
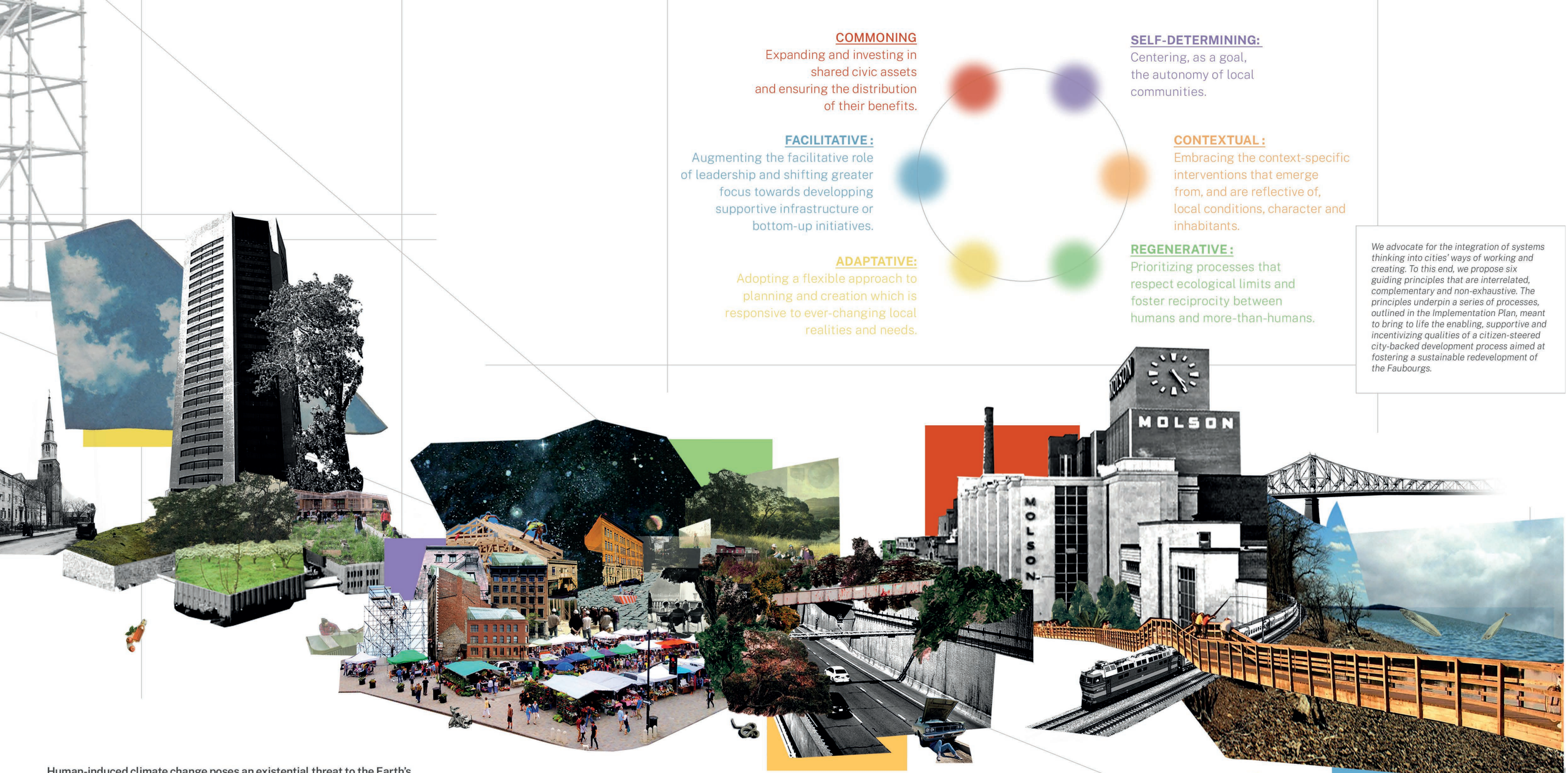


FUTURS POSSIBLES



The following document was submitted to the 2021 C40 Students Reinventing Cities competition concerning the Faubourgs district in Montreal, Canada. The competition called for innovative approaches for designing sustainable and inclusive cities. This particular edition addressed the ecological transition of a post-industrial neighbourhood complemented by the reinforcement of its heritage and architectural identity, pleasant and environmentally-friendly living spaces and the reduction of greenhouse gas emissions.

The Futurs Possibles proposal is intentionally provocative. Going beyond the scope of the competition, it is experimental both in form and in content as it advocates for a radical shift, not only in the ways in which we design cities, but in the ways in which we conceive these designs. It is thus simultaneously a critique and a constructive starting point for addressing the persisting systemic and structural frameworks that push us further into climate and social crises.



COMMONING
Expanding and investing in shared civic assets and ensuring the distribution of their benefits.

FACILITATIVE:
Augmenting the facilitative role of leadership and shifting greater focus towards developing supportive infrastructure or bottom-up initiatives.

ADAPTATIVE:
Adopting a flexible approach to planning and creation which is responsive to ever-changing local realities and needs.

SELF-DETERMINING:
Centering, as a goal, the autonomy of local communities.

CONTEXTUAL:
Embracing the context-specific interventions that emerge from, and are reflective of, local conditions, character and inhabitants.

REGENERATIVE:
Prioritizing processes that respect ecological limits and foster reciprocity between humans and more-than-humans.

We advocate for the integration of systems thinking into cities' ways of working and creating. To this end, we propose six guiding principles that are interrelated, complementary and non-exhaustive. The principles underpin a series of processes, outlined in the Implementation Plan, meant to bring to life the enabling, supportive and incentivizing qualities of a citizen-steered city-backed development process aimed at fostering a sustainable redevelopment of the Faubourgs.

Human-induced climate change poses an existential threat to the Earth's biosphere and human society as we know it today. This crisis is not limited to the degradation of natural landscapes but has, and will continue to have, social, geopolitical and economic consequences. The severity of this complex problem forces us to go beyond the assumption of techno-salvation and reconsider the broader systems, cultures and practices that have led us to this eleventh-hour situation.

Complex problems lie diffused across systems, arising from the dynamic interplay of their myriad components. These interactions generate unique, ever-mutating outcomes which make for entangled, contextual and ever-changing conditions. Simply put, the siloed and static perspectives of centralized, top-down approaches cannot properly address or adapt to these issues in meaningful ways. In ecology, resilient systems that can withstand major disturbances, instability and change are distributed and decentralized, collaborative and duplicative. The persistent failure of our finance-driven economy to solve problems which have no simple, profitable solution — such as social and environmental issues — demonstrates well how nonattendance to the structural dimensions of a problem leads to its indefinite perpetuation. Complexity challenges us to reconceptualize both the world and how we respond to it. In doing so, it is crucial that we reevaluate our future-making practices, such as urban development. The challenges we face in the 21st century will impose drastic disturbance to systems everywhere: it is therefore vital that we make this shift toward systemic resilience.

We advocate that systems thinking is essential for any meaningful attempt at sustainability. In recognizing our cities and broader environment as complex systems, we are confronted not only with a drastic reconfiguration of ambitions but also a pressing need to develop new organizational models that can turn systems thinking into systems doing. In other words, we will not be able to create carbon-free cities without first changing how we create: no meaningful change can come without this fundamental reorientation in thinking and approach.

Our goal with this proposal is to show how a city that has embraced this shift might look, feel, and function. Such a shift asks that we not design solutions directly, but rather **design conditions that enable the people embedded in the issues to enact their own solutions.** Addressing urban planning from the bottom-up rather than from the top-down has the potential to enable the type of flexible, adaptive, diverse, creative and contextual interventions needed to produce environmentally and socially just cities that will prove resilient in the face of crisis.

With this bottom-up approach to urban planning, we cannot possibly predict what diverse and unique people will want, need, create, change, say, or do, so rather than offering a planning proposal, finalized renderings, or a definitive action plan, we present to you... Futurs Possibles.

FUTURS POSSIBLES

LES FAUBOURGS, MONTRÉAL

ACTION PLAN

Our goal with this proposal is to show how an urban development project founded in systems thinking might unfold. We propose a framework meant to enable and support the people the people of Centre-Sud and the Faubourgs to enact their own ideas and solutions.

Current approaches to urban development favor visionary master plans produced by institutions and private interests. In this model, citizen participation is restricted to the narrow channels of public consultations which, while demonstrative of good will, rarely change the pre-established wishes of those managing the development in question. Communities do not lack ideas nor motivation to shape their environments, but grassroots efforts face structural constraints. The autonomy of residents rarely comes before the opinions of experts, and access to resources is limited to those with money or credentials.

What does citizen autonomy have to do with sustainability? Simply put, top-down planning is not suited to address problems of complexity. Siloed, centralized, top-down, finance-driven future-making practices risk making cities more vulnerable, unequal, extractive and polluting. Moreover, top-down planning ignores the role and potential of affect as a driver of human motivation. Affect is how the world moves us to act — we respond to what affects us. Those directly embedded in an issue are therefore poised to tackle it in original ways that differ from those relying on abstract reasoning or rational analysis. The contextual, ethical decision-making evoked by care and affect generates wisdom and motivation ideal for a systems-oriented response.

Centre-Sud is characterized by the consequences of large developments between the 1950s and 1980s. The construction of the original Maison Radio-Canada and the Ville-Marie Expressway led to the displacement of thousands of families and large swaths of the working-class neighbourhood, dismantling the social fabric of the area. Rectifying the damages done by previous administrations cannot be accomplished by perpetuating the same attitudes towards development that envision land as a tabula rasa awaiting renewal. Upholding and strengthening the existing social and built environment — aiming to reinforce rather than replace — is imperative to maintaining and expanding the city's resilience. It has been observed time and time again that robust social structures and cultures of solidarity contribute to a community's resilience in the face of an environmental and economic crisis. The Faubourg's redevelopment, situated within Centre-Sud's active and engaged community, is an opportunity to actualize this potential.

What is needed is a fundamental shift in the goal, role, and toolkit of those concerned with future-making. This includes the designer, the planner, the leader, and the expert, who must embrace the fact that what is missing is the embodied expertise of a distributed network of actors rooted in the specific matters at hand... that is to say, everyday people. With the pressing goals of reducing carbon emissions and ensuring quality of life for locals, our approach to urban development is to employ support and guidance structures for those grounded in the neighbourhood. Support is incorporated through a series of processes for commoning the land, establishing community networks, and providing economic support structures to motivated local actors. Along those lines, we believe stable housing, freed time, and social wellbeing are essential for activating the agency of the masses, and the benchmarks of any successful society - without them, what is the urban planner planning for? Guidance is incorporated through programs supportive of experimental initiatives which will be crucial in our transition to more ecological ways of being. Our proposal aims to reach beyond tokenistic gestures by creating conditions that not only incentivize but truly enable environmental and social sustainability.

The following stories demonstrate possible development responses to the framework we propose. They include a variety of potential interventions which are based on concerns and ideas from the consultations of the PPU des Faubourgs and case studies of innovative urban development around the globe which address the climate crisis.

Narrative : Given the compounding and interrelated effects that systemic interventions set in motion, we chose to animate the futures made possible by our proposal with narrative. We feel this underutilized medium is uniquely poised to bring forth empathy, emotion, a variety of perspectives, and an imaginative process capable of zooming between micro and macro; past, present and future. The needs, desires, capacities and networks to be formed are of course unpredictable, so we use fiction to evoke possibilities. Our aim is to avoid being prescriptive or reductive while making these possible futures graspable enough to illustrate our proposal and inspire a felt reaction.

Technical boxes : Each box narrows in on a potential intervention to offer further background and clarity into its importance, logistics, and relevance to sustainability.

Colour marks : Colour marks scattered throughout the text invoke our 6 principles in accordance with the colours of the legend presented here. They demonstrate how these principles make their way into the community's actualized projects in these 'possible futures'.

6 PRINCIPLES

Six guiding principles based on systems thinking are weaved throughout the Futurs Possibles proposal. They have been fashioned for their meaningful ties to community wellbeing and environmental sustainability. Some of the important outcomes of these guides might look like:

- » Embracing the composite and dynamic nature of cities means moving away from outcome-oriented planning and instead, developing structures which are capable of **adjusting to changing needs and which ultimately prove more resilient in the long term.**
- » As complex issues are often characterized by unique and dynamic conditions, contextual interventions provide **solutions more pertinent to the knowledge and resources embedded in the issue.**
- » Bridging nature/culture divides and challenging a human-centered conception of value lead to more **responsible, accountable and even generous exchanges between humans and the earth.**
- » A more meaningful relationship with other beings and ecosystems means recognizing the importance of biodiversity.
- » Fostering initiatives built off of the understanding that humans are embedded within ecology, including agricultural projects and rewilding initiatives and indigenous knowledge, will aid in building **an informed culture of care and accountability towards land and the more-than-human.**
- » Properly recognizing the direct and indirect consequences of development, which is entangled in ecological processes and global chains, means **endorsing ethical responsibility in the way we extract resources, build and dispose of infrastructures.**
- » Less reliance on demolition and reconstruction minimizes waste and reliance on resource extraction.
- » Supporting the infrastructure for circular economies leads to education around repair, retrofitting, reuse and disrupts waste trajectories, thus **reducing consumption.**
- » Energy spent inefficiently in siloed bureaucratic processes can be saved by **empowering and centering local leadership.**
- » Recognizing, reinforcing and supporting existing social infrastructures leads to greater **resilience, community well-being and vibrancy.**
- » Fostering capacity and agency among local actors allows for development that is specific to the needs of the community, making for more **nuanced and appropriate provisioning and resilience.**
- » An approach to city management that directly involves those embedded in the issues results in more **motivated, engaged and committed actors.**
- » Self-led projects create a **deeper investment in long term outcomes.**

COMMONING :

Expanding and investing in shared civic assets and ensuring the distribution of their benefits.

SELF-DETERMINING:

Centering, as a goal, the autonomy of local communities.

CONTEXTUAL:

Embracing context-specific interventions that emerge from, and are reflective of, local conditions, character, and inhabitants.

ADAPTIVE:

Adopting a flexible approach to planning and creation which is responsive to ever-changing local realities and needs.

REGENERATIVE:

Prioritizing processes that respect ecological limits and foster reciprocity between humans and more than humans.

FACILITATIVE:

Augmenting the facilitative role of leadership and shifting greater focus to developing supportive infrastructure for bottom-up initiatives.

- » Localized self-production makes for **less reliance on long distance transportation, outsourced labour and industrially scaled manufacturing.**
- » **Experimental and innovative** bottom-up approaches to ecological transition, coupled with catalyzing structures and guidance, are more likely to persist and effectuate change.
- » Commoning of civic resources means **providing opportunities for the agency and wellbeing of those with limited financial means.**
- » Shared resources are used to meet needs and provide **fair and satisfying ways of life rather than being centered on efficiency or profit.** This makes for higher quality outputs by community members and a more comprehensive understanding of long-term consequences.
- » Collective management of resources (ie. land, energy, water, etc.) leads to more direct involvement and makes for more **mindful and informed usage.**
- » Less is more: fewer resources can meet the same amount of need when shared, which leads to **more efficient consumption patterns.**
- » De-commodification and decentralization lead to more **resilient systems able to withstand major disturbances, instability and change because of their distributed, collaborative and diverse approaches to issues.**

FUTURS POSSIBLES

Nicole

A young urban farmhand takes a rest amidst the vibrant green oasis of her coop in the Faubourgs Land Trust, reflecting on the events leading up to this point.



Nicole had nowhere to be and it felt wonderful. As she stretched out on the hammock someone had installed for the new arrival of warm weather, she sniffed the drifting scent of the first basil sprouts budding in the nearby greenhouse. As always, a faint hint of hops still lay in the background, a remnant of a previous era. She lit a cigarette and gazed down at the world, five stories below. It was a lush grove, with a small wooded area of young pioneer trees on its north side, coats of shrubs and wild grass glistening in the morning sun, a few fruit trees (apples, junberries, ...) and rows of seedbeds from which corn, peas, beans, squashes, and herbs, would sprout until the early winter. In the center of this grove stood the old Radio-Canada tower, reminding her that this green field had once been a barren tar roof. Converting it had been a phenomenal process that had involved virtually everyone from the Faubourgs Land Trust. Although the project had been simmering in people's mind for quite a while, it was finally given the green light when the City of Montreal announced they would be providing property tax cuts for landowners depending on the percentage of their property's vegetated surface. So now the green roof not only gave them food, beauty, shade in summer and the companionship of birds, field mice, hawks, snakes and butterflies but relieved an important financial burden from their shoulders. From her vantage point on the last floor of the Coop Pousses-Vertes unit, she spotted Sylvain, busy below installing the trellises upon which the sinewy fingers of pea vines would start stretching out in a few weeks' time.

ECOLOGICAL RESTORATION / REWILDING

Urban ecological restoration is gaining momentum worldwide, as more planners and designers aim to create infrastructure reducing heat islands, filtering and containing rain water, increasing biodiversity, lowering crime rates, bettering mental health, and reducing air and noise pollution. Pioneer species are generally resilient with rapid growth, and can lay the foundations for more mature ecosystems to come. Native North American pioneer species include birch, aspen, willow, fireweed (willowherb) and pin cherry are some examples. The habitat and food created by these species can be catalytic to the arrival of insects, birds and other fauna and flora, as well as the creation of fertile soil.

URBAN AGRICULTURE

The restoration of urban land can go hand in hand with the production of food. The benefits of urban agriculture are manifold: reducing city-dwellers' reliance on external sources of food production, reducing the carbon footprint of food (mostly generated through transportation), increasing knowledge and education on climate, soil regeneration, and other fundamental ecological processes.

INCENTIVE STRUCTURES FOR SUSTAINABLE DEVELOPMENT

According to the Implementation Plan, the City, along with the community, would put in place an incentive structure to encourage citizen-led projects that center ecological action. This structure could take the form of a series of grant programs, tax credits and loans, financed by the three levels of government as well as financial tools such as social impact bonds.

[1]

Nicole had always loved working with her hands in the earth. Although she'd grown up in Hochelaga, she had spent most of her summers as a child in the Laurentians. There, she helped her uncle tend his garden (reminding her, as he always did, that "green fingers are the extension of a verdant heart"), working as a farm hand and selling produce at the farmers markets on weekends. She later pursued a degree in biology but was left uninspired by the sterile labs in which they worked. Unhappy and exhausted, she began working in one of those new bakeries in the neighbourhood where a loaf costs 8\$ and a latte the same. Although her work days were long and her wage was far less than she would have made as a lab assistant, Nicole ended most days satisfied with the work her hands had done and the friendships she had built with her co-workers.

It was in 2025 that her world was turned upside down. She knew that the neighbourhood had been changing for some time –in some ways for the better, in others for the worse. While serious efforts had been made to plant more trees in the area and to create new public amenities, it was also becoming more and more difficult to live in the area. Of course, landlords were aware of its increasingly desirability, and acted accordingly. It seemed like now everyone had troubles with their "proprio": repossession, renovation and sometimes immediate evictions were increasingly heard of by friends and neighbours. She also saw the outcomes each day as she cycled to work. Houses she'd known since a child sometimes lay empty for several years before the bulldozers came. Sometimes they were individual houses, sometimes it was entire apartment blocks. Invariably, a few months later there stood in their place shiny new apartments or condos which neither she nor anyone from her circles of friends and family could ever afford. She sometimes wondered what ever happened to the old houses after they were reduced to rubble, where all that dust and brick was dumped... She also wondered how the trucks that came and went, the tons of new poured cement, the heavy new steel beams that hung from cranes all fit within the City's Plan Climat goals to be carbon neutral by 2050.

Then, her turn came. In December, she was advised that her landlord had sold her triplex and the new owners would contact her soon. Barely three weeks later, she found an eviction notice in the mail. Knowing she couldn't afford anything else in the neighbourhood, she looked to friends and family for help. It was her friend Dina who referred her to the [The Faubourg's Citizens Assembly \(FCA\)](#).

WASTE AND EMISSIONS OF NEW BUILDINGS

New buildings, even if they aim towards ecological certifications (such as LEED), have much heavier environmental footprints than renovated buildings. Even with a certification, a new building can take between 10 and 80 years to make up for the emissions produced by its construction and the embodied emissions of its materials. Renovations on the other hand can reduce the carbon emissions of new construction from 4% to 46%. 9 million tons of construction waste are sent to landfills each year in Canada, representing one third of all waste produced nationally.

[2] [3]

She was first very quiet at these meetings. There generally held 100 or so people, residents of Centre-Sud for the most part, with a healthy number of Centre-Sud workers, and a handful of invested citizens from adjacent neighbourhoods. There, she met Marcelle and Sylvain, two other gardening fanatics. They told her that they were developing a project proposal with a few other assembly members : a project that would integrate affordable rental units with a mission of developing urban agriculture on the site. She found herself at their next project meeting and quickly made friends with the other collaborators. Within two months, they had submitted a proposal to the CAIP – the Civic Asset Investment Program. Through the program they were able to develop the Coop’s governance structure,

run the technical analyses that were necessary to identify the structure on the site that would be the most apt to house the coop, develop the financing structure that would cover the renovations and operations over the next 30 years, and even develop tools to fundraise their first development costs.

As the CAIP did not subsidize the search for funding, nor the design, construction or operations of the Coop itself, the team of volunteers would have been quickly overwhelmed if it had not been for the Ecological Transition Income (ETI). This program, similar to the universal basic income, was new to Canada and was offered according to criteria of ecological benefits and democratic governance. As a result, any citizen involved in a project located on the Faubourgs site was eligible for the ETI, provided that this project had reached a level of structuring as favored by the CAIP and that it was deemed sustainable over the long term. This had been a way for the governments of Quebec and Canada to experiment with the introduction of a basic income, while ensuring that these citizen projects did not fall apart for lack of time or energy. The citizen’s will was evident in the four corners of the city, with projects such as the Milton-Parc Community, Batiment 7, the Louvain Est project and Canada Malting. The RTE was generally around \$ 1000 per month, depending on the nature of the project and the role of the beneficiary in the project. It wasn’t a full salary, of course, but in Nicole’s case, it had allowed her to significantly cut down on her hours at the bakery in order to get more involved in the project. Once the funds had started to flow, the Coop was able to hire two project managers to take care of daily tasks and keep track of development files.

Today she could wake up assured that her home wasn’t going anywhere. She could walk down to the restored Saint-Lawrence river bank to watch the geese return from their seasonal absence on what had long been barren concrete walls. Later in the summer, she would wade in the shallows among the crayfish and minnows and cool off from a hot day working the gardens.

Nicole sighed and stopped her day-dreaming. She had a coop assembly meeting at 11:00 and needed to prepare. Coop Mécanik – in charge of managing infrastructure and

innovation on the Faubourgs land trust – wanted to coordinate a workshop series on urban irrigation and its potential to reinforce riparian ecosystems. Nicole felt the idea was a good start to an ambitious concept and was excited by its potential. As she gathered her stuff, she made sure she had enough Piasses – a complementary currency designed by residents of the experimental rent-free living arrangement in the former Molson brewery – to buy herself a sandwich from Hugo, the tired old Provençal baker on the ground floor. Knowing what it stood for, Nicole was proud to use her hard-earned Piasses. Following yet another traumatic economic crisis caused by the reckless speculations of high finance in the mid-2020s, the currency was designed to keep wealth circulating within the local economy and remain resilient against global economic shocks. Fast forward a few years to when a succession of natural disasters decimated the global economy once more, and it became apparent just how lucky Montreal was to have built that alter-economy infrastructure in

THE FAUBOURG’S CITIZENS ASSEMBLY

The FCA serves the dual function of 1) ensuring the development of a coherent action plan for the community development of the site and 2) permeating the development process of a democratically robust functioning from the outset. In addition, the FCA promotes the creation of local networks, cooperation between neighbours and the proliferation of concrete projects between individuals whose passions intersect.

More information about the implementation of the Citizen’s Assembly can be found in the Implementation

ECOLOGICAL TRANSITION INCOME

A variable income to support an environmental or social activity, offering structural support adapted to all who wish to undergo an ecologically driven project. Similar to the universal basic income, the ETI is part of a democratic structure in the broadest sense, offering its recipients the time and freedom to build an ecological society from the bottom up. The ETI promotes long-term ownership of projects by community members by reducing external factors that can affect volunteer participation (ie. loss of income, increase in participants’ rents).

More information about the implementation of the ETI can be found in the Implementation Plan.

[4]

RESTORED RIPARIAN ZONE

A riparian zone refers to the transitional zone between a river and land. Healthy and intact riparian zones support a diversity of plant species, aquatic and terrestrial wildlife, and act as important natural biofilters, protecting aquatic environments from excessive sedimentation, polluted surface runoff, and erosion. Because of their prominent role in preserving biodiversity and ecological health, many receive national protection through public policy. They also contribute to social wellbeing by providing views, places to walk and run, recreational opportunities and places to for connect with local ecology, which is known to provide many health benefits.

CIVIC ASSET INVESTMENT PROGRAM

The CAIP gives citizens the resources they need to complete important projects and gives the City the assurance that the projects will have greater chances of being carried out and achieving their goals.

More information about the implementation of the Investment Program can be found in the Implementation Plan.

A FEDERATION OF CO-OPS

Housing and work cooperatives proliferate on the site. Some have a specific mandate related to the management of land held by the trust, such as food production, cultural engagements, infrastructure management, commerce or social services. All cooperatives belong to a local consultative body, which is headed by a board of directors made up of members of each cooperative. The work done by each benefits the co-op community and the neighbourhood as a whole. For example, food production is distributed to site residents and the surplus is sold through businesses owned by cooperatives.

COMPLEMENTARY CURRENCY

Any currency that is not a national currency. Currencies offer a way to measure, share, and enable all kinds of currents (such as goods, services, resources, knowledge, or participation). The word itself refers simply to the condition of flowing. Money is but one type of currency among many, from tokens, badges, and ratings to coupons, grades, votes and more. Currencies are used not only as a medium of exchange, but also as a unit of account, a store of value, or even as a token of status and worth. They signal approval or disapproval and coordinate action along those lines. Many also serve as records of events where an exchange of value has taken place.

DESIGNING FOR RESILIENCE

Resilience derives from decentralization and network redundancy, requiring that we design away from “single points of failure”; that is, any part of a system that, if it fails, will stop the entire system from working.

advance. The beloved currency had since inspired a panoply of spin-offs with ever-more distinct specifications. Nicole was a personal fan of the system that incentivized household energy reduction with rebates on the city's public transportation network, while she'd spoken with her uncle at length about the time-banking initiative that allowed him to trade hours spent caring for his elderly neighbors for babysitting hours for his two-year-old grandson. It seemed to her a long time coming that economics – supposedly concerned with coordinating action to meet people's needs, but for too long narrowly focused on increasing GDP – moved beyond its fixation on finance and got creative with its approach to facilitating human and ecological wellbeing.

She could feel the city around her shaking under the force of the development. From her view, she could spot the pockets of dust bowls that marked the frenetic activity below under the slow shadows of towering cranes. She then looked one last time at the land at the foot of her building. Below the new additions – the shrubs, the trees and vines – there still lay the same old structures that had housed such important parts of the city's history. These walls had never been taken down. Nicole thought about how people were just like plants: continuously change their home and they will wilt, but give them a little support and they thrive at their own pace.

Billy

A young professional takes a walk in her neighbourhood and is reminded of the role she had in its développement.



Billy isn't rushed, but she's been waiting to head down to the waterfront all day. She shuts off her computer, grabs her jacket and heads out the door. These evening walks home from work are her favourite part of the day. She usually zigzags through the public waterfront spaces, knowing she'll stumble upon some activity, or bump into a neighbour. As she gets closer to Rene-Levesque, Billy starts to hear the bustle. As usual, the market is packed. The open plaza surrounding it is one of her favourite spots. Watching the spontaneous, unpredictable ways in which it is used, she can't help but feel a small surge of pride. She, along with a slew of other Centre-Sud residents were, for the most part, responsible for the creation and design of the Faubourgs public waterfront.

So, of course, she knows the strip inside and out, but every time she passes through it she's surprised by the multitude of ways people adapt it and make it their own. Every year, the space morphs to better serve the needs of the public market, the activities of the Materials Reuse Center and the Food Center, of Value Collective and of the dozens of people that come down and spend their days here outside. Since the land actually *belongs* to these people, they constantly use it as they wish and as they know best. It shows: rarely is it ever empty, even in the winter. Today she decides to take the long route home so that she can take it all in, as she veers right and heads towards the western edge of the neighbourhood's waterfront.

As she arrives before a strip of greenery, humming with cicadas and crickets, Billy stops to stretch a bit. She twists her neck and shakes out her shoulders while and looks out at the ships on the river. She walks to the edge and sticks her feet in the cool water. From here she has a perfect view of the entire Faubourgs waterline. Billy thinks back to the initial plans that the real estate consortium had proposed: high-end condominiums lining the shore, built to house the young creative professionals and tech start-ups. A 'young creative professional' herself, Billy had friends and colleagues who had worked hard to afford high-end places of their own and who were enthusiastic about living in a neighbourhood like the one as usual in the renderings. She also remembers the concerns her neighbours brought forward during consultations— excessive building heights, an inaccessible waterfront, a decade of construction, and a shift in atmosphere that was untrue to the history and character of the existing neighbourhood. She agreed. Even back then, other neighbourhoods in Montreal were already being transformed by those kinds of speculative developments. Still, back then, she had been a bit passive;

she had simply assumed that the city and these real estate moguls would have final say over what her neighborhood would come to be. Now, standing in front of the multi-purpose, collectively-managed and entirely public waterfront strip, she remembers with relief the empowerment that came bit by bit to the community throughout the planning process.

Billy approaches the Food Center. She sees people scattered in the vegetable plots, tending and pruning, others are hanging out across the deck space while a tutorial is

EXPANDING THE URBAN COMMONS

The contemporary city is increasingly constricted by market mechanisms and state regulations as public space is commercialized and privatized. This type of space poses a variety of consequences including exclusion and segregation, as well as reduced resources for residents to meet their needs outside of commercial environments.

Shared space and resources are vital infrastructure for public health, safety and quality of life of residents – infrastructures that gather diverse people, provide shared resources, and build resilience within the community. More is needed than technical development to make cities safer and more resilient in the face of climate change: it will be important to expand shared spaces in the city, re-appreciate shared civic assets and recognize the present and future value of investing in collective benefit.

[5] [6]

LOCALIZED FOOD PRODUCTION, TRANSFORMATION AND DISTRIBUTION

Community-oriented food initiatives have the potential to counter the consequences of the contemporary globalized, corporatized and industrialized food industry. The eradication of biodiversity, an oil-based agricultural economy, the displacement and disempowerment of peasant farmers, the monopolization of seeds, and the dominance of a handful of global corporations over food-producing resources all make for issues of inequality, environmental destruction and widespread health issues.

Localized food sharing initiatives are able to provide education and engagement with the enviro-socio implications of consumption and agricultural production, ultimately minimizing indifference and empowering active systemic change. They have the capacity to revive the fundamental non-financial attributes of food including cultural significance, ties to healthy ecosystems, nutrition and health, etc. Finally, food-sharing initiatives have been recognized in their ability to strengthen relations in ways that facilitate mutual aid, solidarity and resilience.

PARTICIPATORY DEVELOPMENT PROCESS

If the goal of development is to make urban spaces which meet local needs and foster carbon reduction, governance culture and processes need to transform. The capacity for common governance structures led by political and administrative leadership to contextually and adaptively address these issues are severely limited. Siloed departments and bureaucratic processes make for problem-focused, short-sighted projects defined by their costs and timelines. Instead, shifting leadership roles and responsibilities toward local partnerships (community orgs., residents, businesses, property developers, etc.) in development processes has been proven to generate more efficient, resilient, inclusive and innovative projects. "...government can be most efficient at delivering value when structured primarily to facilitate the capacity of a community to drive and sustain its own shared value."

[7]

The transition to a citizen-led planning process meant that responsibility of implementing different programs in this space was transferred to community development organizations, businesses and neighbourhood partnerships. During the process, Billy connected with community groups she had never heard of and neighbours she had never met. She remembers the initial chaos of enthusiastic ideas that everyone brought to the table, and how the needs and expertises in the community had overlapped and finally woven together to create the landscape that lay before her. Very quickly, the members of the Faubourgs Citizen's Assembly saw for themselves the advantage of using the funds, which the City had to ensure they had the necessary resources to properly function, such as hiring a team of facilitators to make discussions and debates more efficient. Little by little, the needs and expertise of the community had woven together to create

the landscape. Billy saw for herself how centering community leadership in this type of development drastically changed the final product. Because they hadn't been tied down by bureaucratic and administrative processes, standardized protocols, rushed timelines, nor goals of under-budget delivery, the Faubourgs had slowly and iteratively come into itself over the years. With each new year and each new project, the place grew in value to all those involved.

THE PUBLIC MARKET

Public markets provide access to attractive selections of seasonal produce, specialty imports and artisanal goods. Unlike grocery stores, marketplaces create active public space and serve as gathering places for people from different ethnic, cultural, and socioeconomic communities. Appealing to locals and tourists alike, they also promote urban and rural connection and regional economic wellbeing by offering low-risk business opportunities to a diversity of small and local vendors.

SOCIAL BENEFITS OF URBAN ECOLOGY PROJECTS

Urban rewilding and agriculture programming holds great potential for environmental, and social benefit. Exposure to nature and biodiversity is known to increase physical health, physiological and psychological well-being. These initiatives make interactions with nature accessible to those normally excluded from outdoor 'escape and adventure' activities reserved to those with the free time and means necessary. These interactions can be crucial for education around biological processes and for a deeper understanding of our positioning within ecology — ultimately aiding the mitigation of our nature/culture divide. Projects emphasizing relationship to land naturally foster deeper curiosity and connection to stewardship, ecosystems and indigenous issues. Urban agriculture programs focused on both food production (and sometimes extending to medicinal practices and perennial or permaculture practices) gather communities around education on nutritional health, the implications of food production and consumption, traditional and varying growing and healing practices.

[10]

taking place in front of the food transformation hall. She spots Sirar, one of the regulars at the Food Center, who rents the hall for his traditional Lebanese food-making classes. Her stomach grumbles at the thought of his kibbeh.

Around the beginnings of the Faubourg redevelopment, the city of Montreal had implemented the Civic Asset Investment Program— meant to acknowledge and deploy the long-term value of funding the collective benefit of Montrealers. As a result, a team of facilitators were hired for the Faubourg redevelopment to create a cooperative process between residents, local community groups and professional developers, centering the collective needs of locals. After attending out of curiosity a promising first session, Billy ended up getting deeply involved.

BUILDING RESILIENCE WITH SOCIAL CAPITAL

The ability of a community to withstand and recover from disaster lies in the depth of the community's social capital. Social capital refers to the networks of relationships connecting people who live and work in a given area which enable its communities to effectively function. Studies show that places with robust social networks were more adept at coordinating aid efforts and the rebuilding of infrastructure in post-disaster settings, as these networks remained active after institutional networks failed.

[8]

INVESTING IN CIVIC ASSETS

Our cities are full of shared assets which we rely on to meet our needs, thrive as a society, and address the challenges of the 21st century. These assets are both tangible (ie. the earth systems that support us; land, air, water, trees, health resources etc.) and intangible (ie. data, relationships, predictive models, governance, etc.). Collective assets are often neglected because of their perceived lack in value. Infrastructure that is vital to public health, safety and resilience requires funding and support in order to function well and adapt to meet modern needs. A civic asset investment plan is an example of how we might prioritize deploying capital for shared civic benefit.

Research demonstrates how crucial the re-appreciation of shared assets will be in tackling the interrelated issues of climate change and inequity. A rhetoric of deficit, austerity, scarcity, self-interest and free market principles is no longer appropriate in the face of today's pressing challenges. The increased use of shared resources can and will generate collective benefits which must be recognized for a multidimensional form of value not limited to financial metrics.

[9]

Continuing her zig-zag, Billy winds up at the edge of the plaza surrounding the public market. The versatility of the space consistently brings unexpected encounters to life. Depending on the time of day, disparate social groups occupy the space: the roofed areas, the green sections, the bike paths, the benches and concrete surfaces. The plaza is also where you can witness the effects of the adjacent Maker Space/ Tool Library. Everyone makes use of the public infrastructure for their own purposes: art fairs, demonstrations, makeshift skateparks, chess games, picnics, workshops, film screenings. The making of the plaza itself had been a creative enterprise: the benches, the fences, the bodega, even the gravel and cobble stones under their feet were made with materials repurposed from renovations of the brewery and material recuperated from the old Champlain bridge, in partnership with the Jacques Cartier and Champlain Bridges Incorporated (JCCBI).

Billy continues strolling down the green path slowly making her way past the plaza. To her left she sees a daycare group playing and observing something in the grass of the Green Field. This project was set up by a local group to re-introduce a variety of native plant species and create some habitat along the edge of the neighbourhood and waterfront for animals. During the period of springtime rains, the field absorbs 1000 cubic feet of rainfall, decreasing the amount of runoff entering Montreal's vintage combined sewer system and decreasing the amount of toxic overflow into the Fleuve.

As she walks up this path, surrounded by the activities of her community, Billy also recalls the way gentrification, a looming affliction for Centre-Sud in the early stages, was appeased over time. The city had made its first use of the zonage localitif—an innovative legal tool crafted to hinder gentrification in the area surrounding the site. The aim was to offset the real estate interest that the project, being a magnet for economic interest, would attract to the greater

Centre-Sud neighbourhood in the form of conversions of rental units into co-properties. Legislative protections aside though, it became clear that a locally-directed development attracted new participants and investors who were drawn to the existing community's projects and visions. These were Montrealers from other neighbourhoods that cared about preserving the communal nature of the city's oldest neighbourhood, not real estate investors. These Montrealers bought up the large diversity of community bonds and other social investments products crafted through the scrappy ingenuity of the Faubourgs community's many projects. The Faubourgs redevelopment, as a whole, had managed to raise just above 15% of its development capital in this way. It was capital that came from Montrealers, benefitted Montrealers, and that would pay figurative and literal dividends to Montrealers for years to come. Rather than being defined by the density, shine, and allure of its built environment, the Faubourgs neighbourhood had become defined by its uses and the values defined by the people who lived and worked there.

This public strip did not appear unexpectedly one day out of a pile of rubble surrounded by fencing and billboard renderings. Residents had been involved in every step, had incrementally created the infrastructure that they dreamed up themselves. Every decision stemmed from an important value that a local had nurtured and brought forward during the planning process. And it meant that her neighbours were and continued to be invested in the space — they took care of it, adapted it, and assured its sustainability and success over time.

GENTRIFICATION MITIGATION MEASURES

In light of developments in municipal law, Quebec municipalities would have the opportunity to equip themselves with new regulatory tools to protect rental stock at affordable cost. These include: 1) The granting of processing permits conditional on the safeguarding of low-cost rental units. Conditional permits were used before the implementation of the 20/20/20 rule to integrate social and affordable housing into new construction. It is proposed here to impose conditional permits for transformational constructions ; 2) "Rental zoning", which would require the maintenance of rental tenure of any rental unit in the zone at the time of adoption of the by-law.

These measures are part of the Implementation Plan.

[11]

FINN & FLO

The paths of two strangers cross at Value Collective, where they are realizing their life projects.



It was -10 degrees when Finn moved into Value Collective — a cold day for March even by Montreal standards. He was joining the rent-free residence for six months to focus on his neglected screen printing practice, in hopes that the exploration might lead his career beyond its current impasse. Finn was a customer service agent at an industrial print shop. After years of working for someone else, he'd grown somewhat out of touch with his own sense of volition. It was pure luck that one of his regulars mentioned the residency program in the new Faubourgs district. Rachel was in for the third day in a row, this time with test prints for a subcultural publication she was designing pro-bono. Hands shaking from one too many coffees, she seemed a bit overtaxed, and Finn told her as much. That's when she said she was considering applying to Value Collective. Faced with his blank expression, she offered a brief explanation that made little sense to him but did manage to pique his interest: "It's a bit like an incubator, only not as corporate. Less about developing businesses, more about getting people working on the things they care about. Apparently it's easier to get into if you apply with others. So, you in?" she'd joked.

VALUE COLLECTIVE

A proposed institution to support autonomously-motivated people whose work is not profit-oriented but which nevertheless generates valuable outcomes for community, society and the environment. Without any one paying client, work of this nature either cannot or should not be facilitated by capitalism, thus requiring alternative economic arrangements to thrive. Instead of funding individual lifestyles, Value Collective meets the basic needs of a rotating cohort of residents directly. In doing so, the rent-free live-work arrangement makes space for experimentation while lowering the stakes associated with subsidizing yet-undefined jobs and workflows. This program, which also comes with access to tools and resources, can act as a complement to an Ecological Transition Income by serving to "prototype" new forms of work for the 21st century in a collaborative and supportive environment.

This model is integrated in the Implementation Plan.

DESIGNING WORK MOTIVATION

Self-determination theory (SDT), a theory of work motivation in behavioural economics, distinguishes between autonomous motivation and controlled motivation. Where autonomy involves acting with a sense of volition and having the experience of choice, being controlled involves acting with a sense of pressure and the experience of being forced. SDT maintains that autonomous motivation fosters the highest quality forms of engagement, including improved performance, persistence, and creativity. We can design for autonomous motivation by immersing people in social and cultural factors that facilitate their sense of volition and initiative.

Little did she know how this passing comment to her local printer would prove to unfold. That night, he went home and did an internet deep-dive into the project, which describes itself as an economic support structure for autonomously-motivated work. Money, it argues, is not always the ideal way of realizing a goal. When people are motivated from within — by interests, curiosity, care, or personal values — what is needed is not so much pay as it is the ability to live without pay in a society where people need money to live. Without the rigid structuring of energies that comes from the constant need to secure a large, steady paycheck for survival, greater freedom for experimentation

can arise, affording investment of time and energies in processes where outcomes are valuable but cannot be quantified. Having people work on things they care about with people of their choosing reduces the need for surveillance, as genuine interest, ethical sensitivity, and close team bonds provide built-in accountability structures. In this model, evaluations and scrutiny are replaced with trust, documentation, storytelling, and peer feedback, while job titles and descriptions give way to fuller expressions of each person's skills and responsibilities in relation to the goals and methods of their open-ended collaborations.

DIVERSIFYING AFFORDANCES

Derived from biology and expanded on within architectural theory, affordances are possibilities for action provided to an actor by its environment. The selection of affordances depends not only on the skills the actor possesses and their ability to exercise those skills in a specific context, but also on sociocultural factors, such as prescribed ways of life and the various channels through which normativity is enforced. We can enable new forms of action by enriching the landscape of affordances through diversification efforts.

[12]

Giving the gift of autonomy, the website cheerily declared. Decentering finance from economy. Apply today!

NON-FINANCIAL COMPENSATION

Psychological theory Cognitive evaluation theory (CET) explains the effects of external incentives on intrinsic motivation: external factors like conditional rewards, deadlines, competition, surveillance and evaluations have been found to diminish feelings of autonomy and intrinsic motivation. With this in mind, what other ways of facilitating efforts might we explore?

[11]

CHANNELING CARE

In ethics of care (EoC), a feminist philosophical theory that uses a relational and context-bound approach to morality and decision-making, moral action centers on the genuine acts of care that arise in response to relationships. EoC argues it is both wise and effective to work with these organically-occurring currents of motivation, which require no external structures or moralizing doctrines to be maintained.

[13]

GIFT ECONOMY

In a gift economy, valuables are not sold but rather given without an explicit agreement for immediate or future rewards. Functioning gift economies (such as ecosystems) necessitate that rewards circle back indirectly, which happens when everyone involved gives what they can to whoever needs it. Value Collective draws on gift economy principles as a way of compensating autonomously-motivated work, since SDT shows that conditional rewards cancel out autonomous motivation by triggering a shift to controlled motivation.

[15]

ALTER-ECONOMIZATION

As a way of coordinating action to realize goals and meet people's needs, the market is but one economic approach among many. Alter-economization involves fostering efforts of economic practice that are seen as new, different, or alternative in relation to the dominant system. The aim of alter-economization is to add diversity and redundancy into economic systems, thus building resilience.

[14]

Inspired, Finn revived the conversation when Rachel came back the next week. The lofty brainstorm that followed eventually hatched into a full-fledged plan to apply. Value Collective suggests residents enlist the help of their own networks, so Finn spoke with his boss at the print shop. He got her to agree to cut Rachel a deal on her printing costs during their residency. Rachel then reached out to a colleague with connections to a screenprinting studio, whose owner turned out to be close friends with a Value Collective alumnus. Another generous deal materialized: if their application was approved, Finn could access their studio for the entirety of his six-month sojourn free of cost.

It was the group effort that got them in, as this type of network-hacking is highly prized by the low-budget community-run institution. Seeing that mix of people—bosses, friends, complete strangers—all chip in to strengthen their case had nearly moved Finn to tears. That was a few weeks ago. Now, standing at the foot of the institution where he would be spending the next six months, a tingling sensation rose up from the center of his spine and rippled through him; a sense of being part of something bigger than himself. While he wasn't entirely sure what would come out of his residency, he knew the next few months would mean a break from the status-quo of a 9-5 customer service job; a job where the agency of clients always came before his own. Finn hadn't had the fortune to discover what he wanted to do with his life early on enough to enroll in the right educational program for it—and at 29 years old, he was still figuring it out. What Finn did know was that he tended to spend his free time pretty differently when he had large stretches of it, as opposed to just a few tired hours crammed in between obligations here and there. After all, it was only upon losing his administrative job and moving back in with his parents that he'd started experimenting with screenprinting in the first place. The sudden abundance of spare time, combined with a desire to make something of his brief break away from financial pressures, propelled him to start volunteering at a small studio run by a family friend. He imagined his residency at Value Collective would feel somewhat similar, only with more support to help him continue the work in a paid capacity after the residency ended.

FREE TIME

Sustainability involves engaging with the future, but those who are mentally out of breath from dealing with the present have no energy left for imagining the future. Sociologist Elise Boulding describes this situation as "temporal exhaustion," charging modern society as plagued by it. By creating conditions that ease pressures in the present, we can free up time for future considerations.

[16]

As Finn began unloading his things into his new bedroom, he heard a knock at the door. The woman in the neighboring room across from him introduced herself as Florence — Flo for short — and invited him to take lunch with her. He learned over a plate of cheese and charcuterie that she'd taken a different route to their shared destination. Where Finn was seeking space to focus more on personal projects, Flo was juggling an ever-evolving roster of collaborative commitments. Payment for these efforts varied: a few contracted hours here, an honorarium there, and much unpaid work in between. It was the stop-and-go lifestyle and inherent precariousness one might expect of an artist, only Flo wasn't an artist. She was a community organizer, whose voluntary efforts constituted the invisible lifeblood animating Montreal's social and environmental movements.

As an activist, it was already unusual that she receive any financial compensation whatsoever, but up until recently Flo had also been a student. This ensured her eligibility for the many grants offered to student-led initiatives. Upon graduating, she'd found a much harsher climate for community work outside university walls. Since most public funding tended towards formalized organizations, grants dedicated to the type of ad-hoc, on-the-ground work community organizing often called for were few and far in between. Without the legitimacy of a large institution behind her, Flo was suddenly just another person who cared enough to do what she could. It was the latter part of this equation that had begun to show cracks, as Flo's unremunerated efforts were in constant competition with the demanding salary job she worked to make ends meet.

Worried by the signs of burn-out she was exhibiting, a fellow organizer forwarded her an email about an up-and-coming initiative that offered free living arrangements to people whose motivations and modes of working were incompatible with the demands of a wage economy. "I know you feel like you're alone," they wrote, "but you're not. Tell them about your participatory democracy project. Tell them about how you broke down when they hiked your hours at work and you couldn't work on it anymore. I'd make time to work with you on it if you got in—and I'm sure I'm not the only one."

The possibility of receiving support through a program that embraced her free-wheeling working style reignited her motivation, and before long Flo had gotten a whole team together. Of the six people who committed to the project, a core group of three planned to reside at Value Collective while the other three chose to take on more casual roles as 'Working Residents.' This status gave them access to the collective workspaces and resources, as well as an official affiliation that could be leveraged

to secure supplementary arrangements with other actors around the city similar to those organized by Finn and Rachel. While Flo could understand why the dormitory-style living arrangements at Value Collective wouldn't appeal to everyone, she was well-used to communal living and found herself feeling more at home in her cluster than she could've hoped.

Three months into their residency, Flo's teammate Asiyah suggested they prototype their developing theory by applying it to Value Collective itself. The founding ethos positioned residents as co-designers of the institution, and already had a number of protocols in place to feed the data from residents' lived experiences back into the organizing structure, such as regular ideation sessions to guide strategic planning. Flo and Asiyah's proposal involved creating a system that would allow the current cohort of residents to decide who would succeed them.

The initiative was embraced by Value Collective, which received a great many applications each intake period and had long hoped to find a way of bringing the variable values of residents into the selection process. With help from a tech-savvy resident, Flo's team devised a way of sorting, clustering, and displaying applications according to the values they promote. Residents were then invited to look through the applications and cast votes using a token-based system. Each resident was allotted a set number of tokens which could be distributed evenly or asymmetrically to give more weight to preferences. It was one of many welcome experiments to explore how much of the institution's operations could be handled by the residents themselves.

Experimenting with this process brought the residents, who spent most of their time working separately on their respective projects, closer to one another. As Rachel learned more about the innovative working protocols Flo, Asiyah and their other teammates used to support their collaboration, she was inspired to interview them for her monthly publication, which saw widespread distribution across the city. Meanwhile, Finn — who'd been exposed to more sustainability discourse in four months of sharing a common space with Flo than in all the years leading up to his residency — had the idea of using a risograph printer for the latest edition of the magazine, since riso offered the most sustainable printing option and used similar methods to screenprinting. In their final two months, Finn and Rachel worked together to produce the edition, sharing knowledge, teaching each other new skills, and intertwining their networks. The interview lent legitimacy to Flo's teammates and their process, and made for strong leverage in their application for an Ecological Transition Income. This steady income was awarded to enable them to continue evolving the democratic process they'd prototyped at Value Collective and scale it up to serve the community-controlled development process of the Faubourgs site as a whole.

CO-LIVING

Co-living refers to any model of accommodation involving three or more biologically unrelated people. A great diversity of people across the world are increasingly turning to coliving as a way of enjoying the benefits usually associated with formalized communal living models, such as communes or cohousing. These benefits include community, convenience, cost savings, and comfort. Casual and consistent unplanned interaction in common areas are the mark of the coliving experience, which can give rise to spontaneous group discussions, weekly meals, and other collective endeavours such as creative collaborations or living more sustainably.

CO-DESIGN

Co-design is an evolution of participatory design based on a reorientation of the role of the designer. Rather than asking stakeholders to participate in a designer's process, the designer flips the dynamic by acting as the facilitator of the stakeholders' own design process. This involves instigating critical reflection processes to collectively define the problem, ideation sessions to determine possible directions, and prototyping efforts laid out and led by the stakeholders themselves.

[17]

Andres

A new homeowner turns to the future with hope and determination.



Andres hands each of the movers a 10\$ bill as they leave the apartment - they deserve a cold pint, after a full summer's day moving Andres' and his boyfriend Jean's entire life into this place. Andres feels that satisfaction of locking the door to a new apartment, only this time, unlike the seven other apartments he's had throughout his life in Montreal, he can truly call the place his own. It's a place he can see himself raising kids and an investment he won't regret, since it'll continue to bear fruit as the Faubourgs comes into its own as a neighbourhood. The area, and its character that makes it so distinct from any other part of town, was only established eight years ago.

Of course, the apartment isn't *that* kind of investment. He and Jean won't make much of a return if they sell it in a few years. In a way it's like a condominium, only it sits on land owned by the Fiducie Community Land Trust. The mission of the Fiducie is to give Montrealers a chance to purchase a home, all the while keeping the units affordable for future generations. The catch is that there's a cap on resale price. The maximum resale price

comes out to something close to the original price they paid, indexed for inflation, plus a certain percentage to cover moving costs and a portion of the fees associated with buying the property, like notary costs and inspection. Thanks to the Fiducie, the couple who sold the place to Andres and Jean had to keep the price far below market rate.

It was a decent deal, Andres thinks to himself. There would be no other way for him and Jean to afford a condo downtown at age 31. Jean's a primary school teacher and Andres is a technician at the CHUM. Now they can say they own a place. They can redo the kitchen if they want (Jean's a baker). They can use it as collateral to buy a shared cottage up north with their friends Nathalie and Saeesh. They've been toying with that idea for years.

THE FIDUCIE COMMUNITY LAND TRUST

The community land trust is a model of land ownership whereby land is held in trust by a non-profit body whose mission is to hold the land in the interest of the community. Most often, a land trust's mission is to make sure the land remains affordable forever, but also can include the complementary mission of creation jobs. The land trust's strict mission is to ensure long-term security for a community's desired use for land. However, the exact uses and modes of occupation on the land remain an adaptable process. The governance of the Fiducie is assured by the members of the community.

More information about the Fiducie Land Trust is available in the Implementation Plan

ADAPTIVE REUSE AND NO-DEMOLITION

The renovation and repair of buildings are increasingly recognized for economic and environmental impacts less severe than demolition and replacement. As these methods gain popularity, they become increasingly affordable and are particularly interesting for large-scale projects. It is worth noting that for reuse to have a positive environmental impact, the energy performance of a building is also a determining factor.

Besides economic and environmental factors, a no-demolition model encourages the development of adaptive and contextually appropriate infrastructure, and encourages a deepened and coherent reflection on heritage spaces.

Globally, the construction industry contributes to 38% of carbon emissions. It is therefore essential to place material reuse as a top priority.

[18] [19] [20] [21] [22]

Andres walks over to the window. They have a view onto the once-desolate face of the Molson brewing complex. He likes it. This part of the complex now has a few rows of windows punched into the old, otherwise windowless wall. He sees people working inside. It's not the most cutting edge architecture, but it's a good thing they didn't tear the building down, he thinks to himself. Andres grew up on Plessis street, just a few blocks up, and the red glow of the Molson sign used to follow him home every evening as he walked down from the 24 bus stop. As teenagers, he and his friends would come down to this part of Notre-Dame street on summer nights to get away from their parents.

Besides the building still being here, it's comforting to know that it's still a massive centre for employment, as it always has been. He shudders to think of living in a sleepy condo forest somewhere else downtown. The Brewery site is also owned in trust by the Fiducie de la Brasserie. Of course, right from the get go, when the trust was formed by local community employment groups and they took possession of the site, demolition was never an option. The social and environmental costs were considered too great. By virtue of its mission, the trust owed it to the residents of Centre-Sud and to future generations everywhere.

It's not the gruff workers that used to brew beer that fill the building now. Oh wait, Andres remembers, there actually is some kind of coop brewery in there. Funny. The building is mostly occupied with start-ups and coops whose tastes don't demand modern architecture for their work environment.

Andres notices a chair set by the kitchen island that seems to have gotten damaged in the move. A wobbly leg. He knows there's a tool library somewhere in the brewery complex where he could borrow tools to fix it. Though he could probably save himself a headache by joining a repair café, where others would be available to offer him advice on how to go about it.

Plus, he might make a friend or two.

SHARING ECONOMY.

Tool libraries are a small-scale example of the way in which the commons is innately intertwined with sustainable living. The sharing economy, specifically in its non-profit iterations, provides common access to resources and increases resource efficiency. Resources here are understood broadly to include materials, financial capacity, and knowledge. In a perspective of sustainable living, commoning of this kind reinforces individual and community autonomy, which decreases the need for and the extent of consumption. A "library of things" is a collection of objects available for borrowing, usually organized by a not-for-profit. A "repair café" is a place that offers equipment and expertise, where people can help each other repair objects of everyday use, such as mechanical or electrical devices, clothing, furniture, bikes, and other items.

IMPLEMENTATION PLAN

The following implementation plan does not contain any suggestions for the physical development of the Faubourgs. Given that Futurs Possibles proposes community-led and community-centered development, this plan cannot vouch for any specifications on construction or renovation, public infrastructure or amenities, zoning, public transportation, energy use or even architecture.

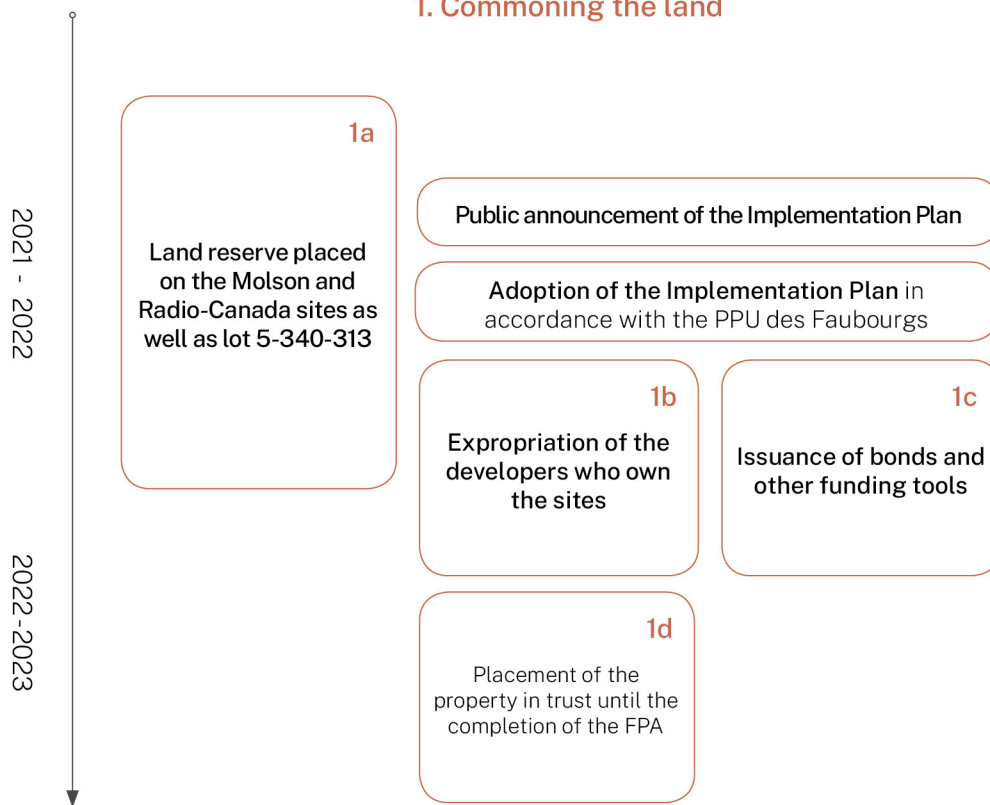
Instead, this plan lays out a support process for the kind of autonomous urban development that the citizenry of Montreal has repeatedly demonstrated its ability to realise throughout history. The plan is designed to ensure that the community realises its creative potential and retains control of the process, all the while minimising the risk assumed by government. The actual implementation of a redevelopment process –represented below as the “Autonomous project realization” section–will be first defined by the community during the incubation process, before the adoption of a planning and development model.

The following two pages present the proposed support process, the roles of the programs that make it up, the interplay between them and their phasing. The third page provides greater detail on the programs, including the responsibility of the different actors involved and provisional budgets.

The process presented here is designed to guarantee that the community develops the site according to its needs. Like most community-led redevelopment projects, it will develop slowly and iteratively as it flexes and adapts to the variable resources available. Another advantage of an autonomous development process is that the community will be incentivized to adopt a pragmatic, innovative, and conciliatory approach, in contrast with the confrontational stance in which communities so often find themselves in the face of imposed redevelopment plans.

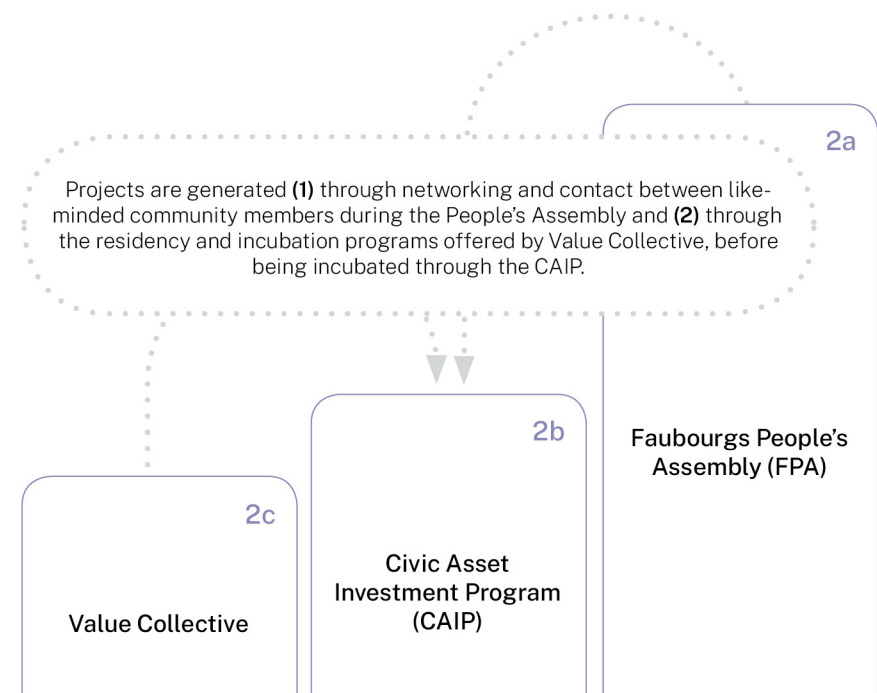
City-led Processes (and other levels of government)

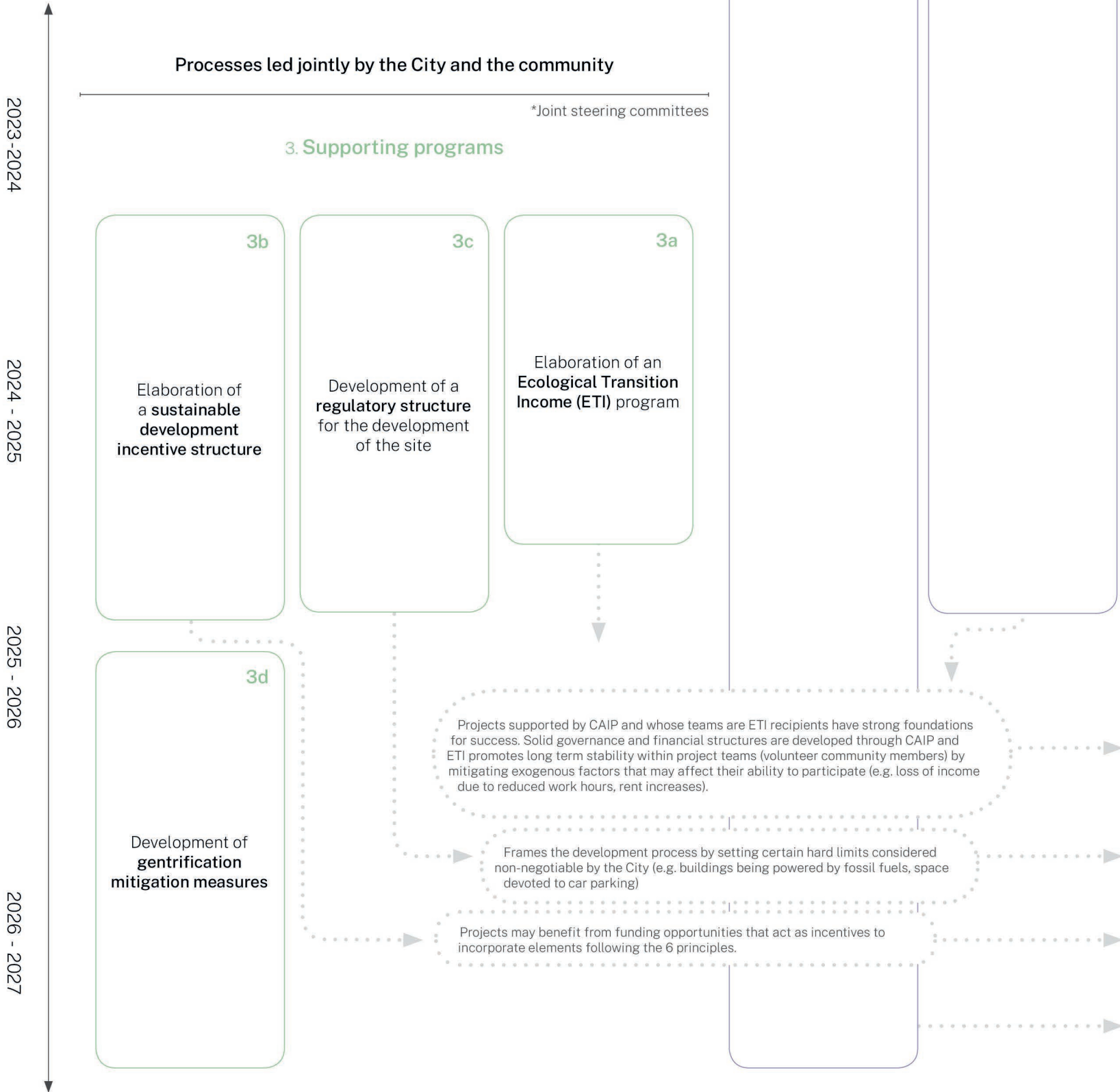
1. Commoning the land



Community-led Processes

2. Community project incubation





The FPA ends once a community-led governance structure capable of supporting the site's ongoing development and management has been adopted by the FPA and accepted by the City. The FPA continues to exist as long as this structure has not been defined.

Projects can move directly to implementation from their inception through the FPA, but are less likely to be realised.

Autonomous project delivery
Projects are financially and democratically independent from the City and the FPA.

Following the completion of the FPA, the resulting community governance structure develops a community financing plan, encouraging businesses, community groups, and residents to invest in Faubourgs projects.

2023-2024

2024 - 2025

2025 - 2026

2026 - 2027

1a. Placing the site under reserve

- » Invoking its power to place the site under reserve, the City of Montreal orders the cessation of all activity on the sites by their owners.
- » Actor : City of Montreal.
- » Provisional budget : 30-50k \$ (salaries and legal costs).

1b. Expropriation

- » Actor : the City of Montreal with financial support from the federal and provincial governments.
- » Provisional budget : 200M\$ (indemnity, legal fees, acquisition costs).
- » 10 M\$ /year (maintenance).

1c. Issuance of bonds and other funding tools

- » Issuance of regular bonds and research into the issuance of social impact bonds, so as to minimize risk on the part of the City (payment conditional on project realisation).
- » Actor : City of Montreal.
- » Provisional budget : 75k \$ (salaries and legal fees).

1d. Placement of the properties in trust

- » In advance of property transfer to the community following the FPA.
- » Provisional budget : 20-30k \$ (salaries and legal fees).
- » Other budgeting: Contingency fees in case of legal pursuit following land reserve and expropriation.

2a. Faubourgs People's Assembly (FPA)

- » NPO created as a condition for property transfer.
- » NPO mandated with producing an Action Plan for the community development of the site, including a governance structure through community ownership and development of the site.
- » Community-owned and governed (following City criteria)
 - › Board of directors composed of major community partners (e.g. CDEC Centre-Sud, CDC Centre-Sud, Assoc. des résident-es des Faubourgs, CSSS Jeanne-Mance, Habiter Ville-Marie). Responsible for everyday administration and for ensuring broad resident participation.
 - › Membership composed of Centre-Sud residents and workers. Responsible for all decision-making.
- » Provisional budget: 200k \$ /year (honoraria for studies and consulting, communications and participation incentive measures).
- » Case study : Milton-Parc land acquisition and community development.

2b. Civic Assets Investment Program (CAIP)

- » Incubation / funding program for consulting and counselling necessary to lay foundations for resident-led projects (e.g. organisation creation, governance structure, business plan, technical, financial and legal studies).
- » Eligibility : (1) the project will benefit the Faubourgs, (2) the project corresponds to the 6 principles.
- » Actor: the community (via a task force mandated by the FPA) is responsible for managing and financing the program.
- » Provisional budget : 1-2 M\$ /year, to be determined by the community according to the extent and capacity of the program.

2c. Value Collective

- » Horizontally managed and community-run project development program. Supports autonomously motivated individuals and groups developing projects that are economically, environmentally, or socially valuable but not financially viable. A support structure to incubate community initiatives that can be then realized through CAP and ETI.
- » Eligibility : All proposed projects must generate non-financial value for the benefit of the community and correspond to the 6 proposed sustainability principles.
- » Provisional budget : 400k /year (through social innovation funds provided by the federal and provincial governments).

3a. Elaboration of an Ecological Transition Income (ETI)

- » According to the economist Sophie Swaton, ETI has 3 components :
 - › (1) a variable income to sustain projects with social or environmental impacts that respect the limits of the biosphere;
 - › (2) support for the realisation of the project, offered by an office of experts dedicated to projects in the Faubourgs (newly created office or existing organisation such as PME MTL);
 - › (3) the beneficiary must be part of a collective project with a democratic governance structure.
- » Shared responsibility between the City, the provincial and federal governments, and the community.
- » Provisional budget : 2,5 to 3,5M\$ /year (through social innovation funds provided by the federal and provincial governments).

3b. Elaboration of a sustainable development incentive structure

- » Incentives such as property tax credits, flexible loans and funds used to encourage the integration of elements supporting the 6 proposed sustainability principles.
- » Favouring the integration of adaptive reuse, zero-demolition measures and heritage preservation (e.g. LEED-certified and carbon-neutral construction, employments access programs, etc).
- » City responsibility with community seats reserved on the steering committee.
- » Variable budget according to the adopted measures.
- » Case study : Home Purchase Assistance program in Montreal, Tax credits in Sainte-Hyacinthe and Sorel-Tracy.

3c. Development of a regulatory structure for the development of the site

- » Additional regulations added to existing regulations to reinforce conditions considered non-negotiable by the City (e.g. minimum threshold of adaptive reuse and zero-demolition, using natural gas for indoor heating, rain water management in buildings and other infrastructure).
- » City responsibility with community seats reserved on the steering committee.
- » Variable budget according to the measures adopted.

3d. Development of gentrification mitigation measures

- » The creation of new legal tools to preserve the existing affordable rental unit stock, such as conditional renovation permits and 'rental zoning' (powers available through existing enabling powers found in Quebec law).
- » Mitigates the potential gentrifying effect of the redevelopment process on the neighbourhood.
- » City responsibility with community seats reserved on the steering committee.
- » Provisional budget: 500k\$ (City employee salaries and legal research fees)
- » Source : IRIS 2019



Housing market 'not normal,'



