

**Notes about Governance**  
**Example of Montreal : Metropolitan Community Of Montreal**

# GLOBAL EXPERT GROUP MEETING

THE ROLE OF METROPOLITAN DEVELOPMENT IN SUPPORTING THE NEW URBAN AGENDA

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# Governance ?

- Who can do ?
- What to whom ?
- Whose authority ?

Harold Dwight Lasswell

*How to build a strong governance system ?*

# Top down system ?

- Typically the case of French legal regulations

A legislative pyramid : A stack of laws and regulations coordinated and controlled by the central state administration authority at each level of their local applications (national, regional, “départemental”, “*intercommunale*”; “*communale*”, ...).

i.e. : SDAU; SCOT; SDRIF; AEU; PPRI; PLU. PLH; PDU; SAGE; POS etc

# Or collaborative system ?

- The case of Montreal and the CMM  
(Metropolitan Community of Montreal)

Context : no centralization and no real State power to coordinate urban policies. A range of cities with independent authorities.

Greater Montreal= 19 districts + 14 cities ;

Urban belt of Montreal : 49 cities or Regional County Municipalities

TOTAL CMM = 82 urban municipalities

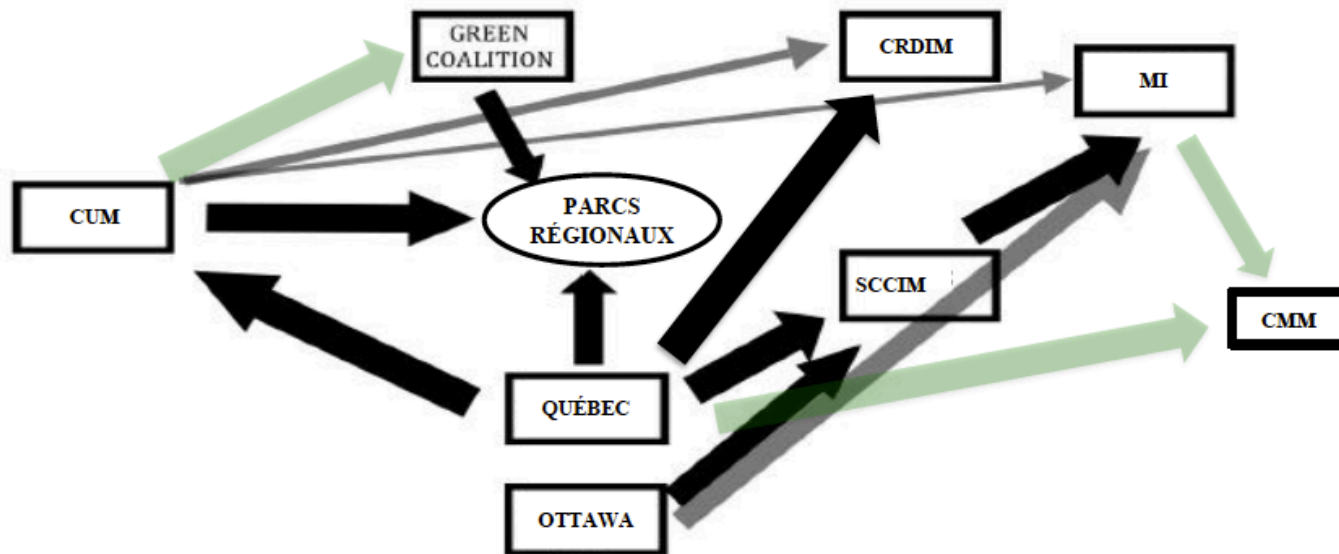
For CMM : how to federate all these powers to build a common strength able to negotiate with the State?

For each city taking part in the consortium : how to maintain its local autonomy?

# A Complex elaboration

from **Urban Community** to **Metropolitan Community**

Illustration des “débordements” de la collaboration régionale dans le Grand Montréal



## Acronymes:

CUM – Communauté urbaine de Montréal

SCCIM – Société du centre de conférence international de Montréal

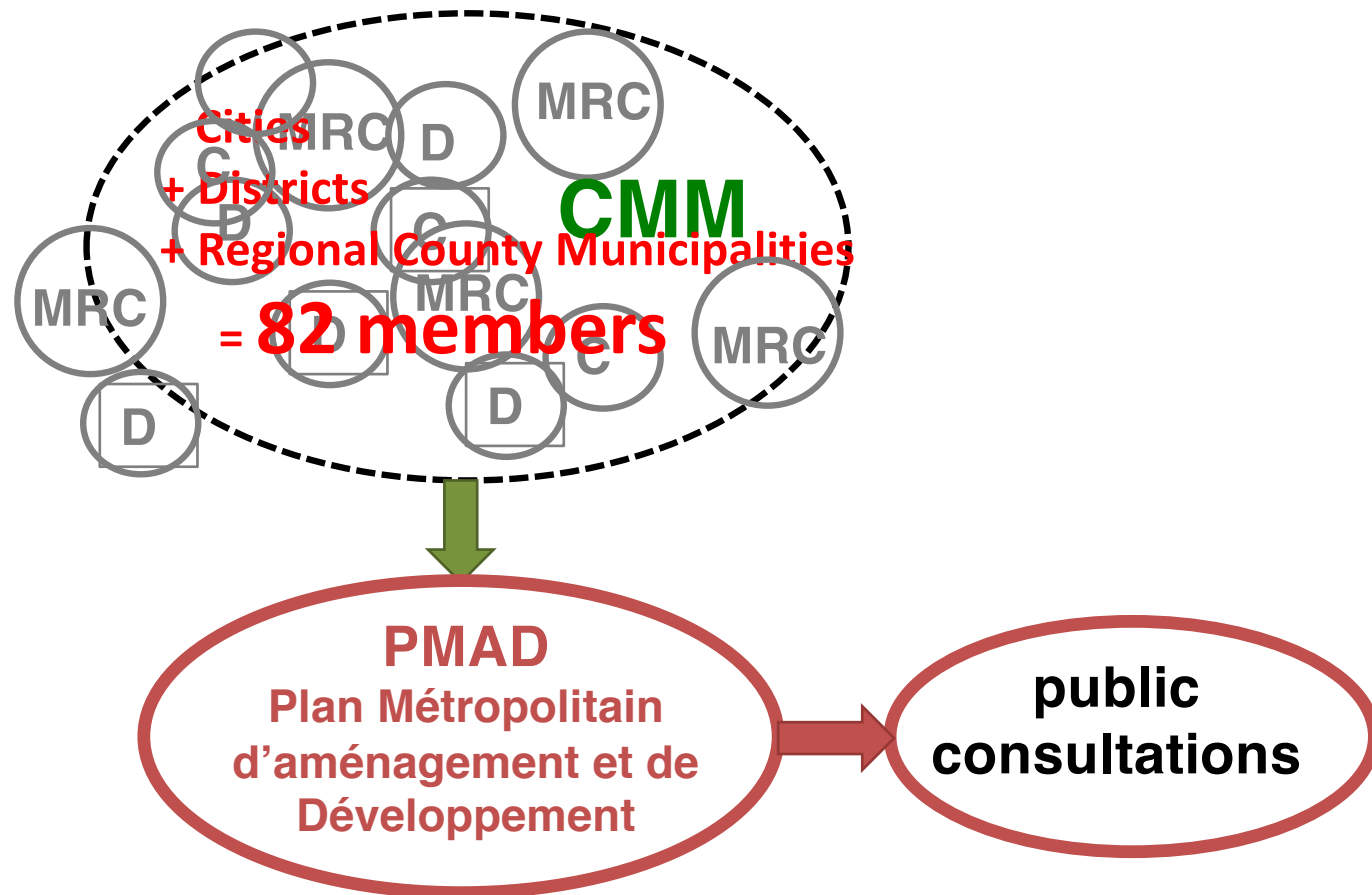
CRDIM – Conseil régional de développement de l'île de Montréal

MI – Montréal international

CMM – Communauté métropolitaine de Montréal

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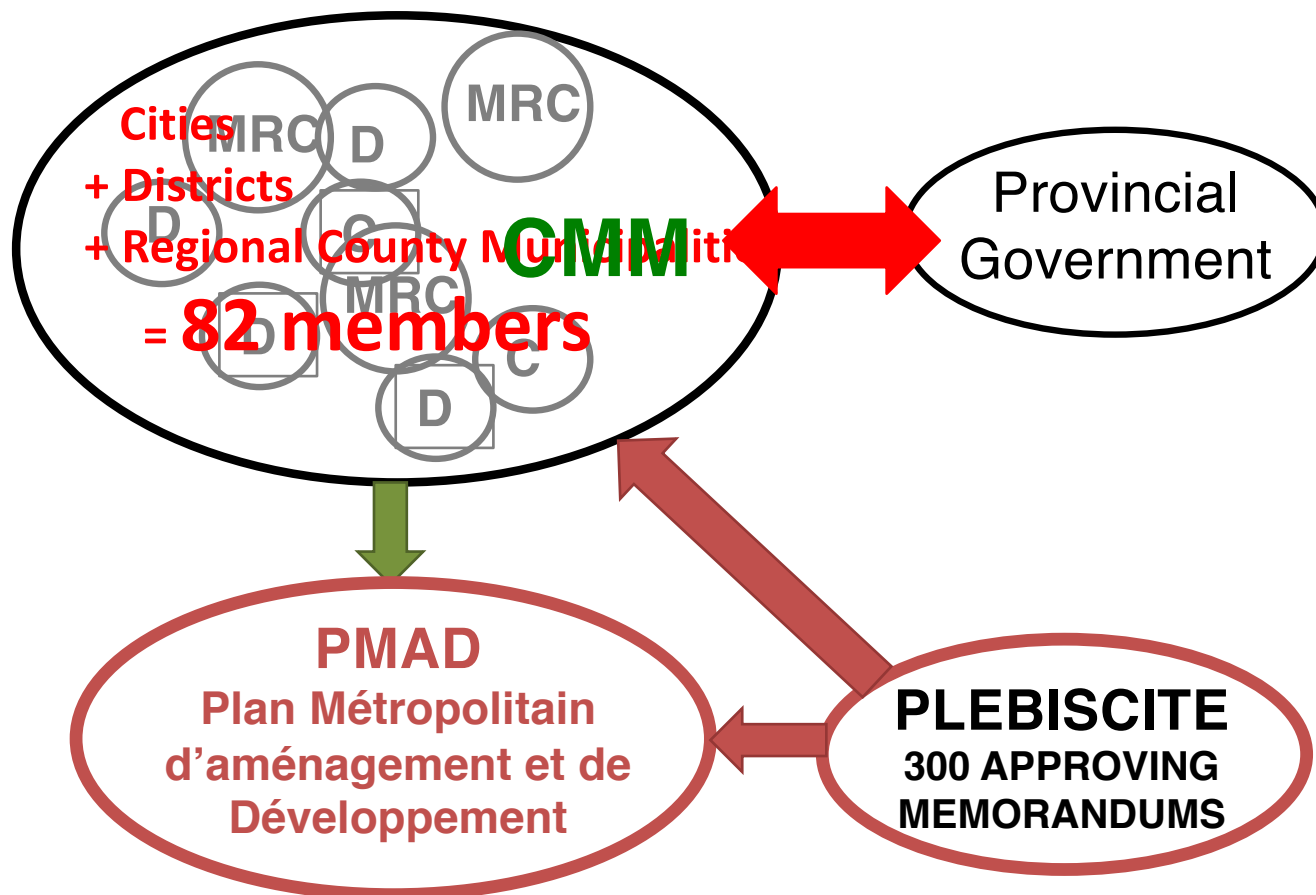
# Towards a new kind of Governance ?



# Towards a new kind of Governance

- In the Context of Montreal : no centralization and no real State power to coordinate 82 urban policies (over half the Quebec population).
- CMM is promoted as a new management governance body to federate all the 82 “cities”.
- CMM needs total unanimity among all members or it won’t exist.
- CMM issues PMAD (Metropolitan Land Use and Development Plan) and submits it for public consultation.
- There was a significant public response to PMAD : consequently a plebiscite for CMM.
- In conclusion : the 82 CMM members followed the opinion of their own citizens.
- CMM achieved total unanimity.
- CMM began as metropolis a powerful partner to negotiate with provincial and federal States.

# Towards a new kind of Governance ?





# Lessons from Montreal

- It is possible to produce the conditions of democratic governance.
- Cities have the capability to unite in metropolitan area and concretize their organization under a Metropolitan Land Use and Development Plan.
- Importance of a Metropolitan Land Use and Development Plan endorsed by a large part of citizens to legitimate it.
- Importance of public consultations through which citizens participate as stakeholders.
- Collaboration acts as a catalyst for strengthen the metropolitan power.

# “You can’t manage what you don’t measure”

Michael Bloomberg, Former Mayor of New York

Thank you