

3



Implementation
of the Master Plan

3

Implementation of the Master Plan

The Master Plan will be implemented through the application of by-laws, through public investments, many of which will be shared with the governments of Québec or Canada and with the cooperation of various partners. The City will also table an Annual Assessment Report on the Master Plan for public review by a City Council committee.

This chapter consists of three sections, dealing with:

- The parameters of the urban planning by-laws to be enacted by the boroughs, particularly those related to land use designation and building density;
- The municipal capital and program investment strategy;
- The partners in the implementation of the Master Plan.

MONITORING THE IMPLEMENTATION OF THE MASTER PLAN

The implementation of the Plan will be subject to systematic and transparent monitoring. The City will also match the municipal capital projects set out in the Master Plan with the annual funding provided by the Triennial Capital Expenditures Program (TCEP).

The City will table an Annual Assessment Report on the Master Plan each spring for public review by a City Council committee.

The committee will report no later than June, in time for its recommendations to be taken into account in the annual budget decision-making process. Among other items, the committee's recommendations will deal with implementation priorities, particularly with respect to capital investment and programs and any elements of the Plan that may require amendment. In addition, the Annual Assessment Report will lay the groundwork for the five-year revision of the Master Plan, which will ensure that the Plan is kept up to date with changing socioeconomic trends and urban development.

The Annual Assessment Report on the Master Plan, which will be produced jointly by the boroughs and the relevant municipal departments, will include the following items:

a) Implementation:

- The degree to which the Master Plan's objectives have been achieved;
- The enactment of concordance by-laws by boroughs;
- The implementation of capital investments announced by the Plan and the City's requests to the governments of Québec and Canada in this regard;
- The implementation of planned programs and results obtained;
- The implementation of municipal policies and their relationship to the Master Plan;
- The implementation of projects developed in partnership.

b) Subsequent planning and furtherance of the Master Plan:

- The progress made in the detailed planning processes;
- A synthesis of previous year's amendments to the Master Plan;
- Changing socioeconomic trends and their effect on the Plan's objectives and implementation measures.

Parameters related to land use designation and building density

3.1



The land use and building density parameters will be reflected in the boroughs' urban planning by-laws, as will the goals and objectives of the Master Plan that affect the by-laws.

Zoning is the main type of by-law used for implementing the Master Plan. It sets the various zones within the City in order to control the use of land and buildings in each, as well as the layout, form and appearance of buildings.

Other urban planning by-laws grant discretionary power to adapt the insertion of projects in light of the special character of the environment or a particular context. These are Site Planning and Architectural and Integration Programs (SPAIP), Comprehensive Development Programs (CDP), conditional uses and specific projects. This allows a management approach that can adapt to circumstances while still conforming to the Master Plan.

In contrast to a strictly normative approach, the Master Plan prescribes a regulatory framework that does not require a major revision of borough zoning by-laws. Since most of the City's land is already built up, the Plan prescribes relatively broad land use designation and building density parameters for established areas whose character is to be preserved.

These parameters are more detailed in areas to be built or transformed, as well as in areas in which the Plan prescribes an intensification of activities. In accordance with the Charte de la Ville de Montréal, boroughs must enact concordance by-laws to conform to the regulatory parameters of the Master Plan within twelve months of its adoption.

The following principles derive from the planning approach of the Master Plan and apply to the formulation of land use designations and building density parameters:

- Maintain the built form and uses of established areas and integrate the prescriptions of the Plan for the areas to be built or transformed;
- Maintain the City's human scale, by ensuring that changes to the built environment take into account the general character of the neighbourhood;
- Support the diversity of the Central Business District's activities and concentrate the City's highest-density construction within its limits;
- Intensify development near specific metro and commuter train stations in order to promote the increased use of public transportation;
- Ensure adequate building density on sites to be built for residential purposes in areas designated for increased housing;
- Favour a more intensive land use in employment areas by supporting the intensification and diversification of employment activities.

The Master Plan's complementary document, presented in Part III, assures coherence in the City's development by translating its objectives and development parameters into rules and criteria to which the boroughs' urban planning by-laws will conform.

3.1.1

Land use designation



Based on the Plan's goals and objectives, Map 3.1.1 shows the desired designation for areas to be built or transformed and confirms the designation of established areas. Excerpts of this map, for each borough, are presented in Part II of the Master Plan.

Land use designations reflect the general nature of the environments and, as such, are a departure from an overly normative designation approach that would excessively divide the City's territory. These inclusive designations favour mixed use and encompass a variety of activities that may take place within a single designation, in accordance with complementarity or compatibility rules that will be defined in the boroughs' urban planning by-laws.

Based more on rationale than on detailed restrictions, this approach allows for the adapted management of urban development and simplifies administrative procedures. Thus, the Master Plan's amending procedure will apply only in cases with significant implications for the future of the City. Similarly, this more inclusive approach will obviate the need for numerous concordance by-laws, except where the Plan lays out a new vision of urban development.

Chart 3.1.1 presents and defines the nine different land use designations. The first four are inclusive in nature and correspond to distinct urban environments. The remaining five are essentially exclusive in nature and apply to areas that are reserved for specific activities.

CONSISTENCY OF DEVELOPMENT AT BOROUGH LIMITS

The Ville de Montréal would like to see Québec legislation adapted in order to ensure that an amendment to an urban planning by-law affecting an area abutting a neighbouring borough is governed by a special procedure. This recommendation would allow for all potentially concerned citizens to be consulted, even if the zoning amendment affects a localized area on the other side of their borough's boundary.

From the standpoint of development coherence, this adapted process would also take into account the urban planning and architectural impacts that may be generated outside of a borough's boundaries, for instance in the case of buildings that are far taller than the surrounding structures or in that of a residential neighbourhood bordering an industrial area.

The complementary document defines appropriate regulation to ensure that the urban planning by-laws of different boroughs are compatible and that the impact of projects on their surroundings is adequately considered.

Such a measure supports a management approach that favours balance, complementarity and cooperation among boroughs.

table

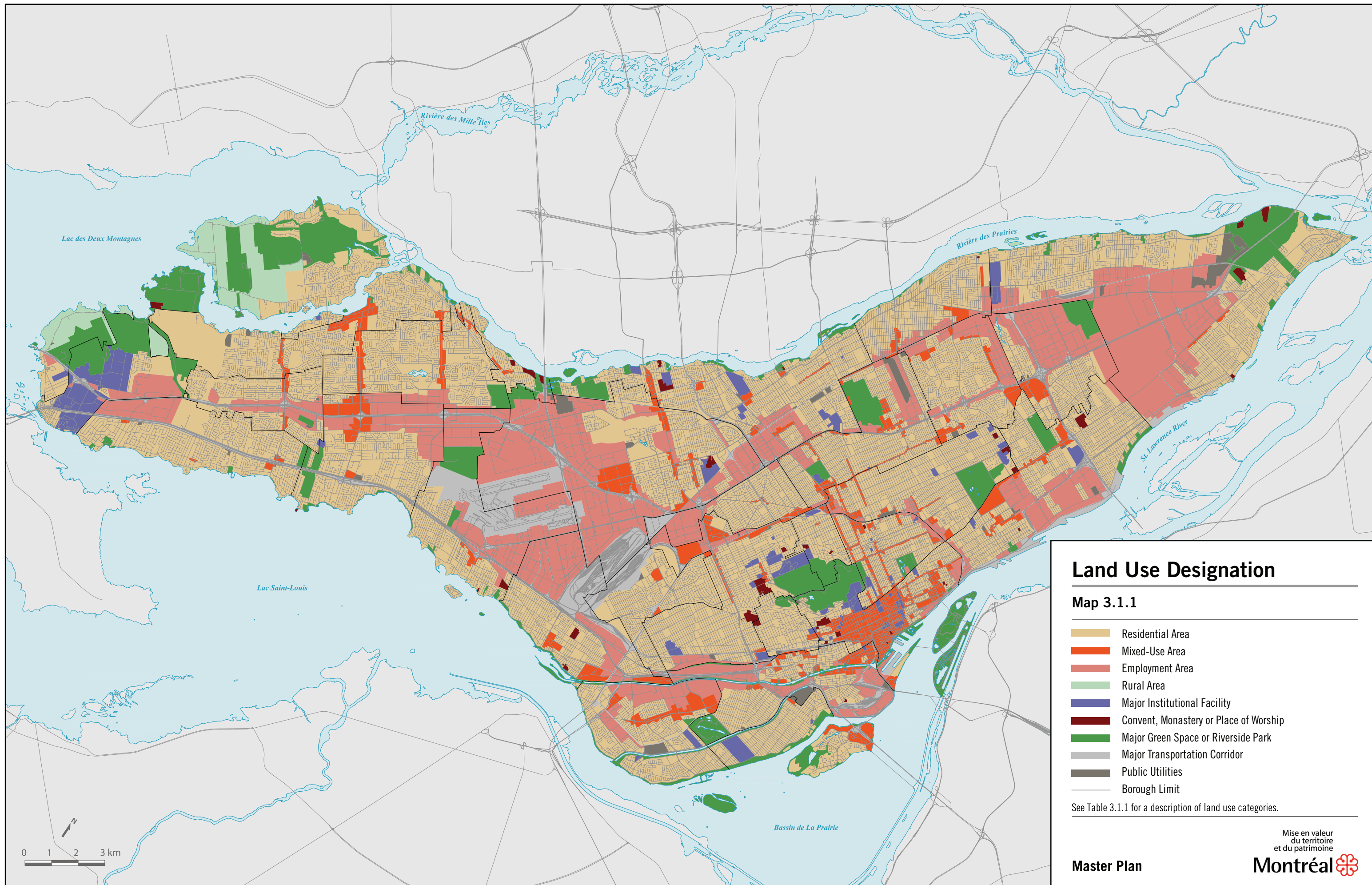
3.1.1

Land use designations



Land use designations		
Designation and description	Components	Notes
<p>Residential area Essentially residential areas including mixed activities, especially mixed retail/residential streets</p>	<ul style="list-style-type: none"> ■ Housing ■ Retail ■ Public or institutional facilities 	<p>The by-laws will divide the predominantly residential areas, retail zones and public or institutional facility areas into separate zones.</p> <p>By-laws will determine land use according to the nature of environments and boroughs. By means of land use management mechanisms (as-of-right uses, conditional uses, floor area limits, retail continuity obligations, restriction of certain uses, etc.), they will ensure a smooth interface between residential and non-residential activities.</p> <p>To safeguard both the coherence of living environments and a healthy mix of uses, by-laws may recognize certain industrial uses present at the moment of the Master Plan's adoption.</p>
<p>Mixed-use area Diversified areas comprising a variety of activities and housing. A number of these areas encompass sub-areas that are designated for increased housing and employment density.</p>	<ul style="list-style-type: none"> ■ Housing ■ Retail ■ Office buildings ■ Commercial buildings ■ Buildings housing light industry ■ Public or institutional facilities 	<p>The by-laws will define the zones and determine authorized uses in accordance with the nature of the environments in order to ensure a smooth interface between essentially residential areas and more intensive activity areas.</p>
<p>Employment area Economic activity areas comprising essentially industrial and/or retail activities. Housing is excluded in these areas.</p>	<ul style="list-style-type: none"> ■ Industrial buildings ■ Office buildings ■ Commercial buildings ■ Public or institutional facilities 	<p>The by-laws will ensure that the uses presented in the Employment Areas Map (see Section 2.4) are reflected.</p> <p>The by-laws will define the zones and determine authorized uses in accordance with the nature of the environments, particularly to limit major nuisance-generating uses to industrial employment areas.</p>
<p>Rural area Areas of a rural nature, comprising housing and agricultural activity.</p>	<ul style="list-style-type: none"> ■ Housing ■ Agriculture and complementary industrial activities ■ Public or institutional facilities 	
<p>Major institutional facility Areas comprising facilities and land reserved for institutional activities that play an important service role in the Montréal community.</p>	<ul style="list-style-type: none"> ■ Major institutional facilities (education, health care, sports, culture) ■ Public or institutional facilities ■ Complementary retail and housing 	

Land use designations		
Designation and description	Components	Notes
<p>Convent, monastery, or place of worship Areas comprising structures and sites reserved for convents, monasteries, or other religious establishments.</p>	<ul style="list-style-type: none"> ■ Buildings devoted to religious orders, including residences ■ Places of worship ■ Public or institutional facilities ■ Complementary retail and housing 	<p>Even if they are not identified on Map 3.1.1, areas subject to this land use category are included on the lists of heritage buildings in Part II.</p>
<p>Major green space or waterside park Areas reserved for green or natural spaces of City-wide importance or located on a riverbank, as well as major cemeteries.</p>	<ul style="list-style-type: none"> ■ Major and metropolitan parks ■ Nature parks ■ Public areas ■ Nature reserves ■ Public riverbanks and islands ■ Major cemeteries ■ Golf courses ■ Casino, business and complementary services public facilities 	<p>The riverbanks and islands in question, along with the summits of Mount Royal, are publicly owned spaces, primarily local parks.</p> <p>This designation recognizes the presence of residential enclaves in some nature parks at the time the Master Plan is adopted.</p> <p>The by-laws do not allow Casino, business and complementary services public facilities except on lots 2 988 178, 2 988 179 and 2 988 180 of the Québec Land Register, where this land use is permitted without restriction to floor area.</p>
<p>Major transportation corridor Areas reserved for transportation, specifically the main passenger and freight transportation infrastructure.</p>	<ul style="list-style-type: none"> ■ The parts of the road network under the jurisdiction of the federal and Québec governments ■ Port, rail and airport infrastructure ■ Complementary uses and infrastructure 	<p>The by-laws will divide the railyards as well as the port and airport areas into separate zones. This obligation does not apply to the road network and the rail corridors.</p>
<p>Public utilities Areas comprising structures and sites reserved for public utilities.</p>	<ul style="list-style-type: none"> ■ Electrical substations, water or wastewater treatment plants, public works yards, etc. 	
<p>General notes:</p> <p>Part II of the Plan includes one map for each borough, which identifies local parks whose designation is confirmed by the Master Plan. The conversion of any park or any part thereof for purposes other than a complementary use or local public facility requires an amendment to the Master Plan.</p> <p>Parks, cemeteries, golf courses, transformer stations and public works yards are authorized in all designations.</p> <p>On the accompanying maps, the limits of land use designation areas should be interpreted as corresponding with street, lane and cadastral boundaries.</p>		



Land Use Designation

Map 3.1.1

- Residential Area
- Mixed-Use Area
- Employment Area
- Rural Area
- Major Institutional Facility
- Convent, Monastery or Place of Worship
- Major Green Space or Riverside Park
- Major Transportation Corridor
- Public Utilities
- Borough Limit

See Table 3.1.1 for a description of land use categories.

3.1.2

Building density

The building density parameters guide architectural design by determining the scale of the built form and the intensity of activities in different areas of the territory. The approach to determining density is flexible and gives boroughs the necessary latitude to efficiently carry out day-to-day management of projects.

The parameters for each area to be built or transformed reflect the character sought by the Plan. In established areas, the parameters correspond to the general character of the existing built environment, which the Plan seeks to maintain.

Map 3.1.2 shows the building density for the entire City in a 17-colour scheme that reflects the various density parameters. The 27 map excerpts included in Part II of the Plan come with a description of the parameters that apply to each area. These parameters describe the existing or desired general character of an area, based on one or more of the following:

- The number of aboveground storeys (excluding mezzanines);
- The type of configuration: detached, semi-detached or row;
- The building site coverage ratio;
- The floor area ratio (F.A.R.), especially in areas to be built or transformed.

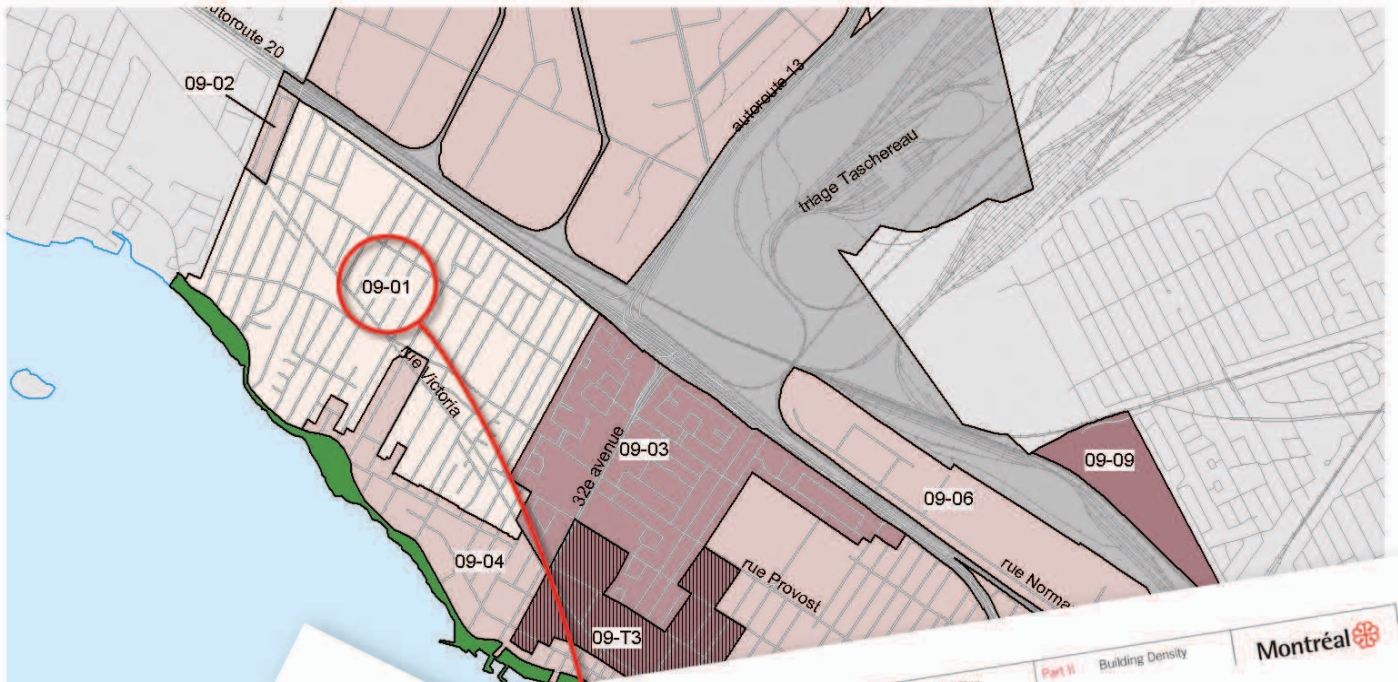
The principles by which the different building density parameters will be applied are as follows:

- The precise boundaries of the areas presented on the Building Density Map presented in Part II of the Master Plan must be interpreted in light of streets and alleys, as well as the cadastral limits applicable at the moment of the Plan's adoption;
- The different construction density zones and their associated regulations are specified in the zoning by-laws as a function of the typology of the built form and the characteristics of their surroundings. These are formulated with particular attention to the homogenous built form of street segments or a group of blocks, or even the predominant character of certain major axes;
- The zoning by-law defines height limits by number of storeys, meters or both, according to the vocation and character of the area;
- The zoning by-law may define a minimum height in meters equivalent to the height prescribed in storeys where the land use is "Employment Area," "Mixed-Use Area," "Large Institutional Facility," or "Convent, Monastery or Place of Worship";
- The permissible construction density is expressed in terms of floor area ratio (F.A.R.), the ratio between the total floor area of a building and the total surface area of its lot;
- The following elements are excluded when calculating the building density of a new project:
 - Space used for mechanical systems and underground storage;
 - Floor space used for underground parking lots;
 - Floor space used by street-level retail businesses that are directly accessible from Sainte-Catherine Street between Atwater and Papineau Avenues;
 - Floor space used by features intended to increase user comfort in an already-constructed building (analyzed on a case-by-case basis);
 - A cultural facility, under certain conditions - in particular, those pertaining to the type of facility and its durability - in the Quartier des spectacles;
 - The structural transfer storey of a construction project spanning a structure of the Metro or of a below-grade freeway, in the Ville-Marie Borough.



Detail of the building density map

Part II of the Master Plan presents, for each borough, a detail of Map 3.1.2. This detail shows the various density areas and refers to parameters described on the accompanying sheet.



09 Borough of Lachine

Montréal Master Plan November 2004

Part II Building Density

Montréal

Areas to be built or transformed

Planning orientation
 Maintain area character
 The zoning by-laws aim to maintain the existing built form, which presents the following characteristics:

Established areas

- Sector 09-01:**
 - Building heights from one to two stories above ground;
 - Detached;
 - Low to medium site coverage.
- Sector 09-02:**
 - Building heights from one to two stories above ground;
 - Semi-detached;
 - Medium site coverage.
- Sector 09-03:**
 - Building heights from two to five stories above ground;
 - Medium site coverage.
- Sector 09-04:**
 - Building heights from one to four stories above ground;
 - Medium site coverage.
- Sector 09-05:**
 - Building heights from one to three stories above ground;
 - Detached or row;
 - Medium site coverage.
- Sector 09-06:**
 - Building heights from one to four stories above ground;
 - Detached;
 - Low to medium site coverage.
- Sector 09-07:**
 - Building heights from one to four stories above ground;
 - Medium site coverage.
- Sector 09-08:**
 - Building heights from one to three stories above ground;
 - Low to medium site coverage.
- Sector 09-09:**
 - Building heights from two to eight stories above ground;
 - Low to medium site coverage.

Sector 09-T1:

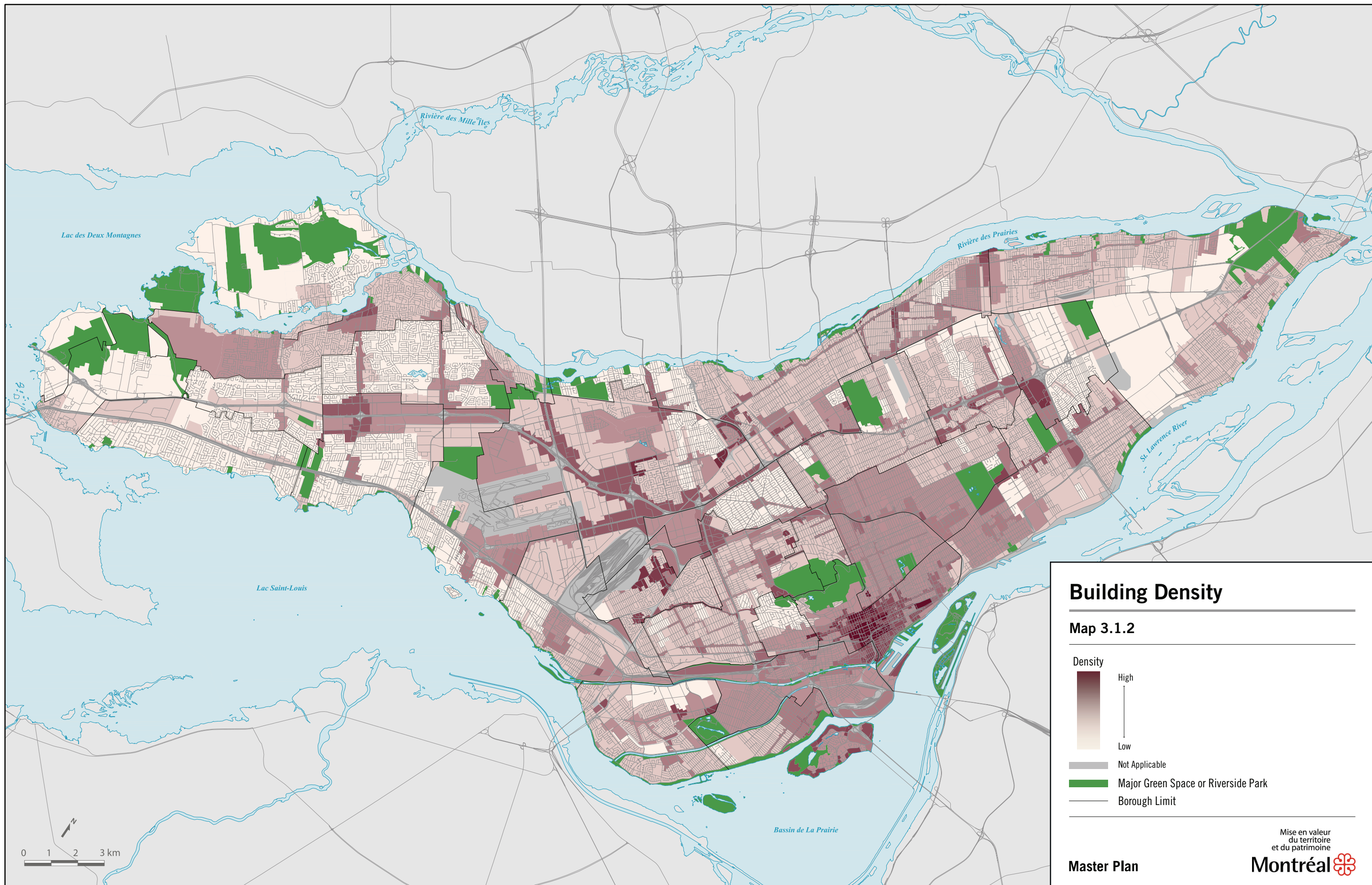
- Building heights from two to six stories above ground;
- Medium site coverage;
- Minimum F.A.R.: 1.0;
- Maximum F.A.R.: 4.0.

Sector 09-T3:

- Building heights from two to six stories above ground;
- Medium site coverage;
- Minimum F.A.R.: 0.7;
- Maximum F.A.R.: 4.0.

Sector 09-T4:

- Building heights from two to four stories above ground;
- Low to medium site coverage;
- Minimum F.A.R.: 0.5;
- Maximum F.A.R.: 3.0.



Building Density

Map 3.1.2



Master Plan

Mise en valeur
du territoire
et du patrimoine

Montréal

Capital and program investments strategy

3.2

The implementation of the Master Plan will require many actions within Montréal's territory. To match these interventions with the financial means to execute them, the Ville de Montréal is implementing a municipal investment strategy to address the allocation of funding to capital projects and program spending.

In the spirit of sustainable development on which the entire Master Plan is based, priorities will be determined according to two criteria:

- The maintenance of existing infrastructure;
- The consolidation of the built-up area and its positive impacts on the City's tax base.

3.2.1

Matching capital projects with municipal fiscal tools

TRIENNIAL CAPITAL EXPENDITURES PROGRAM (TCEP)

The TCEP sets out municipal investments in road, sewer and water infrastructure, parks and green spaces as well as municipal buildings. It allocates these funds over a three-year period, but is reviewed annually and adopted by the City council at the end of the calendar year.

Chapter 2 describes the capital projects that are advocated by the Master Plan. Some of these, such as city streets and park development, are within the exclusive jurisdiction of the Ville de Montréal while others, such as the public transportation and highway infrastructure, are under the exclusive jurisdiction of the Government of Québec, while still others, including the airport, the port and the Bonaventure Expressway, come under the jurisdiction of the Government of Canada. Joint funding involving the City and the governments of Québec and Canada will also be required for some of the capital projects announced in the Master Plan.

The City will ensure correspondence between the municipal capital projects set out in the Master Plan and the annual funding provided by the Triennial Capital Expenditures Program (TCEP).

Among the capital projects proposed by the Master Plan, the importance of the **transportation infrastructure** must be noted. The Master Plan reiterates the City's firm commitment to public transportation and supports the optimal use of the existing networks. A number of the transportation-related capital projects fall under the jurisdiction of the Government of Québec. The Ville de Montréal intends to use the priorities outlined in the Master Plan to direct its cooperation with the Government of Québec.



- For example, in the area of **public transportation**, the investments required for replacing the fixed infrastructure and metro cars and for renewing the bus fleet of the Société de transport de Montréal are part of this priority. In addition, the extension of metro lines 2 and 5, to the Bois-Franc station and the Borough of Anjou respectively, clearly have a determinant role to play in supporting development, intensifying urban activities and increasing the use of public transportation.
- With respect to the **road network**, the primary aim of the projects announced by the Plan is to consolidate the existing employment and residential areas, while providing efficient roads for passenger and freight transportation. Some of these projects should be singled out, such as the design and construction of an urban boulevard in the Notre-Dame Street East corridor, including the extension of Assomption Boulevard, which is aimed at improving access to the port and industrial areas of East End Montréal and at revitalizing the areas along this major corridor. In addition, new links to be built in the Cavendish Boulevard corridor, in the areas of the Hippodrome and the Cité scientifique, would connect these areas and provide an efficient (and currently non-existent) link in this central part of the Island. New links in the western part of the island will also connect the employment areas and improve access to the main transportation infrastructure from the residential areas. The projects in question are the extension of Pierrefonds Boulevard to Morgan Boulevard and the construction of an urban road link in the Highway 440 corridor (between Gouin Boulevard West and Highway 40).
- The **highway infrastructure** projects also play an important role in consolidating access to the main employment areas. This is the case for the Métropolitaine Expressway, whose reconditioning and optimization are essential to the economic development of Montréal. The redevelopment of the Dorval interchange and the conversion of the Bonaventure Expressway to an urban boulevard will make it possible to redevelop these sites and to enhance the image of two major City gateways.

Finally, other structuring capital projects, such as the **protection and enhancement of the ten ecoterritories**, are designed to improve the urban environment and the quality of life of Montrealers. These projects aim to conserve and improve the existing natural areas in Montréal, which is already largely urbanized. The favoured approach relies on integrating natural elements into development projects, in collaboration with stakeholders.

3.2.2

Municipal programs

Under certain municipal programs, the City has the power to offer financial assistance for the implementation of economic, social, housing and environmental development strategies and objectives. Existing municipal programs primarily relate to housing and several are the result of cooperation with the governments of Québec and Canada (see Section 2.1).

In order to achieve some of the Plan's objectives, new programs are needed to complement existing ones. Their application will be adapted to the individual characteristics of the boroughs, which may also choose to create their own programs in order to meet their specific needs. Obviously, such programs should generate more taxes over the longer term than the assistance granted, because of their effect on the City's tax base.

Chapter 2 discusses all of the new programs advocated. For example, there is a financial assistance program to promote the intensification of urban activities in the vicinity of certain metro and commuter train stations (Objectives 2, 3, 8 and 9). This program reflects the City's intention to support a type of urbanization that favours the use of public transportation in both residential and employment areas. Needless to say, this type of assistance will also generate greater tax returns than the assistance granted.

Another important program is for the rehabilitation of contaminated sites in areas designated for conversion to residential or employment purposes (Objectives 2, 8, 9 and 17). As emphasized in Chapter 1, a major development and consolidation challenge is to support the City's renewal in built-up areas. Specifically, the City supports radical changes in both activities and built form in the areas to be transformed. A number of these are likely to exhibit a certain level of contamination. Priority for allocating funds for rehabilitating contaminated sites should be given first to the areas to be transformed and to the sites designated for an intensification of urban activities in the vicinity of some metro and commuter train stations.





The Plan's implementation partners

3.3

COLLABORATIVE PLANNING WITH INSTITUTIONS

The City is committed to supporting the development of its major institutions (see Objective 10). Their growth is very desirable, but their integration into the surrounding urban fabric is often a challenge. Generally imposing height and bulk, institutional buildings are also major traffic generators. Many of these institutions are located on sites that have significant built and natural heritage value.

In order to meet the expansion needs of these institutions, the City favours a concerted planning approach that will enable both partners to properly identify planning issues and stakeholders relative to development. These efforts may result in the adoption of regulatory measures (zoning by-laws, by-laws pursuant to article 89 of the City Charter, a specific project procedure) and, if appropriate, a development agreement respecting the non-regulatory aspects that are brought to light during the discussions (development principles and strategies, studies, joint projects, various commitments, etc.).

The success of the June 2002 Montréal Summit resulted from the sustained cooperation of many of the City's partners. In keeping with the commitments made on that occasion, the City will take the lead in implementing the Master Plan, in close cooperation with various public, private and community partners, as well as with the participation of all residents.

Public and parapublic partners

The governments and their agencies are major stakeholders in urban development. They are responsible for major infrastructure projects such as metro line extensions, hospitals, cultural facilities, the port, the airport and others.

The City intends to pursue its long-standing cooperation with the Government of Québec in terms of implementing capital projects and programs. It will also continue to cooperate with the Government of Canada on capital projects that fall under the latter's exclusive jurisdiction.

Various public partnerships could be forged in order to carry out the projects identified in the Master Plan. For example, the development of the Quartier international de Montréal and the reopening of the Lachine Canal bear witness to a successful collaboration.

The City will also cooperate with other public partners, such as the Agence métropolitaine de transport (AMT), in carrying out public transportation projects. This also applies to the Communauté métropolitaine de Montréal (CMM) for the development and implementation of the Schéma métropolitain d'aménagement et de développement (Metropolitan Land Use Planning and Development Plan) and the Plan métropolitain de gestion des matières résiduelles (Metropolitan Waste Management Plan).

Education and health care institutions, especially the universities and hospitals, also rank among the City's partners. The City has already embarked upon collaborative planning efforts with some of these institutions for their development. An agreement was also reached with the universities to give the City the benefit of their expertise and their capacity for innovation in the fields of architecture, urban planning and landscape architecture.



The private sector

Real estate corporations and developers, building contractors and other private sector stakeholders play a decisive role in the City's development and the implementation of the Plan. They help to create new areas of the City and to rehabilitate existing ones and often demonstrate their ability to innovate as they meet the needs of various clienteles.

Whether they are initiated by the City or by the private sector, rehabilitation and construction projects are often the result of a coordinated effort. For example, private-sector stakeholders are also called upon to participate in the implementation of municipal housing or economic development programs.

Community associations and groups

Montréal has some very active associations in the areas of business, housing, heritage, environment, culture and social development. By taking part in the development of municipal policies or the implementation of programs, associations and community groups play an essential role in the construction of Montréal.

In recent years, the City has collaborated with organizations such as community and economic development corporations, business development corporations, urban planning roundtables, environmental groups and social and community housing groups, to name but a few. The City gives priority to maintaining this close partnership with Montréal's community associations and groups.

PRINCIPLES FOR PUBLIC PARTICIPATION IN MONTRÉAL:

- The right of residents to be informed and consulted and to influence decisions that may have an impact on their living environment;
- The effectiveness and efficiency of participation in reaching fair and timely decisions;
- Transparency and fairness toward all stakeholders;
- The accountability of all stakeholders, including elected officials, managers, developers and activists;
- The application of recognized rules and ethics in matters of public participation.



Public participation

According to the principles of sustainable development, residents must be kept informed and must be able to influence urban planning and development decisions.

The City's Charter designates the Office de consultation publique de Montréal (OCPM) as being responsible for public consultations with respect to the Master Plan. The Act respecting Land Use Planning and Development requires the borough councils to hold public information and discussion sessions in connection with certain amendments to the Master Plan and the zoning by-laws. In the latter case, residents have the ability to initiate a referendum procedure.

The Ville de Montréal supports the establishment of additional mechanisms with a view to diversifying and improving public participation in urban planning and development. These could operate in the preliminary stages of projects, when all options are still under study. Various forms of participation could be used, depending on the purpose and scope of the projects in question. In addition to the public hearing process, the City intends to examine procedures based on mediation, consensus building, information, cooperation or conflict resolution. These various methods will be based on acknowledged principles of public participation.

Some examples of partnerships

Many of the projects supported by the City will require ongoing cooperation among a number of public, private and community stakeholders. Given the success of several partnerships in recent years, a variety of different arrangements can be considered, tailored to the needs of the projects and stakeholders involved.

The redevelopment of the Quartier international de Montréal gave rise to a non-profit organization bringing together the Government of Québec, the Government of Canada, the Caisse de Dépôt et Placement du Québec, the Ville de Montréal and the private landowners. The success of this process can serve as an example and as a model for many other large projects. For instance, it led to the expansion of the Palais des Congrès, the construction of the Caisse de Dépôt et Placement's business office, the development of prestigious public spaces (Square Victoria, Place Jean-Paul-Riopelle) and the redevelopment of major thoroughfares (University, Saint-Antoine, Viger, McGill).

MONTRÉAL CHARTER OF RIGHTS AND RESPONSIBILITIES

A proposal for a Montréal Charter of Rights and Responsibilities was released on December 10th 2003, the 55th anniversary of the Universal Declaration of Human Rights. This proposal is the product of discussions that took place at the Montréal Summit. The draft charter, which was submitted to a public consultation process in early 2004, appoints an ombudsperson to enforce it.

The City undertakes to promote public participation and to guarantee its credibility, transparency and effectiveness (art. 13), improve housing conditions (art. 15), safeguard and protect the architectural and natural heritage (art.17) and promote sustainable development (art. 19).

Similarly, the present exercise that is being led by the Société du Havre de Montréal, involving the governments of Canada and Québec, the Montréal Port Corporation, the Old Port of Montréal Corporation, Canadian National, the Ville de Montréal and several private landowners, demonstrates the value of bringing together all stakeholders in urban projects. The Société du Havre is playing a strategic role in the rehabilitation and improvement of this area, which is crucial for Montréal's development.

Another project that is worthy of note is the Quartier des spectacles in Montréal's Centre, which involves the Government of Québec, the Ville de Montréal, the main arts and entertainment stakeholders in the area and the major property owners. This project will guide the development of cultural facilities and the redesign of public spaces, such as those on Bleury and Jeanne-Mance streets.

Other projects that are being developed or that will result from the detailed planning process described in Chapter 4 will require the ongoing cooperation of several stakeholders. These include the development of the Jacques-Cartier Bridge approaches, Shevchenko and Bishop-Power boulevards, the Saint-Michel Environmental Complex, the northern tip of Île des Sœurs and Sherbrooke Street East.

