



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

Community Consultation - The Benny Farm Experience

Presentation to the
International Right of Way
Association

June 14, 2005



CANADA LANDS COMPANY
SOCIÉTÉ IMMOBILIÈRE DU CANADA

www.clc.ca

Partnering to Revitalize Communities

Canada



About Canada Lands Company

- Federal commercial Crown corporation
- Reactivated in 1995 to optimize value from surplus strategic properties
- Self-financing
- Reports to Parliament through Minister of State (Infrastructure)



Why CLC was Created

- Optimize value of surplus strategic properties
- Assist in maintaining good stewardship of government assets
- Hold and manage certain real estate assets, such as the Canada's National Tower



Main CLC Attributes

- Purchases property at fair market value
- Assumes all costs and risks upon transfer
- Non-agent status
- Fully taxable
- Self-financing
- Pays dividends to the government
- Adheres to government policies on environment, First Nations land claims, heritage, official languages





The Organization

Real Estate

- Small and entrepreneurial
- Less than 100 employees
- Two regions – Eastern and Western
- 13 offices - operating in 24 cities
- Developing over 3,000 acres

CN Tower

- First rate leadership
- Fluctuates seasonally between 400 and 500 employees





The Results

- \$307 million in distributions
- \$4 billion in private sector investment
- 32,800 person years of construction employment
- 20,200 new or refurbished residential units
- \$43.6 million in environmental remediation investment
- 17 million ft² non-residential







GARRISON CROSSING



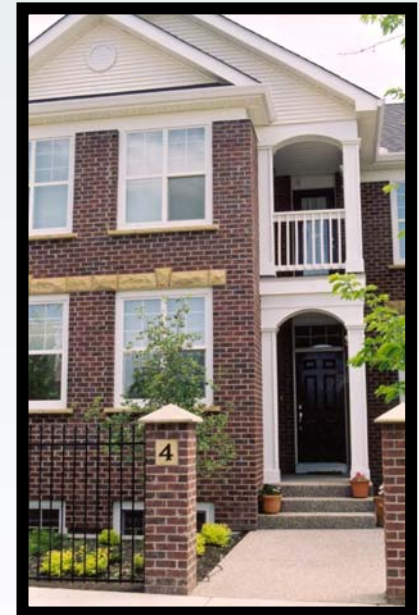


VILLAGE AT GRIESBACH



TASKS

- Consultation and approvals (e.g. subdivision plan, rezoning)
- Interim leasing program
- Sales program
- Marketing program
- Architectural codes
- Customized design
- Site servicing
- Legacy



ARCHITECTURAL CODES

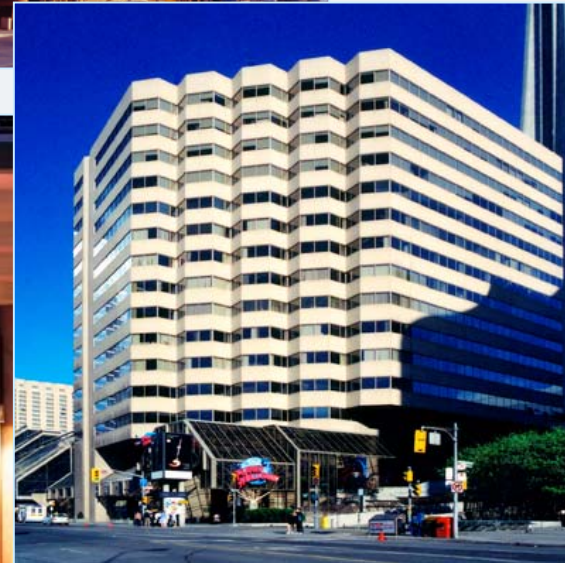
- **Helps all participants understand and build from shared vision**
- **Helps eliminate public opposition**
- **Expand to include urban design/landscaping**



REFURBISHED HOUSING



Metro Toronto Convention Centre Complex, Toronto

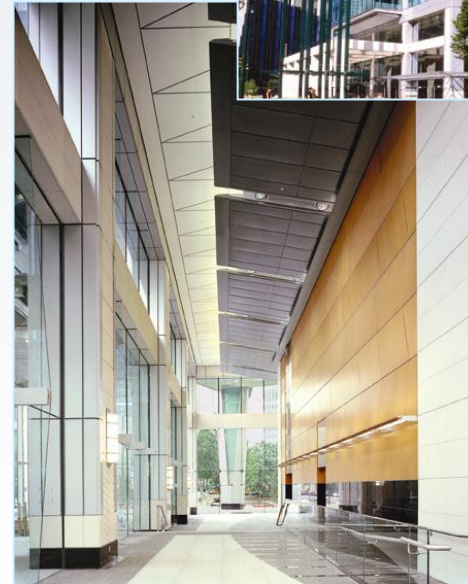


Glenlyon Business Park, Burnaby





401 Burrard, Vancouver



Former Moncton Shops





Former Moncton Shops



Canada's National Tower, Toronto

- World's tallest building at 553 m (1,816 feet)
- Telecommunications hub and centre of tourism in Toronto
- CLC is owner since 1995
- Re-acquired management in January 2004



CN Tower, Toronto

- Performance had been impacted by September 11th and SARS
- After one full year of operations attendance has returned to pre-SARS levels





Benny Farm

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

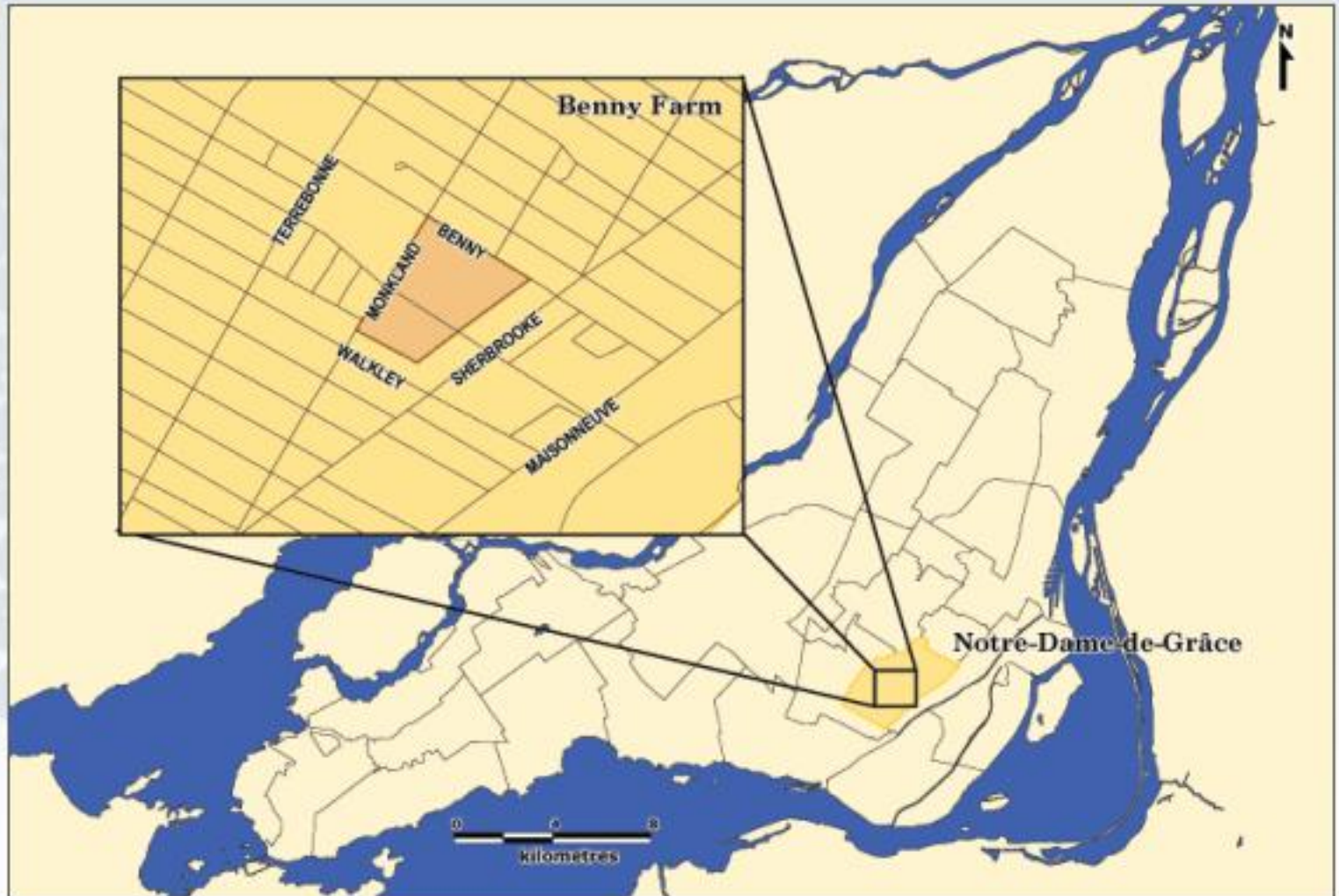




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Benny Farm
Location

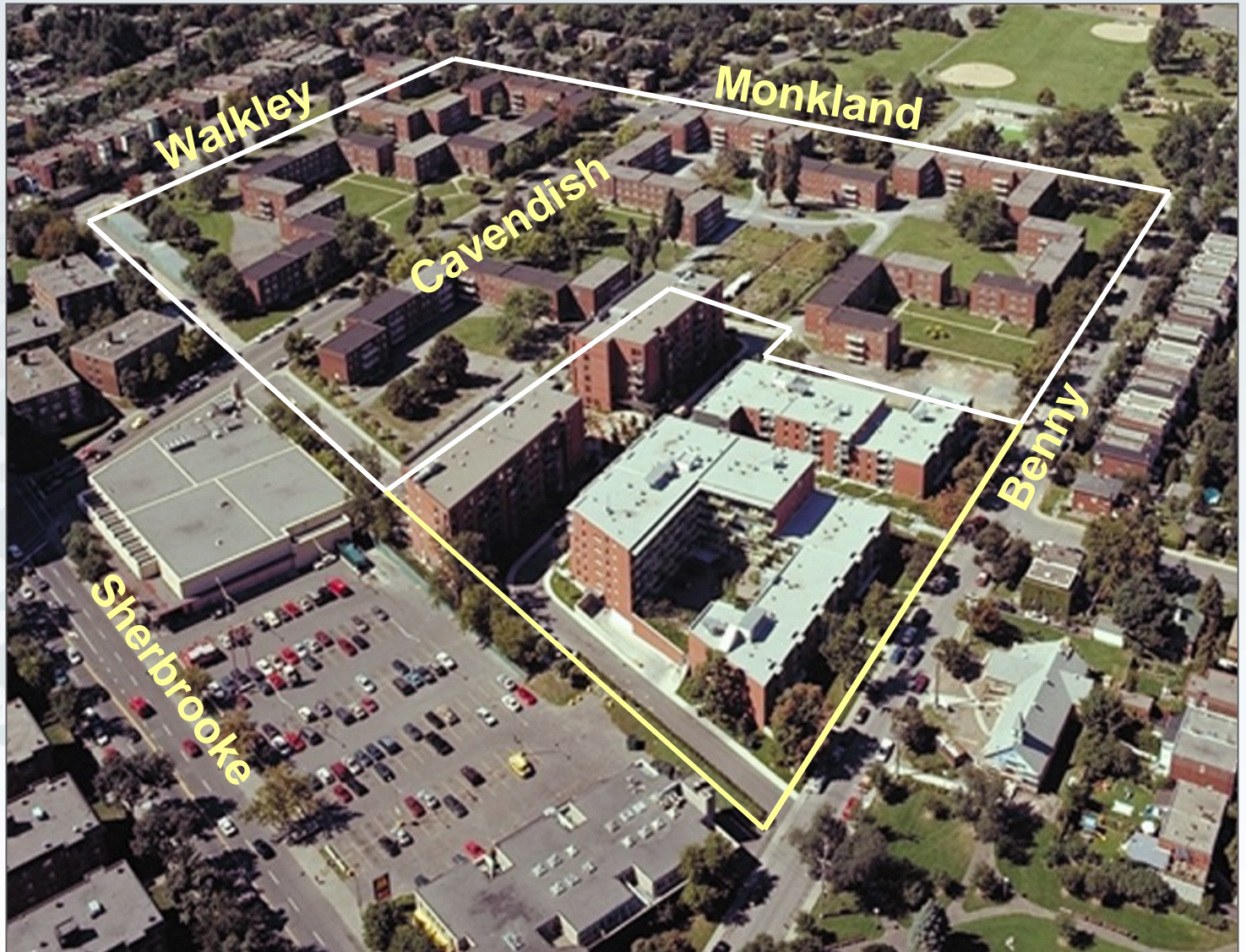




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**Benny
Farm
Location**





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**



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The typical Benny Farm resident is an 80 year old Veteran...





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... and their
spouses





CLC's involvement on the site

- **1997 - CMHC builds 91 new apartment units**
- **1999 - CMHC sells site to CLC**
- **2000 - CLC builds 146 new apartments to complete CMHC's obligation to re-house existing tenants**
 - \$20 million construction project (financed by the CMHC)
 - Moved 140 households over the summer



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Redevelopment of the site

- **October 1999 - CLC began consultation with the N.D.G. Community Council**
- **April 2001 – signed an agreement with the Fonds Foncier to buy the site and renovate the remaining 312 sixplexes for affordable housing**
- **December 2001 - Fonds foncier deal meets opposition - CLC decides not to extend agreement - FF seeks an injunction blocking transactions with other parties**
- **July 2002 - CLC succeeded in removing the injunction**



Community Opinion in 2002

- **CLC seen as “evil developer” due to failure of agreement with Fonds Foncier**
- **Irresponsible to leave 300 apartments empty during a housing crisis in Montreal**
- **Accused of making secret deals with greedy developers**
- **Demolition versus conservation debate**
- **“not in my backyard” syndrome**



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**



Portrait – Summer 2002

- Demonstrations by community groups

Mr. Mayor: Buy the Farm!



Achetez la ferme!





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Benny Farm plan remains a centre of controversy

The City of Montreal and its mayor, Gerald Tremblay, are finally ready to weigh in on the decade-long red-hot issue of the Benny Farm site. At a council meeting last week, Tremblay said he was in favour of saying that there would be a residential facility of some kind on the site. Tremblay was not in favour of the site, but he was referring to the fact that the Benny Farm site is a residential facility of some kind on the site. The simple question basically comes down to this: "Does the community need another residential facility, or should the bulk of the change go towards housing? Or another city councillor Jeremy Searle. He says that, instead of bringing more low-income people into NDG, the City should take care of the ones who presently live there. "Right now, 30 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 Financier 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 houses built in NDG, and that projects are being funded to bring their children to Cité des Étoiles and Little Beanpole nearby. However, the Fonds Financier does not

Désaccord sur l'avenir de Benny Farm

SERASTIEN RODRIGUE
MONTREAL

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

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 Sans-Doskey 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", dit-il. Le Ville de Montréal et la SIC tentent d'effleurer des discussions sans succès pour résoudre le développement de cet



Solution: Consensus Building Process - July 2002

- **Objective was to reach a consensus among the differing views for this development**
- **Transparent, inclusive and respectful process**
- **Engaged Convercité non-profit urban planning firm to facilitate process**
- **Strongly supported by City of Montréal and the Mayor**
- **Positive feedback from most stakeholders**



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 (mortgage holder - \$28 million)
- City of Montréal approval and public consultation



Step One: Stakeholder Interviews

- **Individual meetings held with stakeholders (50)**
- **Opportunity for them to express their views/concerns**
- **Stakeholders interviewed:**
 - Benny Farm Tenants/Veterans
 - Local homeowners group
 - Area merchants association
 - Municipal, Provincial, Federal politicians



Step One: Stakeholder Interviews (cont'd)

- NDG Community Council
- Fonds Foncier representatives
- Housing groups
- CLSC representatives
- City of Montréal officials
- Heritage groups
- And others
- **Interviews held in July and August 2002**



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**
- **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



TASK FORCE 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*

- **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



CONCLUSIONS

Use of Land	75% for housing 25% 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



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)**



Step Four: Public Participation

- **Public presentation of 4 design alternatives (400 people attended)**
- **Exposed at four locations in NDG area**



Step Four: Public Participation

- **Comment forms available (300 completed)**
- **Street-by-street consultations for immediate neighbours**
- **Not a substitute for City's public consultation**



Step Five: Development Plan

- **Task Force analyzed public's evaluation**
- **Final recommendations submitted to CLC**
- **CLC to selected appropriate urban planning firm to produce development plan**
- **Obtained approval of CMHC (mortgage holder)**
- **Submitted to City of Montréal for municipal approval on February 24, 2004**



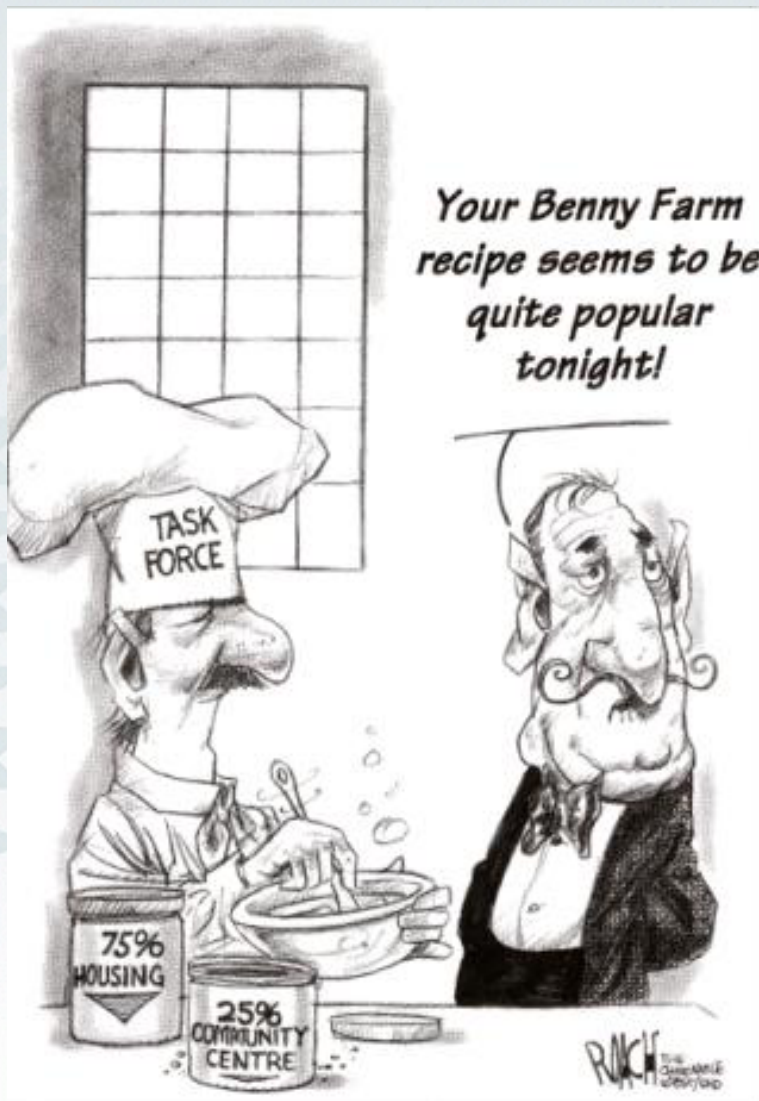
Consultants

- **Planning & Architecture – Saia, Barbarese, Topouzanov**
- **Landscaping – Claude Cormier**
- **Renovation – L'OEUF**
- **Affordable Housing – Luba Serge**
- **Affordable Construction – Avi Friedman**
- **Traffic – Trafix**
- **Legal – Fasken Martineau DuMoulin**



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Benny Farm : fin d'une guerre de 12 ans

JOSÉE BOULANGER
LE DÉLIT

Le dossier du Benny Farm a-t-il enfin une fin? Les résidents de ce quartier de Montréal ont attendu 12 ans pour que le projet de réaménagement soit approuvé. Mais cette victoire est-elle définitive? Les résidents de ce quartier de Montréal ont attendu 12 ans pour que le projet de réaménagement soit approuvé. Mais cette victoire est-elle définitive? Les résidents de ce quartier de Montréal ont attendu 12 ans pour que le projet de réaménagement soit approuvé. Mais cette victoire est-elle définitive?

Benny Farm : l'improbable se réalise

JOSÉE BOULANGER
LE DÉLIT

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

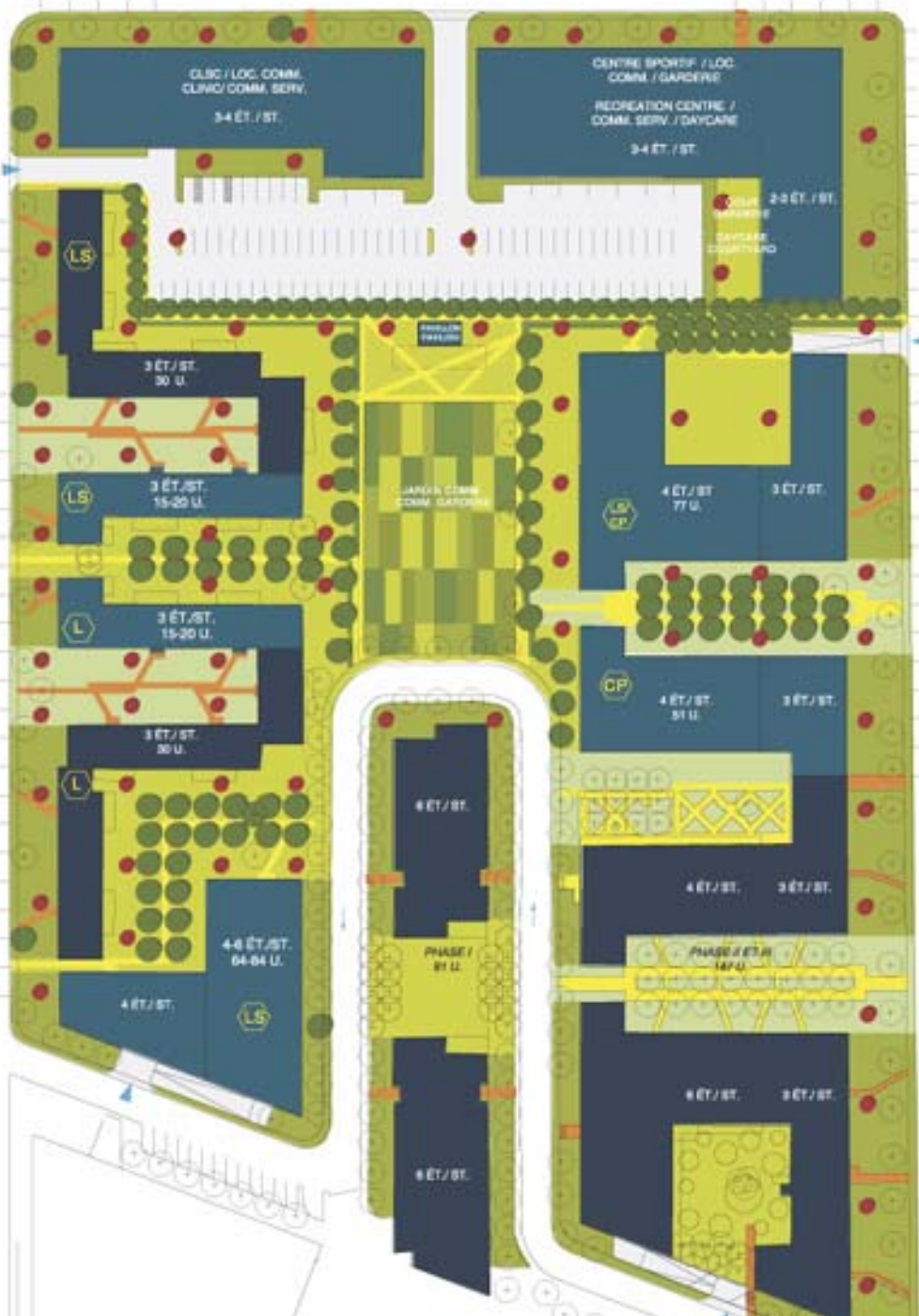
Residents back Benny Farm Project

SHARON LESLIE
MONTREAL

Contrary to Rosemary Bradley's statement that "noise 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 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 Cité des Neiges-N.D.G. borough office.

Twenty-five organizations have formally stated their support. These include: accessible



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





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**



Step Six : Municipal Approval

- **Six months of negotiations with municipal authorities**
- **24 page booklet distributed to community with the final plan**
- **Municipal Public Consultation (November 2003)**
 - 50 public presentations
 - Anti-demolition: the last stand
 - 20 page recommendation report
- **Zoning Approval : February 25, 2004 ... FINALLY!!**



Step Seven: Construction Begins

- **Asbestos removal for old buildings**
- **Subdivision & new road**
- **Horizontal condominium for common portions**
- **Deconstruction of buildings for new road**
- **Reassuring the immediate neighbours**





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Deconstruction and
asbestos removal



- \$1.5 million – first phase completed



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Recycling of materials a priority at
Benny Farm (80% overall re-use)





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40% of the old bricks to be re-used on new construction at Benny Farm

Remainder are sent to a construction recycling center





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Crushed concrete used mainly
as landfill and for landscaping
for the site

Hardwood floor boards
stored for re-use in
new construction





Step Eight: Selling the Farm

- **Financing guaranteed by the City of Montréal**
- **Five coops for seniors, families and single mothers now on site**





Non-profit Housing Projects



- **Each coop is responsible for its own renovations**
- **Must adhere to renovation standards & architectural plans**
- **Renovations – approx. \$70,000 per unit**



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Rec Centre

CLSC

Coop Benny Farm

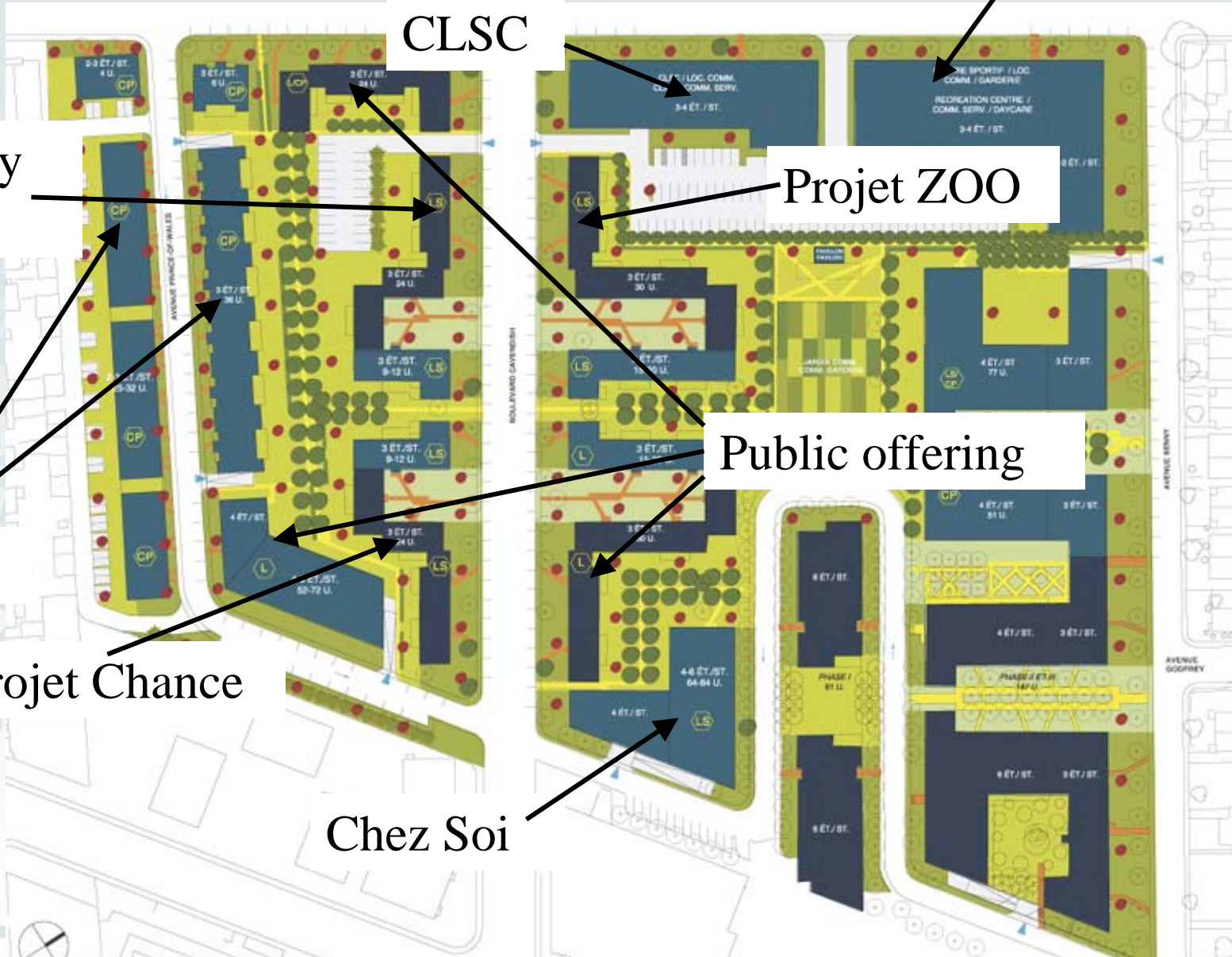
Projet ZOO

Public offering

SHDM

Projet Chance

Chez Soi





Step Nine: Service Facilities Area

- **CLSC Community clinic serving NDG/Mtl West**
- **50,000 square foot new building on 3 floors**
- **\$8 million construction project**
- **CLC bidding for build-to-suit and 20 year lease to CLSC/Province**
- **Recreational Center**
 - Study under way by City
 - Possible deal with YMCA



Step Ten: Veterans' Buildings

- **Operated as rental buildings**



- 173 units occupied by protected rent tenants (73%) mainly veterans and widows of veterans

- 62 units occupied by new market tenants (26%)

- Legally set up as condominiums



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Phases I & II/III (cont'd)





Impact on CLC's Future Developments in Montréal

- **CLC reputation in Québec turned around**
- **Process recommended to other developers**
- **Mayor's support of CLC in federal property disposals**
- **Building trust in the community**



Lessons Learned

- **Opponents will work together if everyone's view is heard and considered.**
- **A legitimate process is crucial for silencing the extremists.**
- **Everyone has to give – even the landowner.**
- **Community knowledge is a resource, not an obstacle.**



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