GOVERNANCE PLAN

ON THE BLUE BONNETS HIPPODROME SITE

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1.0 Introduction

The Blue Bonnets Hippodrome in Montreal's Côte-des-Neiges–Notre-Dame-De-Grâce neighborhood is a 43-hectare site that has been under municipal ownership since 2017. The site is a generational opportunity to not only house a growing community amid a housing affordability crisis, but also implement innovative models for community governance.

Our mandate is to propose approaches to delegating stewardship and distributing resources for the Hippodrome site with the ultimate goal of maintaining affordable housing on the site in perpetuity and promoting well-being for the growing community of Côte-des-Neiges–Notre-Dame-De-Grâce.

To this end, we propose the creation of a community land trust (CLT) and a two-tiered system of governance to involve residents in the stewardship of this new community. This report will detail the upper-tier and lower-tier aspects of site governance, as well as detail how the two will interact. The next section presents an overview of Hippodrome community governance in the project's mature phase.

2.0 Overview of Proposed System of Governance

The creation of a governance structure for the Hippodrome site is not an easy task. It raises many questions– how can a site of a few thousand decommodified housing units be managed while also involving residents in the decision-making process? How can not only buildings be constructed, but also a community where mutual aid, sharing, and tolerance are common values? How can housing costs be ensured to remain affordable in perpetuity? What are the characteristics of an innovative, yet robust, governance structure? How will residents stay engaged in the community and have fun?

We propose a **two-tier governance model** as one way to respond to many of these challenges.

In the upper tier of governance and at the scale of the entire Hippodrome site, we suggest the incorporation of a non-profit organization whose primary responsibility will be holding the land in trust. This organization would be responsible for sub-leasing land, upholding participatory democracy in the development of the community, generating and reinvesting revenues from profitable activities in the community, resolving conflict, and engaging other community groups in Côte-des-Neiges and all levels of government in the development of this new community.

At the lower tier, we propose the establishment of several housing associations to manage the development and operation of individual buildings on the site. These organizations will include housing co-operatives, non-profit housing associations, and social housing operators. The CLT will also operate decommodified market-rate rental housing. All lower-tier organizations will be responsible for creating and following an agreement for property and community stewardship with the CLT, promoting high quality of life for residents, fostering connections between neighbors, and fostering connection between residents and the broader Hippodrome and Côte-des-Neiges community.

A case study: Benny Farm

A good example of social housing governance with multiple types of housing associations that share the land and services is Benny Farm. Located in Côte-des-Neiges/Notre-Dame-de-Grâce in Montréal, the 7.3 ha site has 237 units with a mix of social housing, private housing, various organizations and centers with services for the population. Benny Farm Collective hosts units for people with reduced mobility, young mothers, elderly persons, and young families, in combination with some high end market condominiums. All buildings have their own governance model, but still share common spaces, the land, and some

common social values such as creating space for community, involving citizens, developing partnership projects between residents and neighborhood partners, and empowering residents and partners.

Drawing inspiration from Benny Farm and others, our proposed governance model is grounded in existing working models of decommodified housing that reflect our values of affordability, longevity, and democratic governance. We also aim to progress past the guidance of real-world examples, to bring innovative approaches to managing the Hippodrome site that can create a unique and aspirational community.
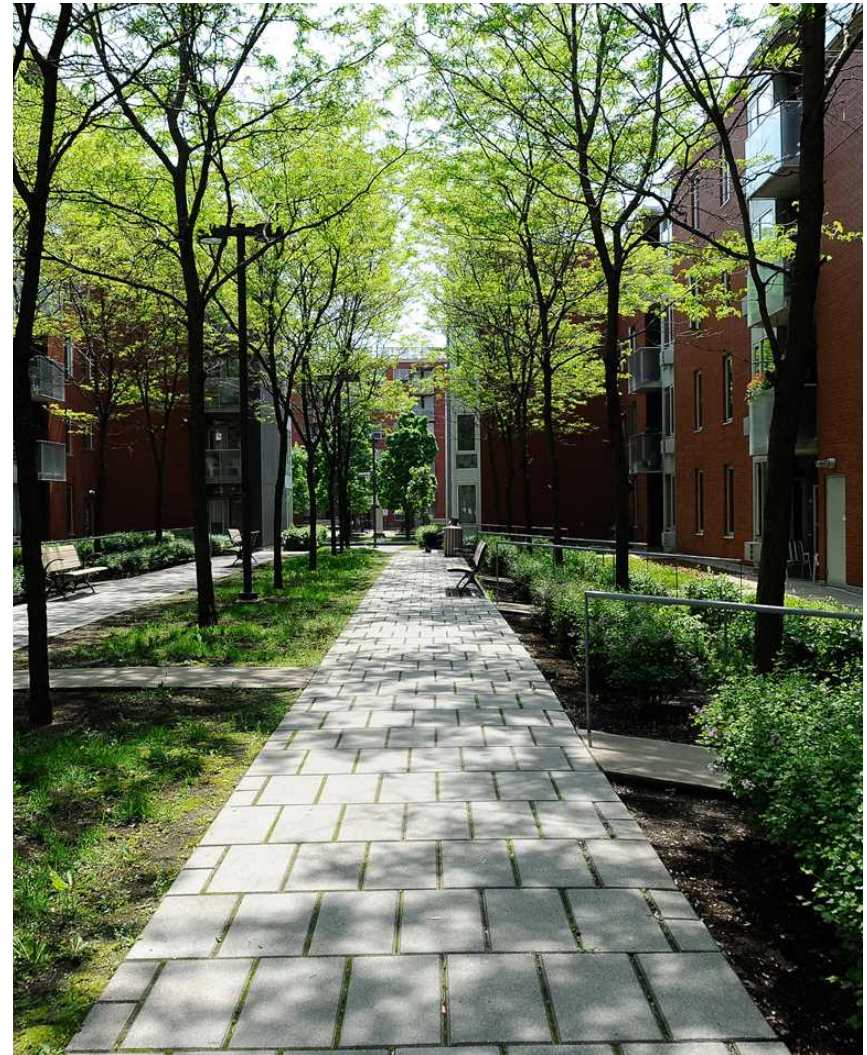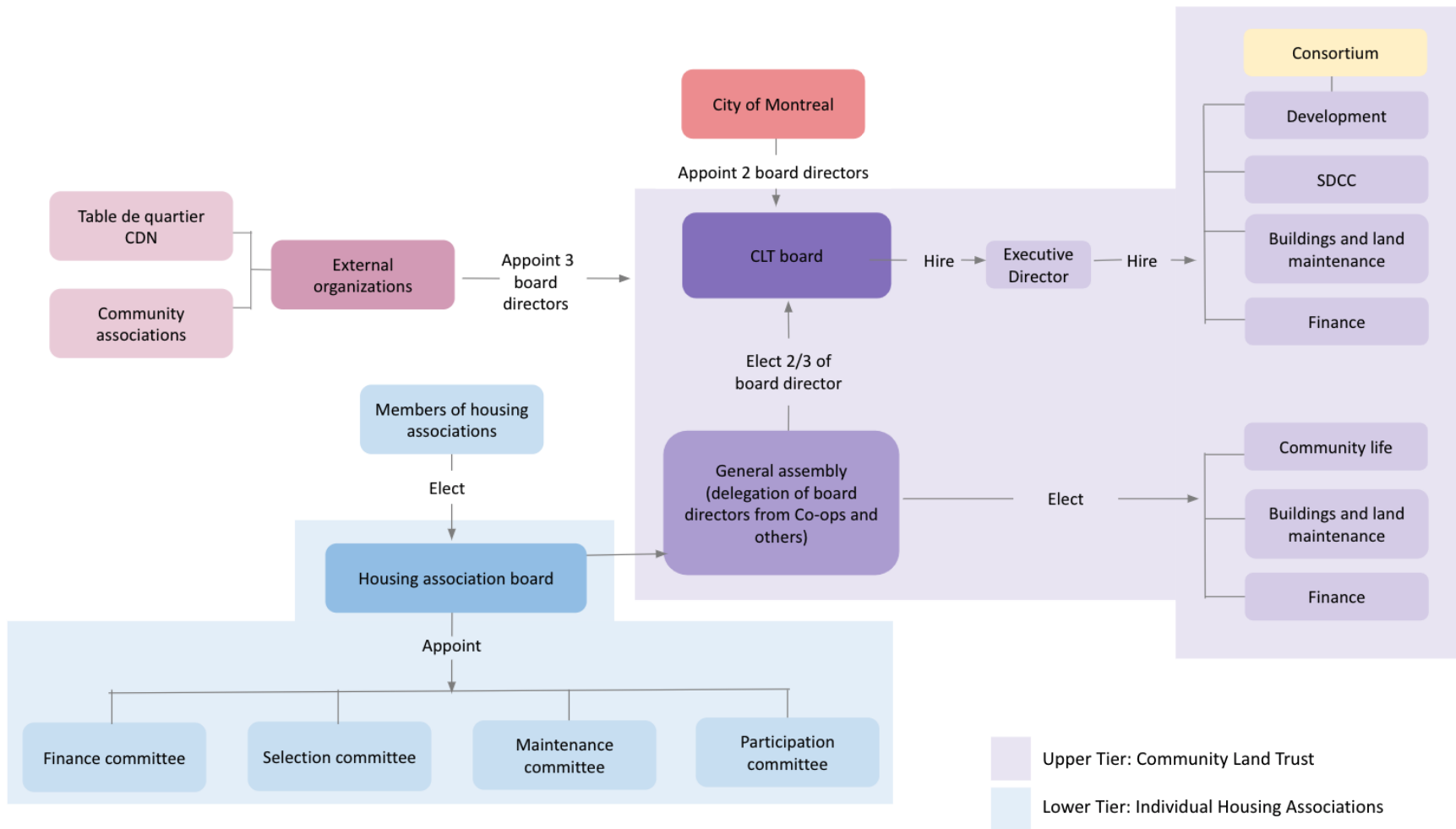
Figure 1. Two-tier governance model.

3.0 Upper Tier: Hippodrome Community Land Trust

The Community Land Trust that encompasses the first tier of our governance model addresses concerns with:

- site-wide management that is in communication with neighboring communities
- participatory representation from all housing association
- continuity and longevity of the community that is robust against initial phasing, population fluctuations, and changing needs

3.1 Property transfer and legal relationship with the land

We propose that the CLT will receive the legal transfer of ownership of the Hippodrome site from the City of Montreal, with at least two key conditions. The first condition would be to hold the land in trust with explicit social objectives, including delivering social housing. The second would be to involve the city as a key actor in the development and maintenance of the site. This would be achieved by allocating spots on the CLT board for elected officials and administrators from the City of Montreal. As such, the conditions of sale of the property would be highly favorable to reducing costs and could take place outside of the market context. The CLT would be responsible for ensuring the site's compliance according to the conditions of property transfer, as well as the legal allowances and limitations of a land trust within Québec statutes.

An ongoing precedent that supports this approach in Montreal is the transfer of municipally-owned land in Ahuntsic, Site Louvain Est, to a social utility trust (*fiducie d'utilité sociale)* that is being developed in partnership between the City of Montreal and the local table de quartier with the objective of creating an eco-quartier with over 800 affordable units.

3.2 Board and governance

The community land trust will be steered by a board of directors representing site residents, the city, and relevant organizations. Residents will be represented by delegates from the general assembly, which in turn is elected by the lower tier of housing associations. The details of the general assembly's role is detailed in Section 4.0.

The CLT board of directors is guided by the work of several departments. These may include the Société de développement communautaire et commercial (SDCC), teams that supervise site-wide building and land maintenance, a finance team, or a committee for community life. These departments are accountable to the board, and the board is accountable to the general assembly. Two-thirds of board directors will be elected during an annual general assembly. External groups will be represented through appointed delegates, with the city appointing two board directors, and the remaining three representing appointees from the Table de Quartier de

Côte-des-Neiges and other relevant community associations.

3.3 Constitution

The Hippodrome CLT will govern the site following a set of principles and procedures outlined in a constitution that will be created, recreated, and amended by the general assembly and adopted by the CLT board. Since the hippodrome project is of such a large scale and includes a variety of types of housing tenureship, as the CLT grows it could potentially become more difficult to manage developing and managing affordable housing as well as community organizing. Certain articles will be included in the constitution to protect the principles of the CLT, which will be developed by the residents. The constitution for the site should cover the following elements:

- A mandate which commits the CLT to developing and maintaining the land affordable and decommodified in perpetuity and in keeping with the emphyteutic lease contract signed between the CLT and the City of Montreal
- Specification of commitments to the City of Montreal (e.g. tenure of land) and to the CDC Côte-des-Neiges
- Procedure for electing members to the general assembly and the board
- Composition of general assembly and board
- Procedure for adopting a budget and creating administrative bodies of the CLT
- Procedure for creating local bylaws

- Specification of what associations may develop sub-leased properties on the site and their respective financial and legal obligations to the CLT
- Specification of standards of organization and resident engagement expected of housing associations that are part of the CLT
- Specification of standing committees (Development, Finance, and Community Life) and procedure for selecting members democratically to participate in them
- Procedure for creating ad-hoc committees

3.4 Cross-subsidy model

Pursuant to its commitments to maintaining affordability, striving for business sustainability, and realizing economic justice, the Hippodrome CLT will generate, distribute, and manage resources following a cross-subsidy model. This means that the CLT will engage in financially profitable activities on the site to reinvest these profits into achieving social objectives, such as supporting affordable housing, subsidizing activities for low-income groups, and incubating businesses led by local residents. The main profitable activities that we propose are the operation of decommodified market-rate rental housing (up to 20% of total housing units) and leasing of up to 70% of commercial floor area at market rate. Revenues from these activities would be used to fund community activities operated by the administrative bodies of the CLT and to reduce the rate of financial transfer required from housing associations on the site with a social mission.

This follows the portfolio or "cross-subsidy" approach applied by the Vancouver CLT, which ensures its portfolio of co-operative and rental housing includes some rental near market value in order to reduce the cost of other units in the portfolio and to secure greater affordability for its members.

Other large housing organizations sell non-residential spaces at the beginning of the project to generate equity that can fund development. However, management of commercial spaces and leasing requires specific skills. In the case of Louvain Est in Montréal, there is a plan to sell 14 000 sq ft of non-residential space, which can also accommodate services such as kindergartens, schools, commercial spaces, etc. This could be a possible avenue for the Hippodrome site that would require a right of first refusal to be given to the CLT. Additionally, some spaces would remain under the management of the CLT to ensure the preservation of established community values and affordability.

3.5 Administrative bodies

As mentioned, the CLT will have the ability and requirement to hire staff to operate housing, maintain common areas, manage assets, deliver services, and pursue social objectives. Existing examples of large CLTs, such as the Vancouver CLT and Vermont's Champlain Housing Trust, have management teams of around 10 staff, including real estate professionals, project managers, and community planners. We propose a management staff of around the same size for the Hippodrome CLT, which is directed by an executive director, also hired by the CLT board. Other non-management staff may be hired to operate specific projects and programs.

The four administrative departments that we propose are the following:

- **Finance and development**: Will manage cash flows, investments, and new developments on the site.
- **Buildings and land maintenance**: Will take charge of managing common areas directly operated by the CLT, such as the flex space and plaza. This department will also manage and maintain buildings directly operated by the CLT if there are any (for example, market-rental buildings) and potentially offer building maintenance as a service for a fee to other housing associations that operate on the site.
- **Development:** This department manages construction and planning, guided by a consortium of expert groups
- **Société de développement communautaire et commercial (SDCC):** Entity in charge of managing commercial and community activities in the community.

3.6 Development consortia

The development process will be guided by a team of social economy experts and will be crucial particularly in the early phases of the Hippodrome site project. The initial CLT board, formed of community representatives and city officials, along with their hired executive director, will initiate a competitive bidding process between different social economy development consortia to determine which group should develop the site. A consortium should be headed by an established, credible public or social economy entity with experience developing at large scales. Potential candidates to head a consortium would be the Société d'habitation et de développement de Montréal (SHDM), and the Société de développement Angus. These groups would associate with other social economy groups to provide equity, expertise on community development and financing guidance to the project. An example consortium would be headed by the SHDM, with HAPOPEX, SOLIDES, and Inter-loge providing equity, FECHIMM and Groupe CDH providing community development expertise, and the Caisse d'économie solidaire providing financing.

The size and composition of the development consortia will change with the needs of the Hippodrome site and will likely be consulted less as the site nears construction completion. However many relationships will be ongoing and will support the CLT board with the expert skill and guidance necessary to ensure the site's longevity and success.

3.7 Société de développement communautaire et commercial

The SDCC plays the important roles of realizing social infrastructure programs to pursue community development goals and of managing commercial activities on the site. Through the CLT board, the local table de quartier (CDC Côte-des-Neiges) would be involved in tandem with representatives of Hippodrome housing associations with determining the need for social programs on the site.

These programs can be funded variously through partnerships with the City of Montreal, the local borough of CDN-NDG, and other non-profit organizations. Additionally, other sources of government funding and revenue collected by the SDCC through commercial leases could also be used to financially support these activities.

The SDCC will also coordinate all commercial activities on the site. It is important that a single entity be in charge of managing and leasing out commercial spaces on the site to maximize commercial activity and profitability, maximize alignment with the CLT board's vision for the site, and balance these two objectives. In leasing out the majority of commercial space at market rate to business tenants (e.g. Tim Hortons, Jean Coutu, etc.), the SDCC will be able to generate profits that subsidize rents for social housing associations and their members, and subsidize social activities.
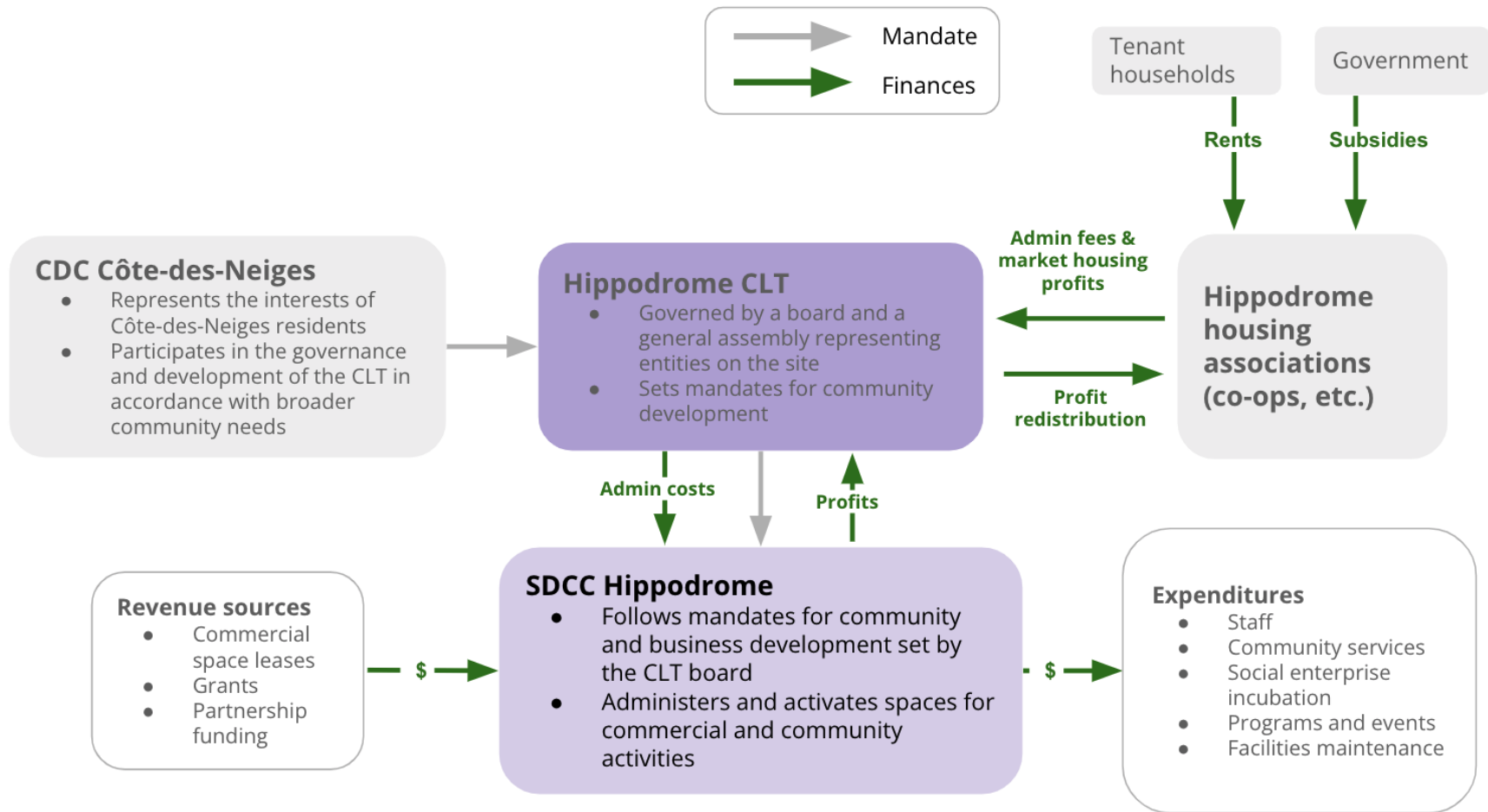
Figure 2. SDCC governance model.

3.8 Phasing

The CLT is an essential tool to manage the phasing of the Hippodrome project. It will help the site and its residents adjust effectively to fluctuating populations, changing stock of different housing associations, construction of new buildings over time, and overall growth of the community. It will also stabilize and guide growth of the site by working with GRTs and other organizations with non-profit development experience.

The phasing of CLT governance during the development process can be broken down into three distinct phases: pre-construction and planning (years 0-5); construction (years 6-19); and completion (year 20 onward).

The pre-construction and planning phase is marked by full management of the CLT by a board assembled from city officials and community representatives from the CDC Côte-des-Neiges. This board is tasked with hiring an executive director, who in turn will hire the CLT's full complement of employees operating the SDCC and the development, maintenance, and finance teams.

The construction phase is characterized by the construction of housing associations and related buildings. As buildings begin to go up, the groundwork will also be laid for democratic site governance. When buildings are handed over to housing associations for operation and co-ops are formed, they will elect their respective boards and the first nominations and elections to the general assembly will take place, with seats being filled gradually, with each 100 new residents adding a seat to the assembly. At the same time, assembly members will begin to select CLT board members from among themselves, slowly replacing city officials and community representatives on the board until residents comprise two thirds of the board.

The completion phase marks the initiation of regular site governance, conforming to the model established in this report. The CLT board will be composed of ten residents, three community representatives, and two city officials. The general assembly will be filled, with all housing associations proportionally represented. All housing associations should be operating normally with their own governance procedures established and internal committees selected.

3.9 Case studies

Société de développement Angus. This non-profit organization has its origins in the development of Technopôle Angus on former CP property in the East of Montreal. The organization is run by an elected board of directors and leverages objectives including urban revitalization, sustainability, social economy, and innovation to engage additional partners and funding sources. The SDA also recently created a land trust (fiducie foncière Angus) to hold land for the Technopôle. The SDA's real estate development activities are now expanding to other properties, including Carré Saint-Laurent in Downtown.

The Hippodrome CLT will build on the demonstrated success of combining a social-enterprise driven non-profit with a land trust to create a model of governance that promotes growth, reproducibility, and the achievement of social objectives.

Parkdale Neighborhood Land Trust. An example of a CLT model in action is the Parkdale Neighborhood Land Trust (PNLT), in Toronto. The CLT was created to protect affordable housing commercial units from gentrification, by local residents and agencies seeking to protect the social, cultural and economic diversity of Parkdale. Through the community land trust model, PNLT owns land and assures it is used to meet the needs of the community by leasing it to non-profit partners who can provide affordable housing, furnish spaces for social enterprises and non-profit organizations, and offer urban agriculture and open space[1]. The PNLT also promotes community participation in guiding how land is used to benefit the community and keep it affordable and diverse.
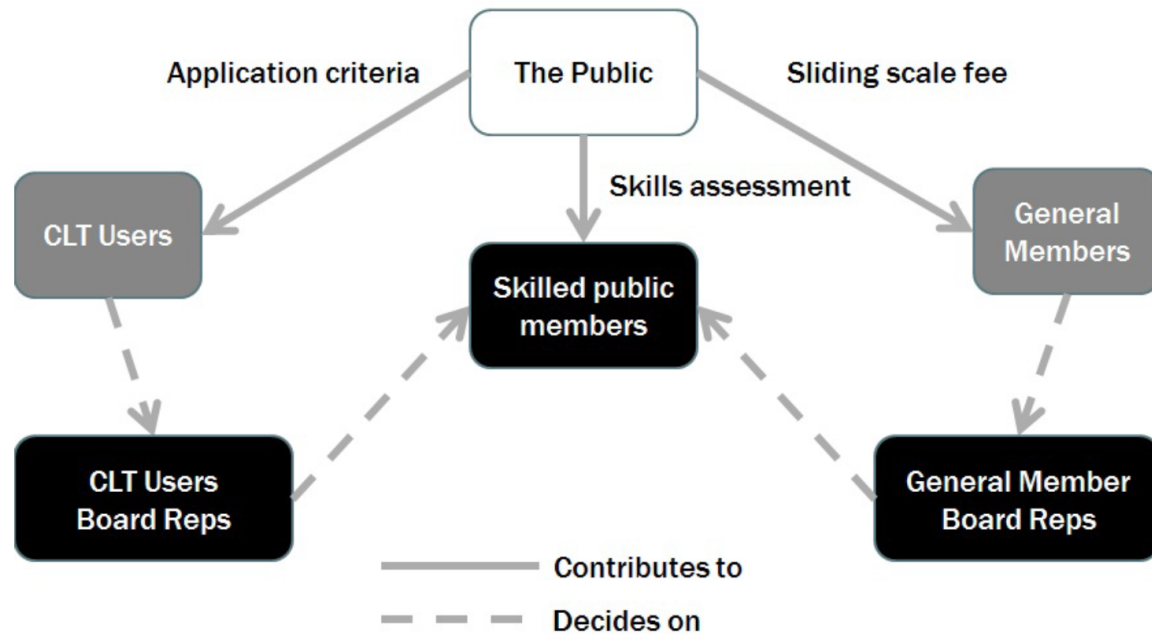

Figure 3.Parkdale CLT governance structure

[1] http://www.pnlt.ca/about/

Milton Park. The model for the Hippodrome CLT is directly inspired by the CLT Communauté Milton-Parc (CMP). The CMP manages land that is owned collectively and protected from speculation to serve community needs. On site, 22 different housing co-ops and non-profit organizations manage 133 buildings and 645 apartments. Board directors of the CMP are elected during the annual general meeting where each co-op and non-profit organization can send one person to represent them.

Each co-op self-governs and the CMP manages matters of collective concern such as property evaluations, insurance, land not managed by the co-ops, arbitration proceedings, etc. Property taxes and school taxes are invoiced to the CMP, and repaid by the co-ops based on the amount of land that each manages.
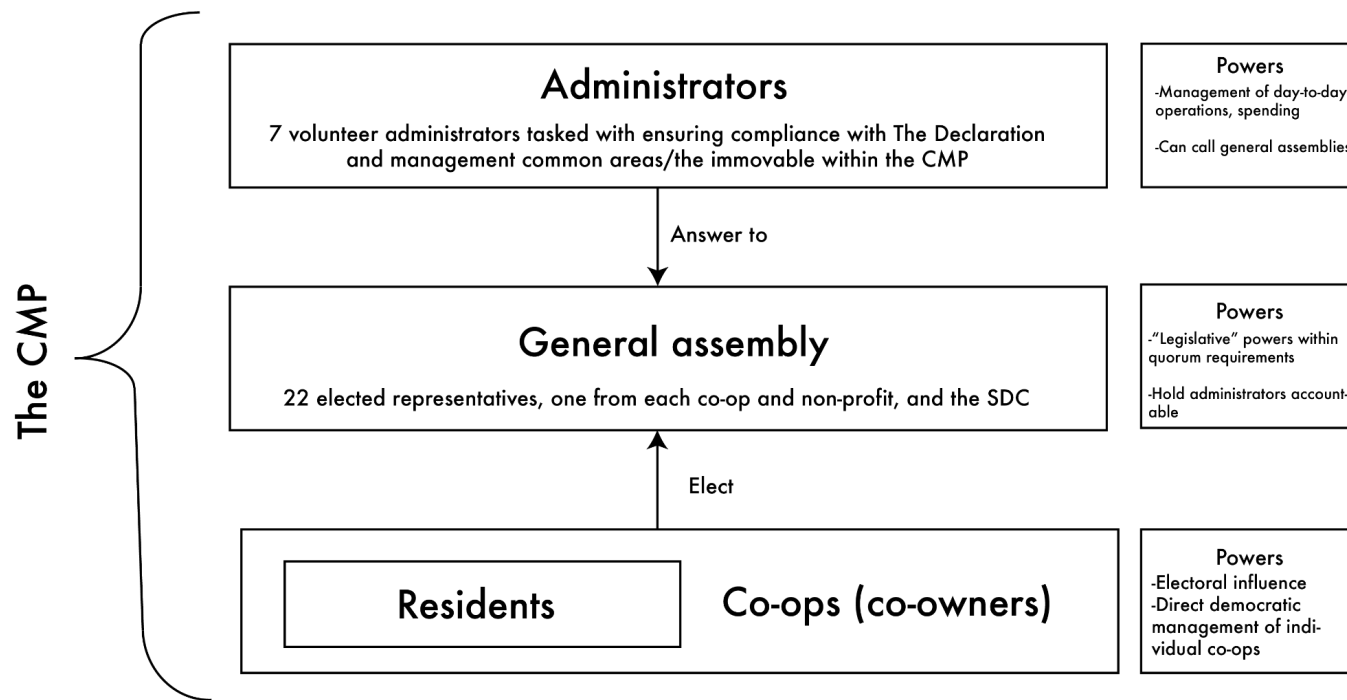

Figure 4. Milton Park CLT governance structure.

3.10 General challenges raised from the case studies review

Common critics of CLT and large housing associations is that their complex legal structures slow down the decision-making process. At the Milton Park community, the autonomy of the different cooperatives can create disparities in rents and other inequalities that affect residents. Also, the members do not always share the same interests, opinions and visions regarding the project as a whole.

Others argue that the CLT model leads to professionalization and eventually to the abandonment of community roots. Once the organization is large and can handle grant applications and administration tasks, many organizations find their goals totally transformed to meet the goals of their funders and their energy for grassroots organizing channeled into bureaucratic work.

Housing co-ops in general can also have their share of challenges. To function well, housing cooperatives largely count on the participation of residents in the management of their organization. This allows for a reduction in the economic and human costs associated with the management of the housing service. It can also be a source of tension, The Confédération Québécoise des cooperatives d'habitation (CQHC) has identified: the renewal of members, the lack of training of new occupants and the depletion of founding member as some of the greatest challenges co-op housing are generally facing.

4.0 Lower Tier: Hippodrome Housing Associations

While the CLT and its community development arm, the SDCC, will manage much of the large-scale governance and commercial decisions affecting the site as a whole, it remains necessary to provide structures for the management of collective living inside of the lower tier housing associations. This ensures the representation of resident interests in the management of their communities. Site management and community living decisions will be undertaken, at the lower tier, by elected or appointed boards empowered to manage the housing on their respective properties.

4.1 General assembly and board of directors

All residents will gather at least once a year for a general assembly, which consists of all the residents of a housing association. During the general assembly, the main orientations, goals, and regulations of the housing association are defined. The assembly will also have the following responsibilities:

- Elect directors and, if necessary, dismiss them
- Appoint the auditor
- Rule on the distribution of overpayments or surpluses
- Adopt and modify by-laws

Elected residents of each housing association will make up the board of directors, which will meet to make decisions

and manage the housing association while respecting the powers assigned to them by the assembly. The board of directors oversees the smooth running of the organization and reports on its administration to the general meeting.

The work of a board of directors is important as, it is expected to:

- administer the housing co-op or the non-profit organization in accordance with the law;
- develop sound management practices;
- listen to its residents;
- set the tone for good relationships;
- stimulate the development of the community spirit;
- ensure the continuity of its work.

To share the workload and involve more residents in the democratic process, various committees will be organized. Since it is a power of administration, the board of directors will form the committees. The board must ensure that the responsibilities are well defined and that members have all the necessary tools to fulfill their mandate. Two kinds of committees are set up: permanent committees and ad hoc committees. Permanent committees manage activities such as finance, while ad-hoc committees can be organized to address individual issues, and are disbanded once the problem in question has been resolved.

Three permanent committees at minimum should be created:

- **Community life**: This committee is a resident analogue to the SDCC.
- **Building and land maintenance:** This committee is a resident analogue to the CLT-level committee of the same name and ensures a direct link to the CLT

board to address urgent building and land issues such as major repairs.
- **Finance**: This committee is a resident analogue to the CLT-level Finance committee and will represent immediate resident interests related to financial management, and fair allocation of funding on the site.

4.2 Community Life

The large scale of this project makes it important to consider community control and how to cultivate strong involvement and leadership that will propagate social enterprise and affordability in perpetuity. To achieve this, it is important that the CLT will play a facilitative role rather than that of a developer, a role which will be adopted by the development consortium. This proved to be successful in the case of Parkdale and the Hamilton CLT, both ensured a co-led participatory process and worked closely with resident groups, housing developers, and other organizations. A CLT's facilitatory role and its correlation to successful community control is echoed in Le's (2021) thesis that addresses how to better ensure community involvement and leadership long-term. Le (2021) notes that community development should be ongoing, go beyond representation in the governing board, include a diversity of residents, and to lower as many barriers to entry as possible. There will be a community life committee whose sole responsibility will be to actively engage residents of the site. The objectives of this committee will be to build residents' capacities and provide them with opportunities

to influence change. One program will involve youth to invest in the future stewards and leaders of the site, and engage them in planning processes, community projects, and the CLT board.

4.3 Governance of different housing associations

Lower tier governance on the site will be undertaken based on five different models, or housing associations. Each has a distinct structure (or potential set of structures) organizing its relationship with its residents, and its relationship with the CLT. This variety of arrangements allows for a diversity of lifestyles on the site, with different levels of involvement in day-to-day governance, though all of them are proportionally represented in the upper-tier CLT assembly.

Social housing. Social housing on the site will be managed by the Office municipal d'habitation de Montréal, under the same rules as it manages its other housing developments. This means that tenants of OMHM-operated social housing will form tenant associations for the management of various aspects of community life, including common room management, resident selection, and an advisory committee of tenants tasked with assessing resident needs and reporting back to the OMHM. Existing OMHM subsidy programs will fund community activities in social housing units, and provide opportunities for neighbors to form bonds.

Rental non-profit housing. Non-profit housing can broadly be organized into non-supportive and supportive nonprofit housing. Non-supportive options will be administered by partner organizations wishing to provide affordable housing options to their membership or community. The CLT will undertake efforts to reach out to community organizations in Montreal responsible for affordable housing and community services. These nonprofits could include the YWCA, HAPOPEX, l'Abri en ville, Habitations communautaires de Côte-des-Neiges, and ROMEL, among others. Supportive housing will include care homes for seniors and people with disabilities. These associations will incorporate lower tier democratic governance to varying extents based on their residents' interest in participating in democratic life. For example, a non-profit-run home for seniors living independently may democratically elect a share of seats on its board empowered to manage its buildings, and may have a full complement of democratically-arranged committees for social activities, and to liaise with other housing associations. Other nonprofit housing arrangements where residents require more support may directly manage most or all dimensions of community life, employing professionals and specialists to sit on their boards, make decisions, and sit in the CLT assembly to represent the interest of their members. Supportive housing will comprise five percent of units on the site, approximately 300 units.

Rental co-operatives. Co-operatives will have the greatest flexibility in lower tier governance arrangements, as they will be allowed to self-organize and draft their own constituting documents. As such, rental co-operatives will democratically elect their own boards tasked with managing property and reporting back to the membership. They will also create as many or as few sub-committees for the management of activities as they wish. These sub-committees should include at minimum a finance committee, a selection committee, and a maintenance committee. It will also be strongly recommended that arbitration and conflict resolution structures be adopted by each rental co-operative, either functioning through the co-op board, or through a committee arranged for this specific purpose. Lower-level arbitration structures will adjudicate conflicts between residents within the same co-operative. For example, if two groups of residents within *Co-op A* disagree about the usage of a common room on their floor, or wish to resolve a noise complaint within their building, they may appeal to their co-operative for arbitration. If residents of *Co-op A* and residents of *Co-op B* disagree about the allocation of common space for activities, this conflict will need to be resolved by upper-level arbitration structures (at the level of the CLT) that are delineated in Section 5.0. Beyond these recommendations, the rental co-operatives will function entirely based on their own constitutions, with the management of all property within their buildings' footprints within their purview, and all common property being administered by the CLT.

Limited equity cooperatives. Limited equity co-operative housing will be governed through the same basic structures as the rental co-operatives. Direct democratic elections will select a board which will determine committee assignments. As is the case with other co-operatives on the site, the LEC co-operative board will manage property on the site, and will be available to arbitrate conflicts between coop co-owners at the lower level.

The main caveat for this housing association is that contrary to the rental co-operatives, of which there will be multiple with differing structures and committees, there will be a single limited-equity cooperative formed to manage all LEC housing on the site, allowing for a uniformity of management of non-rental property on the site, and simpler governance. This co-op can also be scaled up as new phases of the project are completed, simplifying the expansion of LEC housing on the site.

Market rental. The governance of market rental units is straightforward. Tenants of these units pay their rent directly to the CLT, which acts as their landlord. As such, the CLT manages the property and is responsible for repairs, rent collection, and responding to tenant complaints. While they will not be part of a lower-tier governance structure, market rental residents will nonetheless be represented in the CLT assembly, proportional to their share of units in the CLT. As they are part of the trust they can fully participate in community and democratic life, and organize, participate in, and benefit from all upper-tier activities.

Communauté Milton-Parc. The CMP is likely the most relevant example of the application of a tiered governance system organizing co-ops and nonprofits into a land trust model. While the CMP ties the various resident groups together, much of community life occurs at the level of individual co-ops and nonprofits, with each of them self-governing, according to their rules, under the principles of direct democracy, self-management, and volunteerism. As such, residents volunteer their time, serving on committees working towards the upkeep of the co-op, and the development of its community. Co-ops also organize their own conflict resolution structures, as is suggested for the Namur-Hippodrome site, with the CMP serving as an upper-tier arbitrator.

Vancouver Community Land Trust. The Vancouver Community Land Trust applies a similar upper tier-lower tier model to the one that we propose here, with the trust serving as the upper-tier, and, in the case of their most recent development, a group of housing associations including the Fraserview Housing Cooperative (co-operative rental), the Tivka Housing Society (affordable housing nonprofit), and the Sanford Housing Society (nonprofit supportive housing) serving as the lower-tier. The lower-tier housing associations boards decide on co-op rules and collaborate with the CLT in budgeting and managing costs. Other aspects of governance are managed by resident committees. In the case of the Fraserview Housing Cooperative, committees were formed for parking, safety,

gardening, BBQ, courtyard management, social activities, recycling, and membership. This allows residents to participate in governance, while allowing for the management of major financial decisions by an elected board, and by the CLT.

5.0 Interactions Between the Upper and Lower Tier

Interactions between the CLT and the lower tier of governance encompass the rights and responsibilities that flow from the CLT towards the housing associations and vice versa. The CLT acts as the overarching governance entity that is responsible for the whole site and acts as a centralized decision-maker. Not only does the CLT create cohesion with the other governance bodies, but it also guides the Hippodrome site in creating a cohesive community. This type of governance organization was successful in the case of the Benny Farm Collective, which engaged residents and other community members in social activities to promote good neighbor relationships. The CLT on the Hippodrome site will similarly provide democratic governance, vision, conviviality, and reflect shared values of residents and other members of the community assisted by the constitution. It will organize local activities and social exchanges between different housing associations as well as with external members. The CLT will also coordinate important programming and services for residents through the SDCC and the table de quartier. It also offers the benefit of scale and therefore can be more cost-effective and efficient than smaller housing providers. It will streamline asset management and development planning, implementing and funding, preventative maintenance, infrastructure renewal, management of home appliances, reserve funding and emergency systems that help stabilize housing costs and management of green spaces.

5.1 Responsibilities of the CLT towards the lower tier

The CLT has an important obligation to housing associations and residents as a mediator of conflict. The Hippodrome site will proudly host a large socially mixed community. However, in any context with many people living together there are bound to be conflicts and a large variety of social mix may complicate things further as people from different experiences, backgrounds, and interests come together to live in the same space. The CLT will provide mediation services for residents in the form of an ombudsman. Conflicts will first be addressed by housing associations, and remaining issues will be brought to the CLT for further action. Issues will be addressed using a protocol fixed in the constitution, involving an ombudsperson or ombuds committee that is hired by the CLT but serves the community at the resident level. In this way, the CLT will support the cohabitation of many different groups and encourage a sense of community through fair conflict resolution.

5.2 Responsibilities of the lower tier towards the CLT

The responsibilities of the housing associations towards the CLT will differ based on tenure type. Each housing association will have representation on the CLT board through participation in the general assembly. Housing associations will be represented in the CLT assembly by delegates, either elected or selected. One delegate will be chosen for each 100 dwellings, for an assembly of 60

members. For example, the board of a co-op of 200 dwellings would select two members of the board to represent the co-op as delegates. A large co-op, such as the limited equity co-operative, could have over a thousand dwellings, and select more than ten of its board members as delegates to the assembly. As they will not incorporate boards in their structure, the market rental residents and social housing residents will choose their share of delegates through a general election. The selection or election model is flexible for supportive housing non-profits, based on the interest of residents in directly participating in democratic management.

The CLT and the lower tier of governance are also connected through finances, and the financial flow of resources will be both from the CLT to housing associations and vice versa. The lower-tier will be responsible towards the CLT financially in the form of membership fees, cooperative fees, or whole rental amounts in the case of decommodified market rate rental units. Membership fees will be based on the type of housing, size of the building, and number of dwellings; these will contribute to part of the CLT's budget. Social and affordable housing residents will pay a minimal one-time base membership fee, and these housing associations will receive financial support from the CLT that is sourced from its profitable activities.

6.0 Conclusion and Next Steps

The proposed governance structure in this report represents only one possible conceptualization of governance on the Hippodrome site. The models produced are intended to be flexible and responsive to the changing needs of site residents as well as shifting contexts outside of the neighborhood. At this stage, we will continue to communicate with other groups to further determine how governance on the Hippodrome site can promote deep affordability, collaboration, and self-determination of residents. Some topics that we will continue to explore are questions of social mixity and mediation, as well as issues of longevity and replicability of the site in other communities around Montreal. We also aim to develop a framework for governance that includes the principles and objectives of Land Back, and grapples with the inherent compatibility of Indigenous land rights within a settler colonial property project.

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