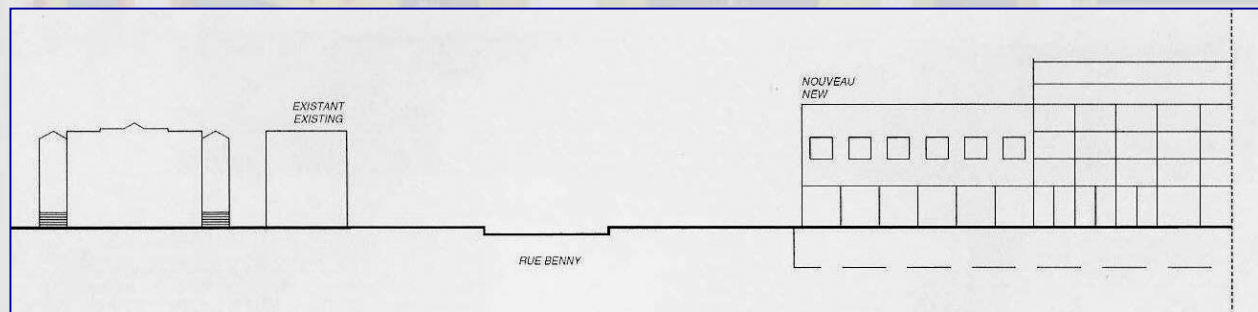
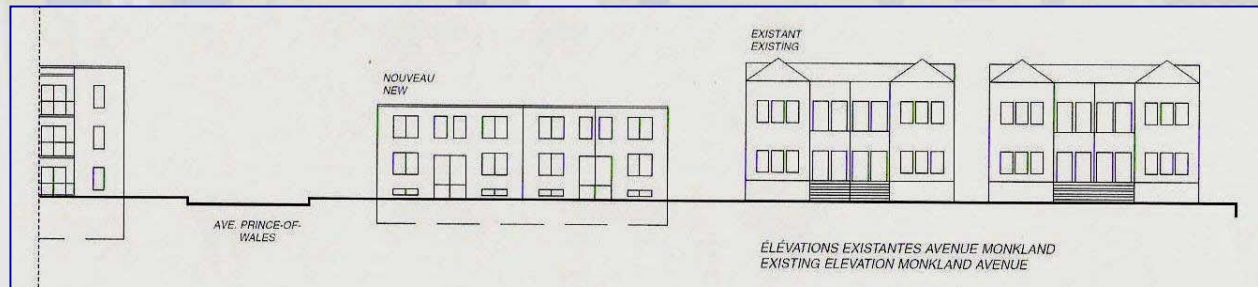
*Malus maximifolia*  
Pommier Malinier  
Malinier Crab Apple  
H./H.9m. L./W. 11m.



# A project for the community

## Harmonious Integration

- Quality landscaping
- Harmonious interface with neighbouring housing



# A project for the community

## Harmonious Integration

- Quality landscaping
- Harmonious interface with neighbouring housing
- Architectural standards for entire site
- Conservation of a portion of the original site plan
- Provides more parking than required
- Measures to reduce traffic





# RÉAMÉNAGEMENT BENNY FARM

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*Notre-Dame-de-Grâce, Montréal, Québec*



# Mobility



# A project for the community

## Ownership and site management

1. CLC oversight until development is completed:
  - Advisory board
  - Selection of promoters
  - Landscaping of common areas
  - Site management
  - Co-owners association (horizontal condominium)
2. Transfer of responsibilities to co-owners association after CLC's withdrawal



# A project for the community Implementation

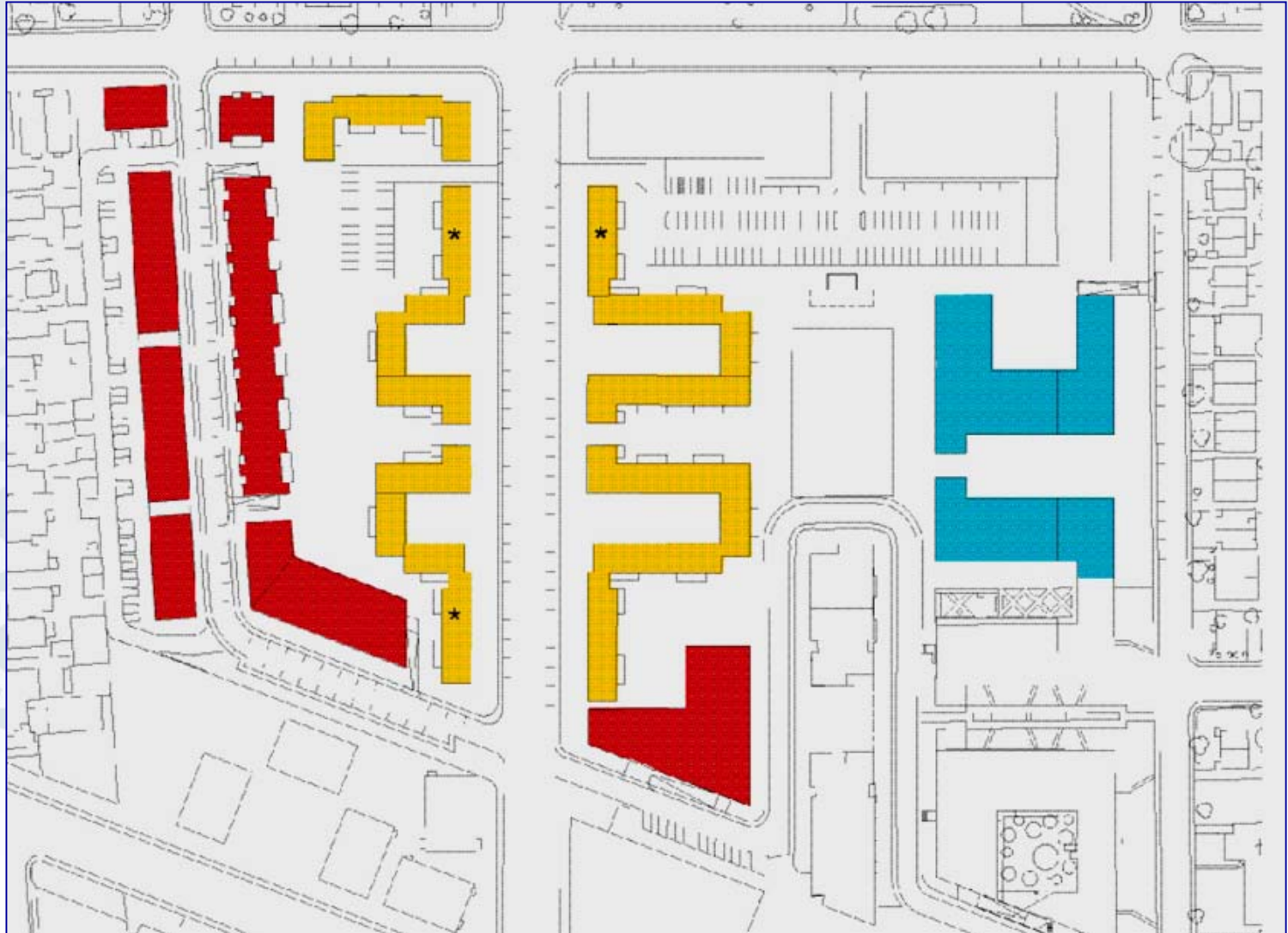


2004

2004 - 2005

2005 - 2006

CLSC/Community  
recreational centre:  
to be determined



# A project for the community

## Public Consultations

November 10 & 12

Presentations by CLC & City – Q & A session – 400 attendees.

December 1 – 3

Presentation of 49 briefs by interested parties

Mid-January

Report by l'Office de Consultation publique de Montréal

March 2004

Expected zoning approval

# A project for the community

## Status of Redevelopment

- Housing: conditional offers with four subsidized housing groups (Coop Zone of Opportunity, Coop Benny Farm, Project Chance and Maisons transitionnelles)
- CLSC: negotiating a build-to-suit / long-term lease (20-25 years)
- Recreational Centre : negotiating land sale with City of Montreal.
- All transactions will be at market values, conditional on zoning.



## The CLSC Issue

- Debates over locating it on site
- Debates over the size of the building
- Funding
- Lease vs ownership



## Next Steps

- Dec 03 – asbestos removal
- Feb 04 – City zoning approval
- Apr 04 – borough subdivision approval
- Apr 04 – demolition and road construction
- Apr 04 – renovation of three projects
- Summer 04 – first new residents



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