

**Comité de transition  
de l'agglomération  
de Montréal**

**Québec** 

# PROGRESS REPORT

*September 30, 2004*



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## **I. INTRODUCTION**

The *Comité de transition de l'agglomération de Montréal* (Transition Committee) has met 12 times since the information meeting held in Quebec City on June 23, 2004.

During these meetings, the Committee received the mayors of the 11 boroughs affected by the municipal reconstitution process, delegates of the City of Montreal management Association (*Association des cadres de la Ville de Montréal*) and on several occasions members of the City of Montreal management team who described their sectors and explained their analysis of various questions needing to be addressed during transition.

Since August 11, 2004, the minutes of Transition Committee meetings have been posted in French and English on the Committee Web site.

The Committee recruited its management team over the summer. The make-up of this impressive team of experts in the Committee's various fields of interest was made public August 10, 2004. Committee members and management are listed in Appendix A.

The Committee also formed several sub-committees to oversee work in certain areas and examine specific issues. Sub-committee members are listed in Appendix B. Committee members have been attentive to all issues and concerns raised by people involved in the transition. A number of formal and informal meetings, notably with members of the City of Montreal Executive Committee have been held. The Committee also formed advisory sub-committees (see section VII).

One of the Committee's main orientations is to communicate as openly as possible with all parties involved.

The Committee's budget for the current fiscal year beginning June 21, 2004, and ending June 30, 2005 is \$8,598,295 for operations and \$1,200,205 for organizing municipal elections. Expenditures to September 30, 2004 amounted to \$1,086,459, including \$208,905 in capital expenditures.

## **II. APPROVAL OF EXPENDITURES AND ADVICE ON ASSET TRANSFERS**

Articles 88 and 89 of Act 9 require the Transition Committee to approve all expenditures charged 25% or more to taxpayers in a sector to be reconstituted and, at the Minister's request, provide advice on the disposal of a) real property located in a sector, and b) moveable property worth more than \$10,000 in the same sector (Arts. 88, 89).

The Transition Committee's goal is to complete its mandate with as little disruption as possible on financial management at the City and boroughs of Montreal. The following measures have therefore been introduced:

- a) A document setting out rules based on the provisions of Act 9 was prepared in consultation with the City of Montreal and Ministry of Municipal Affairs, Sports and Recreation, and sent to all parties concerned. These rules take into account specific conditions in the City and boroughs of Montreal. The purpose was to eliminate confusion and avoid approval requests being presented to the Committee needlessly when the decision should remain in the hands of municipal representatives.
- b) A spending control sub-committee was formed. A policy was adopted that all files received by 5 p.m. Monday would be examined by Wednesday and the Transition Committee would decide by the following Monday. All involved were informed of this policy.

Since June 2004 the Transition Committee has analyzed 14 requests for approval of expenditures (Article 88) and advised the Minister on four cases (Article 89).

We have every reason to believe that municipal authorities are satisfied with the Transition Committee's work in fulfilling its mandate.

After the City of Montreal adopts its new budget and 2005-2007 Triennial Capital Program, we will review Transition Committee rules in January 2005 to ensure they remain relevant.

### **III. ELECTIONS**

#### **3.1 TRANSITION COMMITTEE'S MANDATE**

The Committee's responsibility to redraw the electoral maps of the 15 former municipalities is described, among other things, in Articles 74 and 75 of Act 9. For general elections to be held in each of the 15 municipalities to be reconstituted, the Transition Committee must:

- Exercise the powers and assume the responsibilities that rules and provisions attribute to municipalities and their councils;
- Choose a municipal returning officer.

If the rules or provisions for a general election require the division of a municipality into electoral districts, the Committee must draw up the electoral map together with the Director General of Elections and submit it to the Minister for approval.

### 3.2 CURRENT STATUS

Electoral divisions and numbers of councillors before 2002 in each of the 15 municipalities to be reconstituted were as follows:

<b>POLITICAL AND ELECTORAL ORGANIZATION</b>				
<b>MUNICIPALITY</b>	<b>POPULATION 2004 <sup>(1)</sup></b>	<b>VOTERS 2004 <sup>(2)</sup></b>	<b>ELECTORAL DIVISION <sup>(3)</sup></b>	<b>NUMBER OF COUNCILLORS <sup>(3)</sup></b>
Baie d'Urfé	3,868	2,592	None	6
Beaconsfield	19,773	13,641	Wards	6
Côte St-Luc	30,977	22,975	Districts	8
Dollard des Ormeaux	49,622	35,647	Districts	8
Dorval	18,138	13,320	Wards	6
Dorval Island	1	48	None	6
Hampstead	7,078	5,074	None	6
Kirkland	21,074	15,008	Districts	6
Montreal East	3,616	2,851	Wards	6
Montreal West	5,268	3,727	None	4
Mount Royal	19,178	13,905	None	6
Pointe Claire	30,106	21,432	Districts	8
Sainte-Anne de Bellevue	5,205	3,623	Districts	6
Senneville	1,010	712	Wards	6
Westmount	19,973	14,324	Districts	8

<sup>(1)</sup> *Institut de la statistique du Québec*. Base data used to prepare the 2004 decree published in the *Gazette officielle du Québec* on December 23, 2003, year 135, number 52.

<sup>(2)</sup> *Directeur général des élections*, June 23, 2004.

<sup>(3)</sup> Situation in 2001

Five of the former municipalities were undivided while four were divided into wards and six into voting districts.

### 3.3 THE CHALLENGE AND BASIS FOR REORGANIZATION

The Committee will apply the *Act respecting elections and referendums in municipalities* (AERM) to carry out this part of its mandate. The Act applies to the municipalities to be reconstituted and clearly states that:

- a) All municipalities with 20,000 or more residents on January 1<sup>st</sup> of the year before the vote (therefore in January 2004) must be divided into voting districts.
- b) A municipality of fewer than 20,000 residents may choose to divide itself into voting districts. However, once it does so the divisions shall remain in force in future elections unless two-thirds of all members of the municipal council vote in favour of returning to the previous system, in the second year before the next general municipal election.
- c) A municipality shall be represented as follows, according to the AERM:
  - Undivided: six councillors
  - Fewer than 20,000 residents: six to eight councillors
  - From 20,000 to 49,999 residents: eight to 12 councillors
  - From 50,000 to 99,999 residents: 10 to 16 councillors

In all cases, a mayor shall also be chosen by general vote.

- d) The electoral map must be completed and adopted in the year before a general election (therefore no later than December 2004). Considering the above, the Committee has adopted the following approach:
  - ii) Each municipality to be reconstituted will have the same number of councillors and districts it did before the 2002 merger as long as the provisions of the AERM are followed.
  - iii) The Committee will revise the electoral maps of the six municipalities that were already divided into districts (Côte St-Luc, Dollard des Ormeaux, Kirkland, Pointe Claire, Sainte-Anne de Bellevue and Westmount) according to the provisions of the AERM.
  - iv) Beaconsfield, Dorval and Montreal East were divided into wards. However, in the spirit of preserving voting rights established by the *Canadian Charter of Rights and Freedoms*, this form of electoral division is no longer accepted under the AERM. Since the three municipalities had already decided to divide their territory for voting, the Committee proposes that they be divided into six voting districts.
  - v) Baie d'Urfé, Hampstead, Dorval Island, Montreal West and Mount Royal will return to their previous undivided system because in January 2004 their populations were below

20,000. However, for Montréal West, the number of councillors will be increased from four to six, in accordance with the AERM requirements.

- vi) Senneville is a special case. Before the merger it was divided into wards. But since there are too few voters to justify division into districts, the Committee recommends electing councillors by general vote.

### 3.4 ACTION PLAN

The Committee has made an arrangement with the City of Montreal to use its database of geographic information, geo-positioned addresses, cadastral information, and aerial and satellite imagery of the areas involved as well as other information (polls, addresses of advance and regular voting locations, training manuals, pay scales for electoral personnel, etc.) from last June's referendum.

Together with the Director General of Elections and representatives of the municipalities concerned, the Committee is presently redrawing and defining the electoral maps of those municipalities which need to be divided or re-divided, according to the provisions of the AERM and regulations of the *Commission de la représentation électorale*, Quebec's electoral boundaries commission.

The Committee expects to complete its part in redrawing the electoral map by mid-October. It will then present a detailed proposal for each municipality as a basis for consultation. These proposals, to be published on the Committee's Web site at [www.montreal-transition.qc.ca](http://www.montreal-transition.qc.ca) and elsewhere, include: (i) a summary of the legislative measures which apply to each municipality; (ii) a description of the situation before the merger (with maps if appropriate); (iii) the Committee's proposal; and (iv) a map showing the voting districts once the municipality is divided.

The Committee foresees completing the entire electoral re-mapping process by December 11, 2004.

It is worth noting that meetings with all those involved in dividing the nine electoral jurisdictions have been held, and they have assured us of their cooperation. The same is true of the City of Montreal departments involved, which have provided us with the geographic, demographic, sociological, economic and cartographic information needed to complete the process of separating the territories into electoral districts.

**IV. HUMAN RESOURCES**

The success of the reconstituted municipalities depends on the quality of their managers and employees. Their commitment to provide citizens with high-quality services at the least possible cost will be affected by their knowledge and personal experience of the transition process. This will be at the heart of the Committee's concerns as it carries out its role of establishing the first management teams and assigning employees to the municipalities being reconstituted.

**4.1 RECRUITING GENERAL MANAGERS**

One of the Committee's first decisions was to hire general managers as quickly as possible for 14 of the 15 municipalities being reconstituted (because of its size and particular situation, Dorval Island does not need a general manager).

Reconstituting a municipality requires that all the elements that it needs to operate properly be assembled: personnel, materials, tools, management systems, etc. The Committee had two choices. The first was to hire outside consultants; the second was to go ahead and recruit the initial management teams as soon as possible, beginning with the general managers. The second option has a number of advantages, in particular because it favours stability during the transition and continuity in the reconstituted municipality. It also ensures closer integration with the local community and better understanding of residents' priorities and needs for local services.

Recruiting began in early August and was administered by the *École nationale d'administration publique* (ENAP, the University of Quebec school of public management). The application period closed September 3 and 38 of the 88 applicants passed the initial stage.

The chosen candidates went through a battery of aptitude tests specially designed for public service management at the municipal general manager level.

Selection committees were formed to interview the candidates and make recommendations to the Committee. This third stage will be complete in early October and the positions filled before month's end.

**4.2 RE-ASSIGNING STAFF**

Act 9 distinguishes between re-assignment of union and non-union employees. The Committee, the City of Montreal and its labour unions must set rules for transfers and related working conditions.

The Transition Committee must make arrangements for the transfer of non-union employees (managers) to municipalities, along with means to protect the rights of employees who believe a transfer has been unfair. The Transition Committee is developing the re-assignment plan in consultation with the *Association des cadres municipaux de Montréal* (Montreal municipal managers' association) and other concerned parties. The plan requires approval by the Ministry of Municipal Affairs, Sports and Recreation.

The Committee has held initial meetings with all parties involved in staff re-assignments. Meetings were held with representatives of the City of Montreal and many of the 11 boroughs involved, and with delegates of the various unions and the managers' association. These meetings established useful contacts and quickly identified some conditions likely to affect negotiation of employee transfer agreements.

The Committee has begun gathering information on the pool of employees who will be affected by re-assignments. Staff will be moved or transferred in many ways: (i) a City of Montreal employee is transferred to a reconstituted municipality; (ii) an employee from a reconstituted municipality remains with the City of Montreal; (iii) an employee in one of the 15 reconstituted municipalities transfers to one of the 15 new municipalities. There are many alternatives and they all affect working conditions, notably pension plans.

The managers' association has informed us that about 150 of its 1700 members could be re-assigned. This is still an approximate number.

About 10,000 white-collar employees are covered by the City of Montreal civil servants' collective agreement, which combined 29 separate labour contracts covering the same workers before the 2002 merger. It is not clear at this time how many white-collar workers may be affected by the agreement regarding rules and transfer conditions.

The same is true for the 1365 general and science professionals. The two contracts determining their working conditions and assignment process combined eight previous contracts.

The 6200 blue-collar workers involved are still subject to 29 different labour contracts signed by former municipalities. These contracts expired on or before May 1, 2002, but will apply until final arbitration. This decision is expected October 3, 2004 and will provide uniform working conditions for all City of Montreal blue-collar workers.

Despite the protection provided by Act 9, consultations clearly showed the Committee that staff re-assignments worry employees potentially facing a transfer. Change is usually worrisome, but the Committee believes it must do everything it can to maximize awareness of the staff transfer rules.

Some situations could delay the process, such as blue-collar workers who are now awaiting the arbitration judgment and subsequent in-depth analysis of how it will affect future re-assignments. The white-collar unions have told us that City of Montreal job matching under their labour contract is not complete and they don't expect to be able to agree on rules and conditions for transfers until it is.

The Committee is nonetheless developing rules and conditions for staff transfers to reconstituted municipalities to provide a basis for discussions as soon as possible with the parties involved.

#### **4.3 OTHER CONSIDERATIONS**

The Committee has begun to define concerns regarding other working conditions such as pension plans, group insurance and workplace accidents.

To this end the Transition Committee continues to work on the following issues:

- a) Identification of working conditions related to transfers. Participants in preliminary discussions have mentioned working conditions such as pension plans, job matching, employment status, group insurance and pay equity. Despite the fact that some of these working conditions do not seem to be directly related to transfers, the Committee has no choice but to consider them.
- b) Identification of white-collar, blue-collar and professional workers and managers affected by the reconstitutions and transfers. This registry will include each worker's initial municipality, employment status and function, information that will help us understand the extent of transfers using various scenarios to measure the effect of staff movements. It will further help ensure that applying the agreement on union members' working conditions doesn't cost more than it would have before the transfer (Act 9, Article 126). Data on the number of employees affected, their employment status and functions will be available by mid-October. Cost evaluation will depend on the staffing plans chosen, the transfer plan for managers and transfer agreements for employees.
- c) The Committee is developing a proposal governing the transfer of managers. This outline will be the subject of consultations in October with the City of Montreal, the managers' association and the management of the involved boroughs.
- d) Article 123 of Act 9 guarantees employees' and managers' continued participation in their current pension plans. This measure contradicts the provisions of the *Supplemental Pension Plans Act* which requires that employees belong to their employer's pension plan. The current plans have all existed before December 31, 2001; all employees who were working at that time are still covered by those plans. Those hired since January 1, 2002 have joined one of the existing plans. We need to decide on pension plan selection, the number of plans, and related financial matters. In addition, the City of Montreal's many pension plans have no transfer mechanisms.

- e) The pension plans of the reconstituted municipalities have not undergone actuarial valuation since 2001. The *Supplemental Pension Plans Act* requires such an evaluation every three years. The Committee expects this requirement to be fully met.

## **V. DIVISION OF MATERIAL AND FINANCIAL RESOURCES**

Articles 139 to 148 of Act 9 provide the Committee with a framework for the division of assets and liabilities. The Committee is aware that it must remain mindful of the financial impact on the City of Montreal, the reconstituted municipalities and all citizens who are supporting the municipal tax load.

To help measure the impact of Act 9, the Committee is building a simulation model of the fiscal and financial effects of reconstituting the municipalities. This model will include a budget module listing details of all major municipal activities, a module for division of liabilities and the resulting debt service, a validation module for personnel costs and an evaluation module to simulate the effect of various tax options.

These Committee tools will be fully operational by the end of October. They will be validated during this quarter, in particular during adoption of the 2005 City of Montreal budget.

The Committee has already begun work on several aspects of the division of financial resources.

### **5.1 DEBT**

The Committee prioritizes the allocation of the City of Montreal's debt and debt burden. At our meetings, City of Montreal representatives have identified this as a major issue. For this reason, the work involved in resolving this issue was started rapidly. This subject, framed in articles 139 to 141 of Act 9, will obviously require considerable technical work reconstructing data since much of the debt relates to shared powers.

Dividing the debt raises several difficulties. Some important aspects are:

- The City of Montreal adopts "umbrella" borrowing bylaws for good management reasons. This practice makes it more complicated to link a capital investment directly to its financing.
- In practice, capital costs do not occur at the same time as borrowing because the City of Montreal prefers to use liquid assets before taking out a long-term loan. When assets and liabilities must be divided for a particular date, this timing difference leads to major deviations.
- Borrowing costs and interest rates will also have to be estimated because of the large amount of financing activity since 2002.

In October we will present those principally involved with some possible solutions that have been developed through the work undertaken to date. The Committee then plans to adopt interpretation and application rules to provide structure to the reconstitution of data for the agglomeration and each reconstituted municipality.

## 5.2 SHARED POWERS

Act 9 defines which services will now be shared by the two levels (the agglomeration and the reconstituted municipality). In-depth analysis is needed to precisely determine each level's responsibilities within the context of the entire Island of Montreal. Technical talks are underway to establish the conditions needed to prepare opening balance sheets and staffing plans.

It is important to note that defining jurisdictions introduces a system of shared responsibility for services which are part of a whole and operate as networks, such as road management, which will now be separated between local streets and roads and the arterial road network. It is also true for waste management, drinking water production and distribution, and sewage disposal and treatment.

Discussions about this subject have begun with the goal of mapping the locations of arterial water mains by the end of the year. Impact studies have shown that it was not possible to divide the Island of Montreal's infrastructure based on its physical characteristics. Purpose and function must be the standards, thus the importance of completing a detailed plan of the infrastructure under agglomeration jurisdiction.

This mapping issue does not arise for arterial roads because the City of Montreal has already adopted a resolution formally identifying them.

The Committee has also begun preliminary discussions on the effects of shared jurisdiction on the staffing plans and operating budgets of the agglomeration and reconstituted municipalities.

## 5.3 OPENING BALANCE

A balance sheet is essential for any municipality. The last financial statements of the reconstituted municipalities are dated December 31, 2001. That makes it essential to prepare an opening balance sheet clearly stating assets and liabilities for January 1, 2006, the day the reconstituted municipalities obtain legal standing.

Preparation of these opening balance sheets has raised many questions, and it is becoming even more complicated due to the particularities of municipal accounting.

This exercise requires, among other things, a detailed inventory of land, buildings, equipment, rolling stock, parts, materials, etc. Precise accounting will be required for all acquisition and disposal of land, buildings and moveable property carried out between January 2002 and December 2005, and the inventory must separate moveable and immovable property among Montreal and the reconstituted municipalities. We have found many situations that will require resolution.

The Committee plans to make it a priority for the new general managers to inventory and divide real property and list particularities to be kept under consideration. Our goal is to finish this exercise and validate it with all involved parties by the end of the year.

The Committee has also begun developing interpretation and application rules to guide those involved in accounting for the various components of the opening balance sheets. This document will be presented for consultation in October.

Special cases will doubtless appear during preparation of the opening balance sheets. For this reason the Committee has decided to prepare a provisional balance sheet dated December 31, 2004, based on certified City of Montreal financial statements for 2004 and reflecting transactions in 2002, 2003 and 2004 for each reconstituted municipality. This is a common practice and will enable the Committee to apply the interpretation and application rules it will have adopted, and settle early problems which will inevitably arise along the way.

#### 5.4 SPECIAL CASE: L'ÎLE DORVAL

The Municipal Affairs Ministry has taken legal steps to nullify the sale of Dorval Island property to a residents' association. This sale would have been made in the period leading up to the 2002 merger. Dividing assets and preparing the opening balance sheet will be affected by the outcome of this dispute.

Although legal action continues, the Committee believes that the desirable outcome of this matter would be an out-of-court settlement between the parties.

In this spirit, the Committee has begun talks with representatives of the residents' association to agree on a way to preserve the public nature of the property involved and thereby annul the sale. The Committee will work closely with the Ministry of Municipal Affairs toward putting a quick end to the litigation.

### 5.5 THE 2005 BUDGET PROCESS: A PRIORITY FOR YEAR'S END

The Committee is closely following the 2005 City of Montreal budget process.

This will be both the last combined budget for the areas which chose to reconstitute, and also the first budget applying changes to the City of Montreal Charter made under Bill 33, adopted in December 2003. The Committee is particularly interested in the City of Montreal 2005-2007 Triennial Capital Program because financial undertakings for capital investment in 2005 may have consequences over many fiscal years for the reconstituted municipalities. This is exactly the purpose of articles 88 and 89 of Act 9.

## VI. COMMUNICATIONS AND CONSULTATION

### 6.1 MANDATE

Under Act 9 the Committee is mandated to “provide citizens with all information it finds helpful in keeping them informed of its progress.” To ensure this, the Communications and Public Consultation sector transmits Committee decisions and statements to the public in a timely manner. It provides the news media – a prioritized way to disseminate information – with simple, quick and efficient access to information essential to the Committee’s work.

This team is also responsible for holding consultations the Committee might find useful in considering citizen’s points of view and hearing their various suggestions for municipal reconstitution to better serve the public.

### 6.2 COMMUNICATIONS GOALS

- Publicize the Committee’s role under Act 9;
- Provide information transparently and objectively;
- Promote the Committee’s values, particularly its determination to find the best and fairest solution for all parties involved;
- Develop a good understanding of transition issues to promote broad general agreement with the Committee’s proposals;

- Create a climate that encourages suggestions from the public and all parties involved;
- Encourage a sense of belonging and enthusiasm among municipal employees being re-assigned to the new municipalities.

### **6.3 COMMUNICATIONS TOOLS**

#### **a) The Web site**

Our Communications team is using the best tools and methods available to transmit the Committee's information and messages. It is opening direct channels of communication with Montreal-area mass media as well as local news outlets serving the communities directly involved in the transition and reconstitution of 15 municipalities.

The Committee's Web site was activated on August 11, 2004. It follows the model site designed for transition committees by the Ministry of Municipal Affairs. Information is posted under various headings in French and English. Starting October 1, a new supplier will provide the technical support needed to maintain and keep building the site.

In the spirit of transparency, the site provides the minutes of Transition Committee meetings, which usually take place weekly. Anyone can follow the Committee's activities and learn of its decisions on-line.

#### **b) Media relations**

The Committee has a continuous relationship with the local and provincial press, and news conferences are held and press releases issued when circumstances warrant. Press releases on August 10 announced the nominations of key executives in the Committee's various sections and the launch of recruiting for general managers of the reconstituted municipalities. A briefing session with the media was held September 23 to explain the Committee's mandate and the major steps that must be taken to fulfill its responsibilities under Act 9.

#### **c) Advertising**

Advertising to fulfill some of the Transition Committee's communications requirements will be used, as required. For example advertising was bought in targeted newspapers to recruit general managers for future municipalities. Other public notices, such as those about the electoral process, may require advertising.

#### **6.4 UNDER DEVELOPMENT**

Communications plans are being developed for aspects of the Transition Committee action plan which require special attention and specific resources.

- a) City of Montreal employees likely to be directly or indirectly affected by staff re-assignments to reconstituted municipalities will be an important group to target. Concerns expressed by employees in some boroughs show the clear need for a communications program involving management of the boroughs concerned. The communications plan is being prepared and is set to begin in mid-October.

Two communications measures are underway with employees. The first is the development of a Frequently Asked Questions forum addressing employees' concerns, soon to be available on the Committee Web site. We are also considering whether to create a dedicated section allowing dynamic communications between the Committee and employees of the boroughs concerned. This section would be used to transmit privileged information, becoming a mailbox to receive employees' questions and comments and answer them confidentially.

- b) Consultations will enable the Transition Committee to establish interactive communications with the public and groups interested in the transition. A specific communications plan is being prepared for this to be ready for use at the appropriate time.
- c) A communications plan will be prepared to support elections to be held under the supervision of the Transition Committee in the future municipalities. This plan will be developed with the assistance of the Directeur général des élections and will comply with current election law.

### **VII. CONSULTATION STRUCTURE**

The Committee believes that "establishing conditions most likely to facilitate the transition between successive municipal administrations" will require open channels of consultation with the authorities and concerned parties, as well as citizens, of the reconstituting municipalities.

#### **7.1 ATTENDING BOROUGH COUNCIL MEETINGS**

The Committee agreed at its first meeting that a member would attend public meetings of the 11 borough councils directly concerned with reconstituting a municipality.

It was also decided to attend meetings in rotation – for two main reasons. It will give elected representatives an opportunity to meet and speak with all members of the Committee, and it will also enable Committee members to gain a better understanding of the various issues and circumstances specific to each borough.

**7.2 BOROUGH MAYORS' ADVISORY COMMITTEE**

The Committee has formed an advisory committee made up of mayors of the 11 boroughs concerned with reconstitution of a municipality as well as a member of the City of Montreal Executive Committee. Members are listed in Appendix C.

The advisory committee held its first monthly meeting September 10, 2004.

Minutes of meetings will be available on the Committee Web site.

**7.3 BOROUGH MANAGERS' LIAISON COMMITTEE**

The Committee formed a Liaison Committee made up of the managers of the 11 boroughs concerned with reconstitution of a municipality as well as a City of Montreal central services manager. Members are listed in Appendix D.

The Liaison Committee held its first meeting September 10, 2004.

Minutes of the meetings will be available on the Committee Web site.

**7.4 WORK MEETINGS WITH THE BOROUGHS**

Even though the rules, framework and methods for reconstituting municipalities apply to all municipalities, they will take effect in a well-defined setting. Each area to be reconstituted has its own characteristics rooted in its pre-merger existence, clearly influenced by the experience and evolution of its "merged" years.

In order to address these characteristics and encourage combined efforts to accomplish the transition, the Transition Committee has prepared a schedule of work meetings with the concerned boroughs. Political and administrative leadership of each borough attend these meetings.

These meetings are intended to examine methods for the various steps of reconstituting a municipality and the roles of all involved. They also serve to identify particular situations and circumstances and possible solutions, and to form working groups if needed. Such meetings have been held so far in four boroughs. A timetable has been set and the first round of meetings with all involved boroughs should end by mid-October.

**7.5 L'ÎLE DORVAL ADVISORY SUB-COMMITTEE**

Because of its population and vocation L'Île Dorval is a special case and should be treated separately. For example, the municipality had only five permanent employees before the merger. The Committee has therefore decided to form an advisory sub-committee to propose transition procedures applying to l'île Dorval. These procedures will obviously have to mesh with those throughout the agglomeration of

Montreal, but the district approach steps will still be of benefit. Members of this sub-committee are listed in Appendix E.

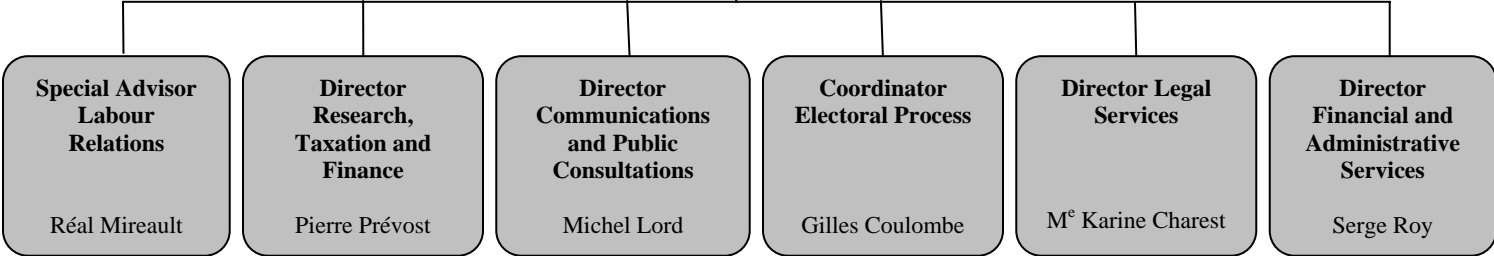
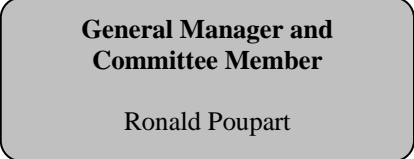
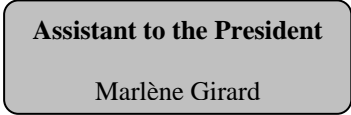
## **VIII. CONCLUSION**

To conclude this initial progress report the Committee stresses the excellent cooperation of all authorities and interveners involved one way or another in the transition process leading to the reconstitution of 15 municipalities on the Island of Montreal.

So far we have primarily been establishing contact, opening discussions and gathering information about the subjects the Committee must deal with. The Committee knows how important it is that this spirit of cooperation be well established before difficulties arise, so that we are able to solve any problems we may face in the future.

The commitment and involvement of all parties will also be essential to ensure all subjects are dealt with promptly. This report outlines the large amount of sometimes difficult work to be done during the transition. In the coming months the Committee will accelerate the pace of work in order to ensure the timetable is met, and to do so we are depending on cooperation from all involved.

### TRANSITION COMMITTEE



**Appendix B**

**SUB-COMMITTEE MEMBERSHIP**

**SPENDING CONTROL SUB-COMMITTEE** (*articles 88 and 89 of the Act respecting the consultation of citizens with respect to the territorial reorganization of certain municipalities, 2003, Chapter 14*)

**MEMBERS:** Gilbert Charland, president  
Ronald Poupart, member  
André Perrault, member  
Sidney Kaushansky, member

Catherine Frigon, Committee secretary

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**ELECTORAL PROCESS SUB-COMMITTEE**

**MEMBERS:** Marcus Tabachnick, president  
Lise Lachapelle, member  
Ronald Poupart, member

Catherine Frigon, Committee secretary  
Gilles Coulombe, Assistant secretary

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**RECRUITING SUB-COMMITTEE FOR GENERAL MANAGERS**

**MEMBERS:** André Perrault, president  
Lise Lachapelle, member  
Ronald Poupart, member

Catherine Frigon, Committee secretary

**BOROUGH MAYORS' ADVISORY COMMITTEE  
OF THE MONTREAL TRANSITION COMMITTEE**

**BOROUGH MAYORS**

**CARDINAL Jacques**

Borough of Île Bizard-Sainte Geneviève-Sainte Anne de Bellevue

**CARON Suzanne**

Borough of Mount Royal

**JANISZEWSKI Edward**

Borough of Dollard des Ormeaux-Roxboro

**LIBMAN Robert**

Borough of Côte Saint Luc-Hampstead-Montreal West

**MACIOCIA Cosmo**

Borough of Rivière des Prairies-Pointe aux Trembles-Montreal East

**MARKS Karin**

Borough of Westmount

**McMURCHIE Bill**

Borough of Pointe Claire

**MEANEY John W.**

Borough of Kirkland

**MYLES Anne**

Borough of Beaconsfield-Baie d'Urfé

**WORTH Monique**

Borough of Pierrefonds-Senneville

**YEOMANS Peter B.**

Borough of Dorval-Dorval Island

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**CITY OF MONTREAL**

**BOSSÉ Georges**, Executive Committee member

**BOROUGH MANAGERS' LIAISON COMMITTEE  
MONTREAL TRANSITION COMMITTEE**

**BOROUGH MANAGERS**

**BENZAQUEN Jack**

Borough of Dollard des Ormeaux-Roxboro

**BOILEAU Patrice**

Borough of Beaconsfield-Baie d'Urfé

**CHAN Jacques**

Borough of Pierrefonds-Senneville

**COLLINGE Jean-Paul**

Borough of Île Bizard-Sainte Geneviève-Sainte Anne de Bellevue

**COUCH Ava L.**

Borough of Mount Royal

**JOHNSTONE David**

Borough of Côte Saint Luc-Hampstead-Montreal West

**LARIVÉE Pierre**

Borough of Dorval-Dorval Island

**SANTAMARIA Pierre**

Borough of Rivière des Prairies-Pointe aux Trembles-Montreal East

**ST-LOUIS Bruce**

Borough of Westmount

**WELDON Barry**

Borough of Kirkland

**WHITE Richard**

Borough of Pointe Claire

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**CITY OF MONTRÉAL**

**GAUDREAU ESTHER** Esther, executive director

**DORVAL ISLAND ADVISORY SUB-COMMITTEE**

**MEMBERS:** André Gourd, president

Catherine Frigon, Committee secretary

Gisèle Chapleau  
Louis Beauregard  
Andrew Kabbash

} Representatives of Dorval Island