

Running head: **Exploring fleeting moments of strategy**

Exploring fleeting moments of strategy:

The communicative constitution of strategy-making

Appendix II

Transcription of the Board of Directors discussion on urban planning

- 1 C: The meeting of the assembly, uh, of the borough council of uh the beginning of
- 2 December, I don't remember the date.
- 3 D: Fifteen or sixteen... Fifteen sixteen?
- 4 C: Uh, six seven I believe. And it says that, there are people who reacted, there is a person
- 5 who is named for example, anyway, who reacts, who says that, 'Listen, you keep
- 6 carrying out projects while there is a consultation, what's this story, is that consultation
- 7 serious or not?' And uh the, borough mayor says uh, what's told in the newspaper, 'Well,
- 8 we do not want to delay uh the projects because of the consultation.' And the director of
- 9 urban planning says uh, 'anyway, uh, the consultation is not on the projects, on the
- 10 buildings, and related stuff, but on the parks and the streets.'
- 11 J: Uh?
- 12 E: The what?
- 13 B: The parks and the streets.
- 14 C: The parks, 'parcos' and the streets.
- 15 J: Parques.
- 16 C: Parques, of course, of course, that's it.
- 17 ((Laughs))
- 18 E: Okay.
- 19 C: Isn't that a huge enough? So, what we need- Because I want to put that on paper, but uh,
- 20 in any case (1.0) They approved, it was the uh the seventh- the seventh at nigh- no,
- 21 Monday, (1.0) yes, the eleventh, the eleventh, they approved another project that will be
- 22 next to the Staples. The first phase, there will be four phases and uh, anyways, to make a
- 23 long story short, in the plans, we see quite well that the streets, Elizabeth Street,
- 24 according to the plan that was released last June, but which theoretically should only be a
- 25 proposal (1.0) If we do a consultation, logic would be that we should still be able to
- 26 change the proposal, but uh, in that plan it was indicated, in June, that Elizabeth would
- 27 not be continued North of Madison Avenue, meaning that Elizabeth Street would get up
- 28 to Madison.
- 29 B: Uh uh
- 30 C: It stops there, you go either East or West.

- 31 B: Like Applewood.
 32 C: What?
 33 B: Applewood Street.
 34 C: Yes, Applewood is closed (1.0) In other words the whole triangle [is closed.
 35 B: [will be closed.
 36 C: And the whole triangle, there are only bicycle lanes and walking paths. There are no
 37 more cars in there, or in any case they are not real streets anyways. That's what we can
 38 guess in the June plan. It's not completely obvious but...
 39 B: What should we think... What should we think of all this?
 40 C: I'm getting to what I want to say. The plan that was adopted on Monday builds on what
 41 was in the June plan. I examined the plans. The street, in the plan, is closed. So, when the
 42 director of planning says that the streets are part, are the object of consultation, that's also
 43 a lie. It's a lie to say that the consultation is not about the projects because it was said that
 44 it was on the projects. He says it's only the streets and the parks, but I can see that this
 45 street will become in part a place where buildings will be erected and partly parks. It's
 46 lies. The consultation, there, it was an operation to attempt to fool everyone. Me, there,
 47 when the guy came, the first question that I asked him, I asked him if the law required
 48 him to go through with the consultation he was doing. Because, I was, what I knew, was
 49 that if the law forced him to do that, then it meant there was a clear framework he had to
 50 respect and that he had to stop everything, for example, take into account what is
 51 suggested during the consultation and change afterwards if needed. He said no, the law
 52 doesn't force us. So, it's an opera (1.0) it's a request from the borough, here, to do a
 53 consultation. The process began since 2005, I want, I want to continue, I want to produce
 54 another document, or other documents, I want to show that there was, that there was this
 55 regulation in 2005, in 2006, in 2007 (1.0) And they were setting all the bases to orient
 56 towards a specific direction. All of a sudden, hop! In 2009, there is a consultation, come
 57 on! Everything's there, everything is going towards the thing, and there is a consultation
 58 and things keep going like before.
 59 I've had a meeting, there, last week. I went to a meeting, a short meeting that wasn't
 60 about this, but the planning director was there, y'know I can see in the discourse he held
 61 that they are going in that direction. What I want to say is that, their plan is like I thought,
 62 (.) there is a plan, they apply it and nobody can stop them. The consultation, it's a sham
 63 and the system allows them to function the way they want. Because I was mention
 64 mentioning it already. There are two regulations that allow them to act in all freedom. It's
 65 the regulation on demolition and the regulation on the construction of particular projects.
 66 The two regulations are built the same way. And both regulation, what you need, quickly,
 67 there, there are two levels. Okay? The first level, there is a decision that's taken, and then
 68 there's an appeal. The first level, okay, it consists of, in consists of what? It consists of-
 69 There's a committee that takes the decision. The committee, it is uh, it's insulting for
 70 people's intelligence. The committee is made up of the urban planning advisory
 71 committee. Each borough, each city in Quebec, has an urban planning advisory
 72 committee. They are people who are chosen by the elected officials because uh they are
 73 people who will say=
 74 J: What they want
 75 C: =exactly what they want them to say. So, they choose them on purpose. So, the urban
 76 planning advisory committee, it has its own meeting, its own dynamic, it does its own
 77 things, but, also, it can be used to be part of the committee of the regulation on the
 78 construction of particular projects. So, it's there, and there's on top of that an elected
 79 official, who to this point, at least what I saw, it has been the borough mayor. So, there is

- 80 the urban planning committee chosen by the elected officials uh a group of yes-men and
 81 of yes-women, plus the mayor, who are the first level. And the decision they take, you
 82 can appeal from it. Where? In front of the committee on ur- the borough committee!
 83 Again, the elected officials! The elected officials are at both levels! In both cases!
 84 They're dying of laughter. They control the whole process. A and B! Impossible. They
 85 can destroy the city, demolish the city, rebuild the city, there is no one who can stop
 86 them.
- 87 J: So, to sum up, they will do the project.
- 88 C: They will do what they want. S- S- I will produce a small document to explain this,
 89 we've got to get this out.=
- 90 J: There are people who are interested?
- 91 C: =It makes no sense. So, this, I am glad you are asking the question. We need... I tell
 92 myself... I am thinking about all this, and I say, one, the thing that=
 93 J: =But the answer is yes or no? Or
 94 C: Not enough. The people who are interested by this are under influence=
 95 J: =Hum, hum=
 96 C: =for the most part. They are under the influence, they are afraid for their grants, so they
 97 have a hypocritical discourse. Or they shut their... Or they manage to be on the side of
 98 the administration.
- 99 B: Who are you talking about?
- 100 C: Of all the other community organizations.
- 101 B: Okay.
- 102 C: Except us. And I'm not saying that to brag about us. Okay, but that's the way it is. I say
 103 we need to have new people. That's important. We have a problem in the district, we're
 104 missing intellectuals. When I say intellectuals, I mean y'know people who y'know,
 105 (inaudible)
- 106 C: Who are interested by causes and who are ready to discuss.
- 107 B: (consultation?)
- 108 C: Yes, a bit. This kind of people. We would need these people, but immigrants, maybe, of
 109 all origins. That's one thing we would need. And we would need, I, there' I can't, there's
 110 one thing that's very clear. I cannot hold the fight by myself and I don't want to hold a
 111 fight by myself.
- 112 J: But that's what I mean.
- 113 C: And I want to feel that there are other people than myself. It's senseless to do it alone,
 114 because they will say it's just him who's whining. And I know it leads nowhere.
- 115 J: Hence my question!
- 116 C: No, there is no one else.
- 117 D: Because.
- 118 C: We've got mostly people on the other side.
- 119 D: It's because people
- 120 B: (inaudible)
- 121 D: It's because people oppose... The way it goes, a bit... They do not agree, but as Charles
 122 says, they use some double talk, everything is a bit (1) they say one thing and its opposite
 123 in the same sentence, as does mister we-know-who. There a bit of that... ((laughs))
 124 (inaudible)
- 125 C: And it's not better with some other groups who are doing, in my opinion. Anyways, the
 126 groups, there, there, that's another chapter, both groups who work in the district, that's
 127 there's, there's only one thing that's of interest to them, it's doing projects. So, that the
 128 city gives them projects. The rest, there, they will=

- 129 J: =(inaudible)=
 130 C: =never go beyond that.
 131 D: But that's all the groups, isn't it? (inaudible)
 132 C: Yes, all the groups. But they are, those that are here, on top of that, they fight together. Or
 133 at least there's a game, there's quite an ambiguous game that's going on, at the moment.
 134 (1.0)
 135 J: So, our conclusion is?
 136 C: It's not going very well.
 137 J: It's not going very well. But if we don't have, if we don't attract a new follower... (...)
 138 C: I was looking forward to telling you about this because I felt that at least, we need the
 139 board of directors to feel a bit interested and I personally need to feel that you, it interests
 140 you and that you will be thinking about this. Because I know it's not an imminent threat
 141 in the next three weeks everyone will lose their dwelling.
 142 (inaudible)
 143 C: But we've got enough experience and we have all read enough to know that sooner or
 144 later there are things coming.
 145 D: Because what's going on, is that the city is doing is transforming. Well, I say the city,
 146 J: I understand.
 147 D: The city administration is changing the face and the image of the city as it is, the
 148 construction, I mean, without consultation, without saying anything, doing it all on the
 149 sly. All of a sudden the small buildings become housing towers. Without there having
 150 ever been any debate on that=
 151 L: =Yeah, yeah=
 152 D: =Without any discussion, without it being public. It's done one project at a time, and all
 153 of a sudden, we end up with=
 154 C: =Yes. That's what's coming.
 155 ((hubbub))
 156 C: But look, what we know.
 157 D: (Long term) they are also saying that's it's on twenty years.
 158 C: What we know at the moment. Three thousand apartments on Beechtree. Eight thousand
 159 on Western. That's eleven thousand.
 160 (inaudible)
 161 C: I say, at least two thousand on Central. Maybe more, but at least two thousand. So we're
 162 at thirteen thousand apartments. Thirteen thousand apartments, there's fifteen percent of
 163 social housing, eighty-five percent of condos. Okay? So that means that, we've got
 164 approximately, out of thirteen thousand apartments, two thousand social housing and
 165 eleven thousand condos. Multiply that by two persons and a half, two people, two people
 166 and a half, there, we've just grown the population of the district of twenty-five, thirty
 167 thousand residents with income that's more I mean, their income it's fifty thousand and
 168 upward. So, keep in mind the outlook of the district just changed. Because the statistics=
 169 ((side conversations, small comments))
 170 C: =that we've got in the district, forget that, it's all changed, it will create a distortion. The
 171 statistics that decide the money we get, the grants, the interest that we have, the distortion
 172 that this mass will produce in the district, it will mess up the whole thing. And keep in
 173 mind that those people attend shops that no one... and you know very well how
 174 gentrification works.
 175 B: Well yes.
 176 (1.5)
 177 M: Yes.

- 178 C: I am especially. I am- I mention a small detail in passing. Comments like those of that
 179 guy, for example, who says that uh he is he does, anyways, I don't want to get into that,
 180 but I take just a few seconds, he says uh "The City should not create ghettos, uh neither
 181 rich people ghettos or ghettos for the poor." It's an absolutely dumb opinion. I know why
 182 he does this. He wants to give the impression that he is critical, while he gives a critique
 183 that has no effect in reality.
- 184 J: Hum.
- 185 D: Saying one thing and its opposite.
- 186 C: Exactly. It's not a ghetto. It's exactly the opposite. A ghetto is something that's closed.
 187 That's something that's open, that will eat up the rest of the district. We need the
 188 opposite.
- 189 M: (covered)
- 190 C: Because the other thing we need to understand and that's worrying, is what will happen
 191 with Eli... With the Applewood subway station.
- 192 J: Hum.
- 193 C: This, listen, the urban plan, look, the urban plan, it does-
- 194 J: Beechtree?
- 195 C: Uh?
- 196 L: Yeah.
- 197 J: Beechtree (inaudible)
- 198 C: Yeah. The urban plan, no, it announces two things, the urban plan of two thousand four.
 199 It announces Beechtree, and Central. These are the two projects in the district, the two
 200 sectors in the district that need to be developed. What's coming up is Central. Inevitably,
 201 because they did the first, the other one is coming up. But apparently, in two thousand
 202 five, sorry in two thousand ten, meaning the fifth year, uh, because they, they, in any
 203 case, this year, they're talking of updating it, of revising it, of taking a new look at it. I
 204 asked the question, the other day, when I went to the meeting, I asked the director of
 205 urban planning. Indeed, it's coming up, he didn't give any details, but it's coming up.
 206 What will be in there? I examined closely, I mean, the the the (1,5) the zoning and what
 207 the plans have in store, there's nothing, nothing in terms of zoning change, in terms of
 208 renovations, in terms of changes for the surroundings of the Applewood station. It
 209 doesn't mean it's not going to happen at some point. Because it does say in in their
 210 documents that they're thinking about it. It will come at some point. And that, it means
 211 demolishing apartments to build a different type of apartments. This one is different.
 212 Because on Central it would be about doing pretty much the same thing than on
 213 Beechtree-Madison, that is to say take commercial-industrial, and instead put some
 214 residential. That doesn't disturb the residential. Where they will be major changes, is
 215 around the Applewood station, meaning they're demolishing existing housing to build
 216 other types of units for a different class of people. So, anyways, I'm mentioning this.
- 217 J: So, we-
- 218 C: But, I, what we need- I am suggesting this, we need to talk about this. We need to find a
 219 way to get people in the district interested, in order to get a group together.
- 220 D: I just want to mention that (inaudible), something he said the other time at the housing
 221 committee made me jump. Because we were talking about this a bit, we (opposed)
 222 something. He said, "Oh, well, I am not against the district getting richer."=
- 223 C: =He's saying anything=
- 224 D: =I said, me neither, on the condition that it's the people from the district who get richer.
- 225 B: Well yes, that's it.
- 226 L: Well yes (inaudible)

227 B: (inaudible)
 228 D: That's, that's
 229 C: That's what I don't like with his speech (inaudible)
 230 ((hubbub))
 231 D: You see the attitude.
 232 C: It's someone who says anything, the only thing that interests him is that ROMEL gets
 233 more projects. He is ready to kill the district as long as his organization has projects.
 234 ((hubbub))
 235 C: It's not a thought through approach.
 236 M: I propose that we move on to something else and that this item, we talk about it exactly
 237 during our orientation congress. That way... Because now we're kind of doing the
 238 orientation congress.
 239 ((laughs))
 240 D: So, did we determine a date for the orientation congress?
 241 M: Yeah, that's it.