

Québec, le 27 avril 2016

Monsieur,

Je donne suite à votre demande d'accès reçue le 22 avril 2016 afin d'obtenir une copie de la plainte en éthique et déontologie relative à monsieur Ed Prévost, maire de la Ville de Hudson (CMQ-65514).

Conformément à l'article 51 de la *Loi sur l'accès aux documents des organismes publics et sur la protection des renseignements personnels*, nous vous informons que vous pouvez demander la révision de cette décision auprès de la Commission d'accès à l'information suivant la note explicative jointe à ce sujet.

Veillez recevoir, Monsieur, l'expression de nos sentiments les meilleurs.

La responsable de l'accès aux documents,

ORIGINAL SIGNÉ

Céline Lahaie, notaire

AVIS DE RECOURS EN RÉVISION

RÉVISION

a) Pouvoir

L'article 135 de la Loi prévoit qu'une personne peut, lorsque sa demande écrite a été refusée en tout ou en partie par le responsable de l'accès aux documents ou de la protection des renseignements personnels ou dans le cas où le délai prévu pour répondre est expiré, demander à la Commission d'accès à l'information de réviser cette décision.

La demande de révision doit être faite par écrit; elle peut exposer brièvement les raisons pour lesquelles la décision devrait être révisée (art. 137).

L'adresse de la Commission d'accès à l'information est la suivante :

QUÉBEC

Édifice Lomer-Gouin
575 rue Saint-Amable
Bureau 1.10
Québec (Québec) G1R 2G4

Tél : (418) 528-7741
Télé : (418) 529-3102

MONTRÉAL

Bureau 18.200
500, boul. René-Lévesque Ouest
Montréal (Québec) H2Z 1W7

Tél : (514) 873-4196
Télé : (514) 844-6170

b) Motifs

Les motifs relatifs à la révision peuvent porter sur la décision, sur le délai de traitement de la demande, sur le mode d'accès à un document ou à un renseignement, sur les frais exigibles ou sur l'application de l'article 9 (notes personnelles inscrites sur un document, esquisses, ébauches, brouillons, notes préparatoires ou autres documents de même nature qui ne sont pas considérés comme des documents d'un organisme public).

c) Délais

Les demandes de révision doivent être adressées à la Commission d'accès à l'information dans les 30 jours suivant la date de la décision ou de l'expiration du délai accordé au responsable pour répondre à une demande (art. 135).

La loi prévoit spécifiquement que la Commission d'accès à l'information peut, pour motif raisonnable, relever le requérant du défaut de respecter le délai de 30 jours (art. 135).

APPEL DEVANT LA COUR DU QUÉBEC

a) Pouvoir

L'article 147 de la loi stipule qu'une personne directement intéressée peut porter la décision finale de la Commission d'accès à l'information en appel devant un juge de la Cour du Québec sur toute question de droit ou de compétence.

L'appel d'une décision interlocutoire ne peut être interjeté qu'avec la permission d'un juge de la Cour du Québec s'il s'agit d'une décision interlocutoire à laquelle la décision finale ne pourra remédier.

b) Délais

L'article 149 prévoit que l'avis d'appel d'une décision finale doit être déposé au greffe de la Cour du Québec, dans les 30 jours qui suivent la date de réception de la décision de la Commission par les parties.

c) Procédure

Selon l'article 151 de la loi, l'avis d'appel doit être signifié aux parties et à la Commission dans les dix jours de son dépôt au greffe de la Cour du Québec.

14 juin 2006
Mise à jour le 20 septembre 2006

Loi sur l'éthique et la déontologie en matière municipale
Demande d'enquête (Plainte)

Article 20 – Toute personne qui a des motifs raisonnables de croire qu'un membre d'un conseil d'une municipalité a commis un manquement à une règle prévue au code d'éthique et de déontologie qui lui est applicable peut en saisir le ministre au plus tard dans les trois ans qui suivent la fin du mandat de ce membre.

La demande doit, pour être complète, être écrite, assermentée, motivée et accompagnée, s'il y a lieu, de tout document justificatif.

Ce formulaire doit être imprimé et posté

À L'USAGE DU MINISTÈRE

Dossier n° :

1. COORDONNÉES DU DEMANDEUR

M. Mme

ROBERT

Prénom

SPENCER

Nom

Adresse

[REDACTED]

Numéro

[REDACTED]

Rue

[REDACTED]

Appartement

HUDSON

Municipalité

[REDACTED]

Code postal

Autres moyens de communication

[REDACTED]

Téléphone au domicile

[REDACTED]

Téléphone au travail

[REDACTED]

Poste

[REDACTED]

Télécopieur

[REDACTED]

Courriel

2. Élu visé par la demande

J'ai des motifs raisonnables de croire que

ED PRÉVOST

Maire

Conseiller

Conseiller

Préfet

Ancien élu

de la municipalité de

HUDSON

(nom de la municipalité)

Date de fin de mandat

(aaaa / mm / jj)

a enfreint une règle de son code d'éthique et de déontologie.

3. Témoins (facultatif)

M. Mme

Nom et Prénom

No de téléphone avec indicatif régional

M. Mme

Nom et Prénom

No de téléphone avec indicatif régional

M. Mme

Nom et Prénom

No de téléphone avec indicatif régional

4. Code d'éthique et de déontologie

Veillez indiquer la ou les règles déontologiques que l'élu visé aurait, selon vous, enfreintes. Pour remplir cette section, vous devez consulter le code d'éthique et de déontologie applicable aux élus de la municipalité concernée par votre plainte. Notez que la demande d'enquête *doit porter* sur l'une des *règles* énoncée dans le Code (*et non sur une des valeurs* – art. 20).

Article 5.1 du Code d'éthique et de déontologie des élus de la Ville de Hudson (Règlement 637-2104 de la Ville de Hudson adopté le 3 mars 2014, publié le 19 février 2014) :

ARTICLE 5. CHAMPS D'APPLICATION

1. Conflit d'intérêt

Toute personne doit éviter de se placer, sciemment, dans une situation où elle est susceptible de devoir faire un choix entre, d'une part, son intérêt personnel ou celui de ses proches et, d'autre part, celui de la municipalité ou d'un organisme municipal.

Le cas échéant, elle doit rendre publiques ces situations et s'abstenir de participer aux discussions et aux délibérations qui portent sur celles-ci. Sans limiter la généralité de ce qui précède, il est interdit à toute personne d'agir, de tenter d'agir ou d'omettre d'agir de façon à favoriser, dans l'exercice de ses fonctions, ses intérêts personnels ou, d'une manière abusive, ceux de toute autre personne. Il est également interdit à toute personne de se prévaloir de sa fonction pour influencer ou tenter d'influencer la décision d'une autre personne de façon à favoriser ses intérêts personnels ou, d'une manière abusive, ceux de toute autre personne.

5. PLAINTE (Au besoin, répondez sur des feuilles supplémentaires)

- Décrivez l'événement à l'origine de votre demande d'enquête en indiquant les actes, actions ou comportements de l'élu visé par votre plainte.
- Veuillez indiquer clairement les faits reprochés ainsi que les dates où ces événements ont eu lieu. Notez que les faits doivent avoir eu lieu après l'entrée en vigueur du code d'éthique et de déontologie de la municipalité concernée par votre plainte.
- Présentez l'argumentaire ou les raisons qui vous laissent croire que l'événement décrit pourrait constituer un manquement à la ou les règles identifiées.

Voir Annexe A

6. AIDE-MÉMOIRE

Afin de compléter votre dossier, assurez vous de bien avoir fourni les informations et les documents suivants :

À joindre

- Copie du code d'éthique et de déontologie applicable aux élus de votre municipalité en vigueur au moment des faits reprochés
- Libellé de votre demande (faits reprochés, dates, noms des personnes visées et explication des liens avec les règles déontologiques du code d'éthique et de déontologie de la municipalité)
- Assermentation (voir section 6 et 7 du présent formulaire)
- Documents en appui à la plainte, s'il y a lieu (par exemple et de façon non exhaustive, des procès-verbaux, des articles de journaux, des contrats, des déclarations d'intérêts pécuniaires, etc.)

7. SIGNATURE

Robert Spencer

Je, soussigné (nom en lettres moulées)

déclare que les renseignements de la présente demande sont vrais



Signature (lors de l'assermentation)

2015/ 07 / 11

(aaaa / mm / jj)

8. ASSERMENTATION

SECTION RÉSERVÉE AU COMMISSAIRE À L'ASSERMENTATION (Pour trouver un commissaire à l'assermentation, consultez le <http://www.assermentation.justice.gouv.qc.ca/>)

Affirmé solennellement devant moi à

Hudson, Québec

(municipalité)

July 11, 2015

ce (date)

Gary Stroud, commissaire à l'assermentation

Timbre du commissaire à l'assermentation ou, à la main, nom et numéro du commissaire



Veillez imprimer le présent formulaire et y joindre les documents accompagnant votre demande d'enquête. Vous devez nous faire parvenir le tout par la poste à :

*Bureau du commissaire aux plaintes
Ministère des Affaires municipales, des Régions
et de l'Occupation du territoire
10, rue Pierre-Olivier-Chauveau
Aile Cook, 3^e étage
Québec (Québec) G1R 4J3*

I, the undersigned, Robert Spencer, Councillor of the Town of Hudson, domiciled and residing at [REDACTED] (Quebec) [REDACTED] solemnly declare the following:

I have reasons to believe that Mayor Ed Prévost has violated the Code of ethics of elected officials of the Town of Hudson (P-1) by acting in a way so as to improperly further the interests of (1) Mrs. Judy Sheehan, a management and human resources consultant, (2) real estate developers, promoters /investors and used his position to influence or attempt to influence the then Town Manager Catherine Haulard and the Councillors so as to improperly further the interests of (1) said consultant, Mrs. Judy Sheehan and (2) real estate promoters/investors and developers.

1) Improperly furthering the interests of Consultant Judy Sheehan

The circumstances of Mrs. Sheehan's hiring and contract:

- 1 Mrs. Judy Sheehan is a management and human resources consultant, was retained January 2014 by the Town of Hudson to assist the Town in the preparation of the human resources portion of the business plan for the Town of Hudson and to act as a spokesperson representing Hudson during the negotiation of the collective labour agreement that was due to expire in the fall of 2014;
- 2 Recently I heard the Mayor say that Mrs. Sheehan's father is a friend of his. This fact was never disclosed to the Council (and officially has still not been disclosed);
- 3 The current council was elected in November 2013 and immediately adopted a new Contract Management Policy lowering the tender threshold to \$10,000.00 (adopted at the December 2, 2013 sitting) (P-2);
- 4 Sometime in November or December 2013 it was suggested (I don't remember by whom) that a consultant be hired to collaborate and assist the Town Manager Catherine Haulard with the plan to restructure the human resources and the strategy for the collective agreement negotiations;
- 5 Councillor Natalie Best suggested a friend of her father, Mr. Lawrence McBrearty who said he could not provide the services but suggested Mrs. Judy Sheehan;
- 6 Council approved the hiring of Mrs. Sheehan, instructed the Town Manager Catherine Haulard to sign Mrs. Sheehan's proposal (P-3) and confirmed Mrs. Sheehan's contract at the rate of \$150 per hour at its next sitting on January 13, 2014 (P-4, item 10 of the minutes);
- 7 Our understanding was that the work required should have a limit of no more than \$10,000, although in retrospect there was an oversight at the time since there was no discussion involving time frame or budget;

Mayor Prévost used his position to confirm to Mrs. Sheehan that her contract with the Town would be continued without any interruption nor any requirement to go to tender and payment of her outstanding invoice by the Town by March 9 at the latest while he was fully aware that this would violate the law and the Town Contract Management Policy:

- 8 On November 3, 2014 the Mayor tabled the list of contracts with the same contracting party for more than \$2,000 with total expenditure exceeding \$25,000 (P-5);
- 9 That list includes a list of invoices submitted by Mrs. Sheehan, totalling \$48,760.68 (P-5, pages 6-7)
- 10 In the early days of December 2014 the Town Manager Catherine Haulard advised the Council that the amount paid to Mrs. Sheehan already exceeded the amount permitted by the Town Contract Management Policy, that it would be illegal to pay Mrs. Sheehan and continue using her services and that it is imperative that the Town issue a tender by invitation;
- 11 Mayor Prévost ignored her warnings and Mrs. Sheehan continued to work for the Town as if there were no issues regarding her position ;
- 12 On January 31st 2015 Mayor Prévost sent an email to then Town Manager Catherine Haulard demanding she attend a meeting with Mrs. Sheehan that had been called by Councillor Durand for the coming Sunday February 1st, 2015 (P-6);
- 13 On February 2, 2015, the Town Manager responded to the Mayor that she could not attend the meeting and participate to the continuation of the contract with Mrs. Sheehan because this was against the rules governing contract attribution (P-7);
- 14 On February 5, 2015 Maître Maranda forwarded to the Council the legal opinion of the Town Legal Advisor Maître François Guimont that:
 - a) the Town could not continue the contract with Mrs. Sheehan without breaking the law,
 - b) the Town is required to go to tender by invitation
 - c) the Town should not pay Mrs. Sheehan's invoice exceeding the legal amount;
- 15 Maître Maranda informed us in the same email that if the Council wanted to continue with Mrs. Sheehan's services, we had to go to tender, invite a minimum of two persons to submit bids and have a special sitting to pass a resolution adopting the names of the invitees (P-8);
- 16 I have learned since then that on Feb 9, 2015 (at 11:47 am and 3:04 pm) Mayor Prévost had received Maître Guimont's detailed legal opinion warning the Town against continuing Mrs. Sheehan's contract (without tender) and against paying her outstanding invoices (P-9);
- 17 On the evening of the same day (Feb 9, 2015) Mayor Prévost confirmed to Mrs. Sheehan the continuation of her contract (without tender) and that her outstanding invoices would be paid by March 9, 2015 at the latest (P-10);

Mayor Prévost used his position to get rid of the Town Manager Catherine Haulard who was standing in his way to pay Mrs. Sheehan and continue Mrs. Sheehan's contract without following the legal process outlined by the Town's legal counsel:

- 18 I knew the Town Manager Catherine Haulard would not allow the payment to Mrs. Sheehan to be included in the list of payables submitted to Council for approval at the next Council sitting on March 2, 2015. I thought the matter was closed; I was wrong;
- 19 The Town Manager Catherine Haulard was on vacation the next week (Feb 16-20), and due to return to work on the following Monday (Feb 23, 2015);
- 20 On the day of her return to work (February 23rd) Mayor Prévost suspended her for 10 days without pay because she had refused to illegally authorize the payment of Mrs. Sheehan's invoice and the continuation of Mrs. Sheehan's contract without going to public tender;
- 21 On Monday February 23, 2015 I was informed by letter that a special sitting was to be held on the following evening (Feb 24, 2015) to discuss emergency measures for Pine Lake and "Human Resources";
- 22 I did not know what "Human Resources" meant and I learned through the papers that the Mayor had suspended the Town Manager without pay for two weeks and that the Mayor explained the matter would be discussed by the Council the next day in a special sitting closed to the public;
- 23 I obtained from the Town Manager Catherine Haulard a copy of Mayor Prévost's letter to the Town Manager (P-11) and discovered that the Mayor accused the Town Manager of willfully acting against the best interests of the Town by refusing to collaborate with Mrs. Sheehan;
- 24 The letter indicates that a copy was remitted to the members of the Council which is not true. We did not receive a copy of that letter before, during or after the February 24, 2015 special sitting;
- 25 During the February 24, 2015 Special Sitting Mayor Prévost admitted that it was basically impossible for the Town Manager to come back to her original position;
- 26 On March 4, 2015 the Town Manager sued the Town for hidden dismissal;
- 27 On March 10, 2015 Mayor Prévost asked the Council to empower him to select, interview and introduce a temporary Town Manager on the ground that it was inconceivable that the Town Manager position should remain vacant for more than a week (P-12), which is rather ironic considering that he is the one who suspended the Town Manager for more than a week;

After promising to Mrs. Sheehan that she would be paid before March 9, 2015 and getting rid of Town Manager Catherine Haulard, Mayor Prévost used his position to attempt to make the Councillors pass a resolution approving payments by the Town without the Councillors knowing what they were approving and obtain a Council resolution approving the payment of Mrs. Sheehan's outstanding invoice:

- 28 A few days before the March 2, 2015 sitting, as usual we received the information to prepare the next sitting but for the first time since our election, the list of payables and disbursement was not included on the USB key (despite this item being on the draft agenda (P-13));

- 29 Councillor Goldenberg and I discussed the day before the sitting and agreed we would not approve the payables and disbursements without having had the opportunity to review the list;
- 30 On March 2, 2015, when I arrived at the Council sitting, Councillor Goldenberg and I noticed that the list of payables and disbursement was not available and that the item had been removed from the final agenda (**P-14**);
- 31 On March 9, 2015 at 12.27 p.m. the Town Clerk Maître Maranda sent an email to Mayor Prévost and the Council marked "high importance", the object being "MAMOT complaint has been filed" (**P-15**) in which Maître Maranda informs the Council that he had refused to follow Mayor Prevost's instruction to include a resolution for the payment of the invoices of Mrs. Sheehan in the agenda for a meeting the same evening because it was illegal and dangerous as it would make us (the councillors) personally liable to the Town and could disqualify us from sitting as elected officials;
- 32 Two hours later on the same day (March 9, 2015) Maître Maranda emailed to the Council an email convocation for a special sitting on the same day at 5:30 p.m. for the purpose of approving the disbursements, payables and accounts payables (**P-16**);
- 33 The detailed list of disbursements, salaries and accounts payable to be approved on the evening was not attached to this email;
- 34 I declined to take part as I was not given 24 hours personal prior and public notice was not posted (the agenda was later published on the Town website) and I have not received any information on what happened during this meeting; I left the meeting and rejoined only after the illegal special sitting was over and an informal meeting on sale of assets, as scheduled followed.
- 35 I have since then obtained a list of the payables approved by the Council on March 9, 2015 and noticed discrepancies in the lists of cheques approved:
- a) On February 2nd, 2015 the Council approved cheques numbered from **12172** to **12300** (**P-17**);
 - b) The list approved on March 9, 2015 (**P-18**) starts with cheque number **12305** and continues to number **12397**
- 36 The cheques numbered 12301, 12302, 12303 and 12304 are neither in the list of cancelled cheques nor in the list of valid cheques;
- 37 At the next Council sitting (April 7, 2015), again the list of payables was not provided in time before the sitting and there was no amount indicated in the draft agenda (**P-19**);
- 38 The list appeared within minutes of the start of the sitting and Councillor Goldenberg and I refused to approve the list we had not had time to review and requested to defer the approval to give us time to review the list before approving it (**P-20**);
- 39 I have since then noticed that there are cheque numbers missing between:

- a) the numbers of the cheques included in the list submitted to the Councillors for approval and approved on May 4, 2015 (from number **12491** to number **12605**) (**P-21**) and
- b) the numbers of the cheques included in the list submitted to the Councillors for approval and approved on June 1st, 2015 (from number **12837** to number **12942**) and an difference of \$ 101,524.48 between the amount to be approved on the agenda for the June 1st sitting (\$548,595.17, corresponding to the list of payables) and the amount indicated as approved on the minutes of the sitting (\$650,119.95) (**P-22**); and
- c) the numbers of the numbers of the cheques included in the list submitted to the Councillors for approval and approved on July 5, 2015 (from number **12944** to number **13055**) (**P-23**);

The cheques numbered 12606 to 12836 (between May and June) and 12843 to 12943 (between June and August) and 12945, 121986, 12987 and 13051 (July's sequence) by the computer are neither in the list of cancelled cheques nor in the list of valid cheque of any month;

Mayor Prévost used his position to fabricate minutes of a special sitting that did not happen to obtain a (false) resolution indicating that the Council supports his decision to continue the contract of Mrs. Sheehan without any tendering process:

- 40 On Feb 9, 2015 Mayor Prévost had indicated to Mrs. Sheehan that the Council had decided by majority vote during a working session to pay her outstanding invoices by March 9, 2015 at the latest (**P-10**);
- 41 The working session to which Mayor Prévost refers in his February 9, 2015 email to Mrs. Sheehan was an informal meeting held on February 3rd, 2015, at the suggestion of Councillor Goldenberg (**P-7**) at which the Town Manager was not present. I assumed she had been invited and was unavailable to attend. I later learned she had not been made aware of the meeting;
- 42 During this informal meeting we discussed the legality of continuing with Judy Sheehan and I reiterated my objections against continuing the contract with Mrs. Sheehan without following the legal process. We agreed to have our Town Clerk, Maître Vincent Maranda seek legal opinion and the Town Clerk Maître Maranda read us a draft resolution written in French and explained in English that it meant mandating himself and the Mayor to sign the collective agreement (once we had an agreement with the Union) on behalf of the Town;
- 43 I have been a Councillor since 2009. I know the difference between an agreement in caucus and a resolution binding the Town adopted in Council sitting. This informal meeting was not a council sitting and there was no vote to pass a resolution:
- 44 as evidenced by the copy of the Town's website printed on March 5, 2015 (**P-24**) no agenda or notice of special sitting was ever issued by the Town;
- 45 Maître Maranda did not ask us to renounce to a notice of special sitting and to waive our right to the 24 hours' notice of special sitting;

- 46 We did not vote or pass a resolution and Maître Maranda did not give us a copy of the draft resolution he read us;
- 47 The next day (February 4, 2015) I sent an email to Mayor Prevost reiterating the objections I had voiced during the meeting about continuing the contract with Mrs. Sheehan without following the legal process (P-25) and an email to the Town Clerk (copy to the Mayor and Council) to ask for a copy of the mandate we had agreed the night before to give him and the Mayor (P-26);
- 48 I requested a copy of the mandate and not of a resolution because we had not passed any resolution;
- 49 At the following Council sitting (March 2, 2015) Mayor Prévost proposed the adoption of the minutes of the February 2, 2015 previous regular sitting, of the February 3, 2015 special sitting and of the February 24, 2015 special sitting;
- 50 Councillors Durand, Robinson and Woodhead immediately objected to the adoption of the minutes of February 24, 2015 special sitting stating that the "minutes were not complete" (to this day the minutes of the February 24, 2015 special sitting are not adopted);
- 51 I admit that I made an error: I automatically voted yes; I was tired and focused on the February 24, 2015 minutes; we had had a discussion on these minutes (Councillors Durand, Robinson and Woodhead wanting to add a rebuttal, I refused). Mayor Prévost spoke fast, included many subjects in the same conversation, and mixed topics and date references it was not an organized treatment of the issues and was not like normal business; I lost attention for a minute and did not hear that we were made not only to approve the minutes of February 2 and 24 but also of the February 3 special sitting of the Council that never happened;
- 52 We had so many working meetings, caucus meetings, special sittings; the flow of emails and meetings was constant; it was information overload. It was to the point that I had to refer to my notes and documentation to remember when we had sittings and when we had meetings;
- 53 On March 15, 2015 I discovered that minutes of a February 3, 2015 special sitting had been posted on the Town website (P-27) and that these minutes stated that a resolution was proposed by me and adopted to continue to using the services of Mrs. Sheehan (P-28);
- 54 When I discovered the minutes, what hit me was that it stated I had proposed continuing Mrs. Sheehan's contract, something I vehemently opposed and this is what I focused on. I knew I did not propose that and I was angry to see it written that I did. I knew very well that I did not propose a resolution to confirm the continuation of Mrs. Sheehan's contract. This was not even discussed during the meeting. What we had discussed was mandating the Mayor and Vincent Maranda. If we had discussed continuing Mrs. Sheehan's contract (which we had not done), I would have objected to do so (as I had done by email on February 4, 2015). I immediately sent an email to the Town Clerk to contest these minutes, and requested a correction and resolution of the issue (P-29):

- 55 We had a caucus meeting scheduled the next day (March 16, 2015) during which I insisted that I did not propose or vote for this and demanded the minutes be removed the Town website until corrected;
- 56 During this meeting Councillor Durand's admitted we had not voted on this resolution during the February 3, 2015 working session. The other Councillors present insisted that this is what was agreed upon and only reluctantly, after a lot of insistence from my part, accepted to take the minutes off the website; they did not accept to correct the minutes but agreed to remove mine and Judy Sheehan's names;
- 57 Councillor Durand's admission on March 16, 2015 that we had not voted on February 3, 2015 made me think back and question what happened. I went through my files and realized that I had completely forgotten that on February 3, 2015 we never had a special sitting, that no agenda or convocation existed for that day and in fact we had met only for an informal working session, which the Mayor himself called "session de travail" (P-10);
- 58 On March 22, 2015 the minutes of the February 3, 2015 meeting were no longer on the website (P-30);
- 59 On March 23, 2015 the Town clerk confirmed to me in writing that he would remove my name and take out the reference to Judy Sheehan from the minutes (P-31);
- 60 Sometime after, I don't know when, the minutes were posted again on the website, without the correction that Maître Maranda had agreed to do and as of July 1st, 2015, were still online and uncorrected (P-32);

II) Improperly furthering the interests of investors and real estate developers

- 1 I have reasons to believe that Mayor Ed Prévost has acted in a way so as to improperly further the interest of investors and promoters of a project called "blue skye" and used his position to influence or attempt to influence the Council to improperly further the interests of private investors and friends of the Mayor and Councillor Best and Real Estate developers;

Mayor Prévost used his position to improperly promote as Council work a plan created by undisclosed third parties to further the interests of undisclosed private promoters/investors:

- 2 Starting in Nov. 2013 the mayor proposed we hold meetings to create a strategic vision. We had a few meetings of the Council to discuss generalities of a vision, nothing specific;
- 3 A friend of the Mayor and Councillor Best, Ron Laursen was appointed by the Mayor to "help" facilitate the Council strategic plan working meetings. We (the councillors) would give him some ideas and few weeks later he would come back with a draft power point;
- 4 Then, out of the blue appeared in the draft Council plan brought back to Council by Mr. Laursen a plan called "Blue Skye" that included the construction of a National Performing Arts Center and stated that private investments were already "*already in various phase of planning and delivery*" (Page 8, P-33)

- 5 The construction of this National Performing Arts Center (in our small village) was at the center of the project. This idea did not come from the Council;
- 6 Then one day, members of the Blue Skye project (John Sauter, John Angus and the wife of Ron Laursen, Susan Kennedy) appeared one time at a caucus meeting, to explain their project to council (P-34);
- 7 It was a surprise. We (the Councillors) had not been advised that they would be there. Mayor Prévost had invited them
- 8 A few weeks ago former Mayor Diane Piacente told me that she was aware of the Blue Skye Project in 2013, before the election of Mayor Prévost;
- 9 On February 10, 2015, Mayor Prévost sent a letter to all residents inviting them to a February 21, 2015 presentation of the Council's Strategic Plan (P-35);
- 10 I did not agree to pass off these proposals to the residents as the vision of the Council while in fact this strategic plan very forcefully promoted by Mayor Prévost (and Councillor Best) was a plan promoting the interests of unknown private investors, nor did I believe it was legal to use public money to promote private interest and I refused to continue to be involved;
- 11 I know Catherine Haulard, Town Manager had also voiced her concerns regarding the legality of the project;
- 12 On February 17, 2015 the Mayor suddenly postponed the strategic plan meeting planned for February 21, 2015 on the (false) pretense that the presentation was not ready (P-36) which was not true (I had seen the completed power point presentation, it was finalized; the planned meeting could have gone ahead);
- 13 On February 23, 2015 Mayor Prévost fired the Town Manager Catherine Haulard and the push to promote the strategic plan and the rezoning started immediately again;
- 14 At the April 7, 2015 Council sitting, Mayor Prévost invited Mr. Ron Laursen to explain to the residents the reason for the postponement of the presentation of the strategic plan. Mr. Laursen explained he had created the plan. Mayor Prévost called him "a facilitator" and "exceptional volunteer" (P-37);
- 15 The Mayor did not disclose that a private project called Blue Sky was inserted into the plan masqueraded as a public project and that Ron Laursen's wife was one of the promoters of that private project;
- 16 Since then Mayor Prévost delegated Ron Laursen to create a committee to work on the integration of the rezoning projects into the strategic plan/Blue Sky project;
- 17 This engagement of Mr. Laursen was undertaken by Mayor Prevost with no resolution of Council and Mayor Prévost informed the Council and the citizens only after Ron Laursen had created the committee and, at the May 4, 2015 Council sitting only indicated to the citizens that Ron Laursen would hold consultations with some citizens (P-38);

Mayor Prévost used his position to make the Town pay expenses incurred without proper authorization without credit appropriation

- 18 Mayor Prévost has used his position to force the payment of invoices incurred for the Strategic Plan without authorization and knowledge from the Council and Town administration and without credit appropriation;
- 19 In October 2013 the Council had adopted By-law 634 Budget Control and Monetary Policy (P-39) that is clear that credits for expenses must be approved by the Council before the expense and all expenses authorized in accordance with the delegation provisions of this by-law;
- 20 On January 20, 2015 Mrs. Dishazy, Director of Finance, sent a request for instructions to the Mayor, the Treasurer and the Town Manager regarding the payment of an invoice from a company called Indigo Translations that had been sent to her for payment by the Mayor, indicating she did not know what to do as this invoice originally came from Councillor Best and there was no purchase order for it and no approved supplier in the system (P-40);
- 21 I was not aware of these contracts; there had been limited discussions to outsource help but no contract discussion or resolution. I have learned since then that the contracts were given directly by Councillor Best and that the Town administration discovered the existence of these contracts in January 2015 when the suppliers sent their invoice for payment;
- 22 Mayor Prévost responded "*Do we not have a budget for the Strategic Plan. In any event, the invoice is legit – I've seen the translation – I can sign the PO*" (P-40);
- 23 Mayor Prévost knows very well that there is no budget for the Strategic Plan in the Town 2015 Budget: the Council had finalized the 2015 budget and approved the Budget a month before at the December 17, 2014 sitting (P-41) and that our Budget control by-law does not permit individual Councillors or the Mayor to authorize expenses on behalf of the Town and requires a PO to be issued before the invoice (as normal practice!);
- 24 Indigo's invoice was not included in the list of payables submitted to the Council for approval at the next Council sitting (February 2, 2015) (P-17);
- 25 I believe its payment was stopped by the Town Manager Catherine Haulard who questioned the legality of paying an invoice incurred without credit appropriation, without knowledge of the Town administration and Town Council and without any authorization other than Councillor's Best and Mayor Prévost;
- 26 Catherine Haulard was fired on February 24, 2015;
- 27 Invoices for the Strategic Plan reappeared on March 9, 2015
- 28 On March 9, 2015 the Town Treasurer Ramin Jawanda sent a request for instructions to Mayor Prévost regarding invoices for the strategic plan that had been submitted to her for payment by Nicolas Pedneault, Director of Tourism and development reminding Mayor Prévost that there was no budget for the strategic plan in the Town 201, that the Council does not have the authority to incur expenses on behalf of the town and a purchase order must be produced and approved prior to any purchase (P-42);

- 29 Mayor Prévost responded within hours that it did not make sense and that Catherine knew of the Strategic Plan and the inevitable costs of the plan and asked why an invoice from EMARK was not included in the list (P-42);
- 30 Nicolas Pedneault, Director of Tourism and development responded that he never had or seen an EMARK and the translation invoices (Indigo Translations) (P-43);
- 31 On March 10, 2015 Treasurer Ramin Jawanda responded to Mayor Prévost that that *"that's really not the issue here. I'd like to know which account you want me to take money from to pay for these expenses. We also have a budget control and monitoring policy in place that needs to be followed"* (P-42);
- 32 Three days later, on March 13, 2015, Treasurer Ramin Jawanda resigned, indicating the stress was too much;
- 33 On April 7, 2015 Mayor Prévost made us pass a resolution authorizing himself, Pro-Mayor Durand and the Director of Public Security (Mr. Philippe Baron) to sign the cheques (P-20);
- 34 I was not comfortable with this but by then had become resigned that my opposing the Mayor gave no result, except to make me ostracized and being refused information and thought it all I could do was to advise the MAMOT;
- 35 I have since then reviewed the list of cheques submitted to the Councillors for approval and saw that a cheque for the Indigo invoice that Mayor Prévost had unsuccessfully attempted to make the Town pay in January 2015 was included in the list submitted and approved on June 1st, 2015 (P-22) (cheque number 12859);
- 36 I question the legality of the Town paying invoices without respecting our Budget Control by-law for expenses without credit properly appropriated and not properly authorized but at this point I believe voicing my objections to the Mayor has no effect whatsoever; I can only submit this question to the MAMOT;

Mayor Prévost used his position to improperly promote as Council work rezoning by-laws created to further the interests of real estate developers that he frequently meets in private:

- 37 In early 2014 I had asked that we should include urban planning and future developments or hold meetings on the subject;
- 38 I know that since elected our Mayor had frequent private meetings with promoters and developers who are not registered as lobbyist and has pushed very strongly for zoning changes to allow the projects of these individuals. He does not make a mystery of it and even mentioned his meetings in his Opening remarks at the February 2, 2015 (P-44) and March 3, 2015 (P-45) Council sittings;
- 39 The projects promoted by Mayor Prévost that I am aware of are:
- a) Como Gardens (UK2); promoter: Sebastian Wiener
 - b) Sandy Beach; promoter: Hans Muehleg
 - c) Alstonvale/Mayfair ; promoter: Daniel Rodrigue
 - d) Ellerbeck Development; promoter: Mr. Ellerbeck
 - e) Mount Victoria; promoter : Mr. John Norris

- 40 No urban planning meetings were held by council until a week before Christmas 2014 when suddenly on December 19, 2015 Town Urban Planner Nathalie Lavoie convoked the Councillors to a urban planning meeting on January 7, 2015 (P-46) and presented to Council number of bylaw changes and projects already written and ready to adopt (P-47);
- 41 Two very technical by-laws of twelve pages each (the "Omnibus bylaws") were attached:
- f) (P-48) RÈGLEMENT N° -XXX MODIFIANT LE RÈGLEMENT N° 525 CONCERNANT LE PLAN D'URBANISME AFIN DE :
1. AJOUTER TROIS ORIENTATIONS ET TROIS STRATÉGIES DE GESTION DE L'URBANISATION AFIN DE FAVORISER LA REALISATION DE PROJETS INTEGRES DANS LES SECTEURS DESSERVIS (EGOUTS ET AQUEDUC) ET PERMETTRE LA DENSIFICATION RESIDENTIELLE DANS CERTAINS SECTEURS;
 2. AJOUTER UNE STRATÉGIE RELATIVE À LA PRÉSERVATION DU PATRIMOINE BÂTI AFIN DE FAVORISER L'UTILISATION OU LA REAFFECTATION DES BATIMENTS D'INTERET PATRIMONIAUX;
 3. MODIFIER LA TYPOLOGIE, DES LOGEMENTS ET LA DENSITÉ AUTORISÉES DANS UNE AIRE D'AFFECTATION « RESIDENTIELLE DE HAUTE DENSITE (H4) »;
 4. REMPLACER L'AIRE D'AFFECTATION « RÉSIDENTIELLE DE BASSE ET MOYENNE DENSITE (H3) » SITUEE A L'EST DES RUES MAIN IET WHARF PAR UNE AIRE D'AFFECTATION « RESIDENTIELLE DE HAUTE DENSITE (H4) » DANS LE CADRE DU PROJET SANDY BEACH;
 5. CRÉER UNE AIRE D'AFFECTATION « RÉSIDENTIELLE DE HAUTE DENSITÉ (H4) » DANS LE CADRE DU PROJET SANDY BEACH;
 6. AGRANDIR L'AIRE D'AFFECTATION « CONSERVATION (CONS) » DANS LE CADRE DU PROJET SANDY BEACH;
 7. AGRANDIR L'AIRE D'AFFECTATION « RÉSIDENTIELLE DE BASSE ET MOYENNE DENSITÉ (H3) » DANS LE CADRE DU PROJET SANDY BEACH;
 8. AGRANDIR L'AIRE D'AFFECTATION « CONSERVATION (CONS) » ENTRE LA RUE COMO GARDENS ET LA VOIE FERREE;
 9. CRÉER UNE AFFECTATION « RÉSIDENTIELLE DE BASSE ET MOYENNE DENSITÉ (H3) » POUR LES TERRAINS EN BORDURE DES RUES COMO GARDENS ET HODGSON;
 10. AGRANDIR LES AIRES D'AFFECTATION « RÉSIDENTIELLES DE BASSE DENSITÉ (H2) » SITUEES A L'OUEST DE LA COTE SAINT-CHARLES.
- g) (P-49) RÈGLEMENT N° XXX MODIFIANT LE RÈGLEMENT N° 526 CONCERNANT LE ZONAGE AFIN DE :
1. MODIFIER LA DÉLIMITATION DES ZONES DE CONSERVATION « CONS-14 » et « CONS-23 » ET DES ZONES RESIDENTIELLES « R-15, « R-21 », « R-22 », « R-24 », « R-28 », « R-31 », « R-33 » ET « R-41 »;

2. CRÉER LES NOUVELLES ZONES RÉSIDENTIELLES « R-70 », « R-71 » ET « R-72 »;

3. MODIFIER LES USAGES PERMIS ET LES NORMES DE LOTISSEMENT ET D'IMPLANTATION DES BATIMENTS DANS LES ZONES RÉSIDENTIELLES « R-10 », « R-21 », « R-22 », « R-24 » ET « R-55 »;

4. MODIFIER LES NORMES DE LOTISSEMENT DANS LES ZONES RÉSIDENTIELLES « R-15 », « R-28 » ET « R-33 »;

5. SPÉCIFIER LES USAGES PERMIS ET LES NORMES DE LOTISSEMENT ET D'IMPLANTATION DES BATIMENTS DANS LES ZONES RÉSIDENTIELLES « R-70 », « R-71 » ET « R-72 »;

6. MODIFIER LES DISPOSITIONS CONCERNANT UN PROJET RÉSIDENTIEL INTÉGRÉ;

7. ABROGER DES DISPOSITIONS PARTICULIÈRES S'APPLIQUANT AUX ZONES RÉSIDENTIELLES « R-21 » ET « R-22 ».

42 We received our marching orders from the Town Clerk Maître Maranda on January 29, 2015 (P-50) who indicated what were to vote for and when:

3) *List of the current Urban Planning*

B. Current urban planning projects

They are:

a) For the next Council meeting on February 2, 2015:

Resolution - adoption of first project - amendment to Master Plan By-Law No 525

Resolution - adoption of first project - amendment to Zoning By-Law No 526

Resolution - adoption of first project - amendment of Subdivision By-Law No 527 Resolution - adoption of first project - amendment to Construction By-Law No 528 (electric meters)

b) Planned for future Town Council meetings

Omnibus program on planning program

Omnibus bylaw amending the zoning amendment

C. Description of urban planning projects and timing

To come

Should you have any questions please do not hesitate to contact me or Nathalie.

43 In retrospect I wonder why the first vote on the Omnibus bylaws was not scheduled at the same time as the other rezoning bylaws, at the February 2, 2015 Council sitting and were presented on March 2, 2015, the first Council sitting following the firing of the Town Manager Catherine Haulard on February 23, 2015?

44 An urban planning caucus meeting had been scheduled for January 15, 2015;

- 45 Two days before the meeting (on January 13, 2015) the Town Clerk Maître Maranda sent the Councillors **two more** by-laws (**Mayfair - amendement à 525** and **Mayfair - subdivision amendment**) to approve at the next Council, indicating that these by-laws only concerned the Mayfair project and did not apply to the whole Town of Hudson (P-51):
- a) *Projet de règlement no 659 Modifiant le règlement du Plan d'urbanisme no 525 afin de créer une affectation « Résidentielle de très basse densité (H1-1) (Mayfair - amendement à 525) (P-52) :*
 - b) *Projet de règlement no 658 Modifiant le règlement de lotissement no 527 (Mayfair - subdivision amendment and Mayfair no 658 lotissement) (P-53);*
- 46 More by-laws were presented at the January 15, 2015 caucus meeting:
- a) *By-law No 657 Modifying Construction By-law No 528 (P-54);*
 - b) *Proposed By-Law No 660 Modifying By-Law No 526 concerning zoning, with appendixes 1 (zoning maps) and 2 (Uses and Standards Table) (P-55);*
- and a new map of the occupational uses and density (P-56);
- 47 It was all rather confusing and total information overload: we had received in very short time a mass of very technical documents, with vague explanations and clear instructions to pass these as ordered;
- 48 We were to rubber stamp zoning bylaws that change drastically the face of the village, provides little heritage protection and allows fast and intensive development of the village and were:
- a) presented to the Council as
 - i) having been written by the Town Urbanist Nathalie Lavoie
 - ii) and having to be adopted as soon as possible to be in concordance with the MRC PMAD concordance by-law (that the MRC has not yet adopted)
 - b) and promoted to the citizens as Council's vision;
- 49 In fact these bylaws (Omnibus and rezoning) are:
- c) tailored to meet the needs of existing development projects submitted to the Town by promoters and developers who were frequently meeting with the Mayor and Councillor Best;
 - d) developed at the request of developers, landowners and Mayor Prévost, without the Council's knowledge, without the Council's knowledge and without input from Council and citizens;
 - e) drafted by the Town Urbanist Nathalie Lavoie and Lemay + DAA (the urban planners of developers (Mr. Muehleg, Sandy Beach Project and Mr. Weiner, Como Gardens projects) who needed the Town to change its zoning by-law to accommodate their projects!
- 50 The properties of the word documents emailed December 19, 2014 by email to the Council by the Town Urbanist, Natalie Lavoie indicate that:

- a) the RÈGLEMENT N° -XXX MODIFIANT LE RÈGLEMENT N° 525 (P-48) indicate was created by "Ville de Hudson" and modified by "Nathalie";
- b) the RÈGLEMENT N° XXX MODIFIANT LE RÈGLEMENT N° 526 CONCERNANT LE ZONAGE (P-49) was created by "Ville de Hudson" and modified by "Jean-francois-mornea";
- 51 Jean-François Morneau is an urbanist at Lemay+DAA (P-57), the urban planners of developers (Mr. Muehleg, Sandy Beach Project and Mr. Weiner, Como Gardens projects) who needed the Town to change its zoning by-law to accommodate their projects!
- 52 The Council only discovered that its zoning bylaw had been redrafted by the urban planners of the developers to accommodate the requests of the developers when a cheque in the amount of \$4,024.13 to pay the urban planners "for the elaboration of the Omnibus bylaws" (cheque 12337, P-58) appeared in the list of payables to be approved at the March 9, 2015 Council sitting (P-18);
- 53 This was never disclosed to the Council;
- 54 At the November 3, 2014 Council sitting I was surprised to hear Mayor Prévost answer a question from a resident regarding Hudson council's input to the CMM that the Council had provided the CMM our input, considering there have been no discussions at any caucus or meeting so far on any future Hudson project or the CMM's PMAD. None;
- 55 The next day I asked Mayor Prévost to provide us details on "our input", a copy of what we sent to the CMM and who is writing our Master Plan (P-59);
- 56 I received the following response (P-59):
- Hudson has/had little or no input other than the interminable meetings with the MRC that Nathalie and I have attended where we expressed our point of view on behalf of Hudson.*
- There was a public meeting in St.Lazare in Sept. that had a disappointing turnout. Other than myself, there was Naomi and Helen Henshaw – no one from TPAC even though they were invited since I had insisted on a bilingual presentation.*
- I will attempt to find that presentation and send it to all of you.*
- The Omnibus plan referred to last night is on the way, I'm told, eliminating sectorial referendums and allowing development in Hudson for a change.*
- 57 I never received the presentation;
- 58 Mayor Prévost never answered to my question "who is writing our Master Plan";
- 59 We were also mislead into believing that one of these by-laws that reduces the minimum lot size by half only applied to one small area (the Mayfair project) when in fact in would have applied for the whole Town;

- 60 The Town urbanist Nathalie Lavoie and the Town Clerk Maître Maranda had indicated and always referred to proposed by-laws Nos 658 (modifying by-law 527, subdivision), 659 (modifying by-law 525, urban planning) and 660 (modifying by-law 526, subdivision) as the "Mayfair bylaws" and indicated that these by-laws change only applied to the "Mayfair project", a residential development project in the Mayfair area of the Town;
- 61 I specifically asked Nathalie Lavoie during our caucus meeting if the smaller lots applied to Mayfair only and was told they apply to the Mayfair project only.
- 62 It was not true and this was only discovered when on January 30, 2015 I sent an email to the Town Urbanist and to the Town Clerk requesting an answer in writing whether the by-law applied to the whole town or only one zone (P-60);
- 63 Maître Maranda sent us the same day by email (P-61) two documents called:
- a) *Résumé des règlements à adopter à la séance du 2 février 2015 (P-62)*
 - b) *Procédure et explication Concordance (P-63)*
- 64 The properties of these documents indicate there were created on January 30, 2015 by Nathalie Lavoie and Maître Maranda;
- 65 The *Résumé des règlements à adopter à la séance du 2 février 2015* admits that the change to the minimal lot size would apply to the whole Town and emphasises that the other zoning changes that permit semidetached housing would only apply to the zone indicated on the map (i.e. Mayfair);
- 66 It upset me;
- 67 It did not upset the Mayor who was mostly concerned that this would delay the development projects and responded (P-64):
- "Whatever happens, it should not delay the Hudson Valleys project."*
- "Can we not approve all three specifying that 527 will be applicable for the moment to Mayfair? ; otherwise, we'll be opening up another can of worms with Rodrigue, and rightly so."*
- 68 In his email Maître Maranda (P-61) admitted that "This is different than what was said at the last Council meeting that only Mayfair is involved" (which is true) and stated that
- 1) *Bylaws and 525 and 526, concerning the master plan and zoning bylaws amendments respectively, only concern the Mayfair project;*
 - 2) *Bylaw 527 on subdivision on the other hand, that modifies minimal land dimensions when there is one service available (water or sewer) it will apply to areas in Hudson beyond the Mayfair project. This may not be all of Hudson since my understanding is that land with 2 services are not covered by this amendment.*
- 69 The first paragraph is only partially true:

- 70 It is true that bylaw No660 (changing bylaw 526) only applies the new density area (H-1-1) created by bylaw No 659 (changing bylaw No 525) to the Mayfair area;
- 71 But bylaw No 657 does not define the new density area H-1-1 as applicable only to the Mayfair area and consequently, once created, can later be and applied anywhere in the Town without requiring any further change of the urban planning bylaw No 527 (P-65)
- 72 The second paragraph is not true: lots with 2 services are affected by this change but because of the way the by law is drafted, it is not easy to see and (to a non lawyer) it does appear that lots with 2 services are not affected: there is only one line that is changed and it is the line concerning lots "with water or sewer services":

Table 1

Minimum dimensions of lots located outside the riverside belt or waterfront corridor		
Type of Services	Minimum Area (m ²)	Minimum Frontage (m)*
Without water and sewer services	2 800	48,7
With water or sewer services	2750 1400	24.4

* Lots located outside of a curve whose angle is less than one hundred thirty-five degrees (135°) may have a width equivalent to 66^{2/3} % of the prescribed minimum width, at the street.

- 73 A conversation with a lawyer made me realize that Maître Maranda's statement was (again) misleading:
- 74 There are only 2 categories of lots in bylaw No527 (P-66), with minimum area defined in Table 1 of article 303: (1) without any service and (2) with at least one service. Lots with more than one service fall into the second category;
- 75 Proposed bylaw No658 replaces the whole table 1 of article 303;
- 76 If the intent had been to not affect lots with 2 services, a third category (lots with 2 services) would had been added. It was not and lots with more than one service are still in the second category (the one whose minimum size has been cut in half);
- 77 This change will affect most of the Town as most of the Town has at least one service and further it is public information that the expansion of our aqueduct and sewage systems is one of the priorities of the Town;
- 78 To the lawyer it was very clear and incomprehensible that an experienced lawyer could make such an "error";
- 79 At the March 2, 2015 Council sitting, the Omnibus by-laws (now numbered bylaw No 662 (modifying urban planning by-law No 525) (P-67) and bylaw No 663 (modifying zoning by-law No 526) (P-68) were presented to the citizens by the Town Urbanist Natalie Lavoie with full support of Mayor Prévost as being concordance by-laws that the Town had no choice but to adopt as soon as possible as this was a legal requirement of the PMAD and MRC corresponding by-law;
- 80 When questioned by the citizens, the Mayor admitted that these zoning by-laws had been drafted to comply with requests of developers;
- 81 The Council and the citizens were told the Town must be completely rezoned to ensure a density of 40 units per hectare, that there was no choice, it was forced on us by the PMAD;

- 82 The problem is that this is simply not true;
- 83 Mayor Prévost, the Town Urbanist and Councillor Durand failed to inform Citizens and Council that:
- a) the MRC by-law to which the Town by law must be in concordance with was still a draft and would not be adopted before who knows when;
 - b) the PMAD density guidelines do not apply to already developed zones;
 - c) the Town must prepare a new characterisation study and conservation plan to identify what areas it wants to conserve; and
 - d) wetlands, conservation areas and parks are excluded from the calculation of land available for developments;
- 84 In the « *Procédure et explication Concordance* » document that the Town Clerk Maître Maranda and Town Urbanist Nathalie Lavoie sent the Councillors on January 30, 2015 in response to my questions (P-63), they refer to Mr. Weiner's Como Gardens (UK2) development project, one of the project pushed by Mayor Prévost;
- 85 They write in that document that there is no choice but to densify this vacant land area in order to be in concordance to the density that will be mandated by upcoming MRC planning bylaw:

Procédure et explication Concordance

Le projet de modification proposé pour le terrain vacant de la rue Como Gardens vise à assurer le respect des orientations du plan métropolitain d'aménagement et de développement. Plus spécifiquement, il a été conçu dans un souci de concordance avec le futur schéma d'aménagement de la MRC. En effet, les densités proposées dans les règlements s'appliqueront de toute façon pour le secteur suite à l'adoption du nouveau schéma d'aménagement de la MRC de Vaudreuil-Soulanges.

- 86 The problem is that this is not true and that Mayor Prévost, Urbanist Nathalie Lavoie and Town Clerk Maître Vincent Maranda know this not to be true:
- 87 The area in question is a wetland that has been characterized by the 2008 characterization study of Hudson as the most important wetland in our territory:

Caractérisation des milieux humides et naturels sur tout le territoire de la ville d'Hudson (P-69)

Page 43 (and feuillet 6) :

5.1.2 Milieux humides du territoire de la ville d'Hudson

Des trente-cinq milieux humides présents sur l'ensemble du territoire, 26 ont servi à la classification écologique. Le milieu humide MH-25 se distingue des autres avec un pointage de 87. Il est suivi par les milieux humides MH-8 et MH-10 qui ont un pointage similaire de 82. Le pointage pour les autres milieux se situe entre 74 et 29. Le pointage attribué à chacun des 8 critères en fonction de chaque milieu est présenté au tableau 14.

Le milieu humide MH-25 est une tourbière boisée qui, notamment par sa rareté, sa grande superficie, sa biodiversité élevée et son hydroconnectivité avec un cours d'eau permanent et un autre intermittent, a obtenu la plus forte valeur écologique.

- 88 It is an area that our 2009 urban planning bylaw (No 525, map 9) (P-70) and zoning bylaw (No 526, map (P-71) identify and edict it must be zoned conservation:

Page 11 (P-71)

In 2008, an inventory and characterization of wetlands was realized on Town of Hudson territory and a number of wetlands were found. These wetlands are important in the filtration of surface and ground water and are rich in flora and fauna. Plan 9 identifies the location of these wetlands. Specific provisions to protect these areas should be included in the zoning by-law.

- 89 The Omnibus bylaw No 662 (modifying urban planning by-law No 525) (P-67) indicates that:

WHEREAS the sector between Como Gardens Street and the railway track is occupied by peatland that includes at-risk floristic species, as identified in the Planning Program;

WHEREAS the owner of these lots is prepared to transfer the portion of highest ecological value to the Town of Hudson, and an allocated "Conservation Area (Cons)" should be anticipated to that effect;

WHEREAS the expansion of the conservation zone bordering the railway track will allow for the creation of a true ecological buffer strip for dwellings located further east;

WHEREAS the Como Gardens Street sector is currently in very high demand due to its privileged location near the historic Como sector, city centre, train station and various services, but the sector offers little or no developable vacant lots;

WHEREAS the Town of Hudson lacks affordable housing products targeted to young families, which could be offered as part of projects of greater density;

WHEREAS detailed characterization studies have shown that an approximate 50-metre strip can be built bordering Como Gardens and Hudgson Streets without compromising the sector's ecological integrity;

WHEREAS the submitted project includes the Town's acquisition of a 10-metre-deep strip behind the residential properties to allow for the creation of a transition zone to the natural environment;

WHEREAS the partial development of the sector requires a land allocation change, that is, "Low and Medium Density Residential Area (H3)", in order to comply with the minimum density requirements contained in the MLUDP;

Pages 3 and 4

4. The plan titled "Land Uses and Building Densities" No. 7-1 from the Planning Program No. 525 by-law has been amended as follows:

e. by expanding the allocated "Conservation Area (Cons)" included between Como Gardens Street and the railway track from part of the allocated "Low Density Residential Area (H2)" located northwest, as described in the annexed plan "2", which forms an integral part hereof;

- 90 It is true that the area is occupied by peatland that includes at-risk floristic specie, the sector offers little or no developable vacant lots (because of the wetland!) and the Town of Hudson lacks affordable housing products targeted to young families;
- 91 It is questionable that the Town's acquisition of a 10-metre-deep strip behind the residential properties would be sufficient to protect the wetland; I have not seen any study to this effect;
- 92 I am also not aware of the "detailed characterization studies (that) "have shown that an approximate 50-metre strip can be built bordering Como Gardens and Hodgson Streets without compromising the sector's ecological integrity"?
- 93 Why were these studies were not submitted to the Council?
- 94 The bylaw states that the portion of highest ecological value will be "transferred" to the Town by the developer and that small 10-metre-deep strip behind the residential properties Town will be "acquired" by the Town;
- 95 This makes it look like we are getting a good deal: we are buying (at what cost?) a small 10-metre-deeep-strip but getting as compensation for allowing the proposed development a much bigger area (identified in the maps attached as *Appendix-2 Expansion of the allocated "Conservation Area (Cons)" and the creation of two allocated "Low and Medium Density Residential Areas (H3)"*), which means that we will be able to expand our conservation zone;
- 96 The maps included in the Omnibus bylaws show it clearly (**P-72**): small green Cons zone before, much bigger Cons zone after;
- 97 It looks good, we are getting more than the 10% required and we are getting the most precious area;
- 98 The problem is that this is not true:
- 99 The citizen are being tricked into believing that they are getting more land to preserve when in fact:
- a) The owner of the lots to be developed cannot give to the Town the portion with "the highest ecological value to the Town of Hudson" because the Town already owns it!
 - b) Mayor Prévost knows it very well because HE signed the notarial deed to acquire the area in question;
 - c) The promoter gets his authorization to develop without paying 10% (in land or cash) to the Town; and

- d) The Citizens will have to pay (an undefined amount) to acquire a small strip of land from the promoter;
- 100 The information from the Land register proves it :
- 101 The second map included in Annex 2 of proposed bylaw No 652 ("after expansion of the conservation" map") identifies the area to be developed (2 lots, marked with the letter H-3 (page 1, **P-72**);
- 102 The area to be "transferred to the Town" by the owner to expand the conservation zone can be identified by comparing the area in green marked "CONS" on the "before expansion of the conservation area" map and the "after expansion of the conservation" map") (pages 1 to 4 **P-72**);
- 103 The lots to be developed are lots numbers 4 158 147 and 4 158148 and the lot to be given to the Town for conservation is lot number 4 658 149 (cadastral map, page 5, **P-72**)
- 104 The three lots were created in November 2010, by the subdivision of lot number 3 477 492 (owned by S. Wiener) an operation required to effect the transfer of lot number by Mr. Weiner 4 658 149 was transferred to the Ministère du Transport du Québec (**P-73**),
- 105 The boundaries of the 3 lots appear clearly on the current cadastral plan (page 5, **P-72**) and on the "after rezoning map" (pages 2 and 4 of **P-72**) but not on the "before rezoning" map (pages 1 and 3, **P-72**), that appears to be a pre-2010 map (?);
- 106 The development project was discussed by the TPAC and Council in early 2013;
- 107 The minutes of the March 3, 2013 Council sitting (**P-74**) include
- a) Notes about a presentation from the Town Urbanist on that subject:
- Page 9
- f) Weiner Development along Como Gardens: Nathalie gave a presentation and explained that the Ministry of Transport now owns approx.. 80% of the land. This land will eventually be given to the town as a conservation area.*
- Nathalie explained to the committee where the houses might be constructed if the additional approvals are obtained.*
- b) A Resolution to obtain the transfer of the lot to the Town:
11. Ministry of Transport – Property on Como Gardens:
- WHEREAS on December 20th, 2010, the Ministry of Transport purchased lot four million six hundred fifty-eight thousand one hundred and forty nine (4 658 149) on Como Gardens street;*
- WHEREAS according the habitat characterization inventory conducted by the Town of Hudson in 2008, this site, a peat bog, has been identified as the most bio diverse habitat;*

THEREFORE it is moved by Councillor Diane Piacente, seconded by Councillor Louis Thifault and unanimously resolved that, in view of foregoing, the Town of Hudson request that the Ministry of Transport transfer the property titles of this site to the Town of Hudson.

108 At the January 13, 2014 Council sitting the council passed the following resolution

Page 7 (P-75):

Ministry of Transport Land donation:

No: R3543

Acquisition of lot 4 658 149 of the Quebec cadaster of the Town of Hudson:

WHEREAS the Ministry of Transport wishes to sell to the Town of Hudson land measuring 52,527.70 square metres in area for the amount of \$0.00, under the condition that the Town protect this property in perpetuity, meaning that it will be impossible to change the property's use or destroy the present natural environment.

Therefore:

It is moved by Councillor Robert Spencer:

Seconded by Councillor Deborah Woodhead:

And unanimously resolved:

That the municipality agrees to give the authority to the Mayor and to the Treasurer of the Town of Hudson to sign all necessary documents to complete the purchase of lot 4 658 149 of the Quebec cadaster of the Town of Hudson, measuring 52,527.70 square metres in area subject to the conditions stipulated in the Ministry of Transport letter dated July 9th, 2013, particularly that the property be protected as stipulated in the said letter.

109 On February 6, 2014, Mayor Prévost signed the deed of purchase for this lot 4 658 149 (P-76);

110 The deed is clear: conservation of the bog for perpetuity is a condition of the transfer;

111 This lot should have been zoned conservation in 2009 and at the latest when it was transferred to the Town in February 2014;

112 I also question the possibility to (legally) develop the lots numbers 4 658 147 and 5 658 149 given that on the wetland map of the CMM and MDEE (page 6, P-72), the whole area (4 658 147, 4 658 148 and 4 658 149) appears to be wetland;

113 The omnibus bylaw maps (pages 1 and 2, P-72) identify 3 lots as conservation areas (4 658 149, 1 833 537 and 4 046 026);

114 Two trails, that were transferred to the Town in 2008 for conservation and are described in the notarial deed of transfer (P-77) (as pedestrian trail (lots numbers

- 4 046 015 and 4 046021) are not identified as conservation area and are codified not as trail but as public roads (**P-78**);
- 115 Lot number 1 833 535 (next to lot 1 833 537) was donated to the Town in 2001 for conservation (**P-79** (index) and **P-80** (donation)); It is zoned conservation (page 2, **P-71**)
- 116 Lot number 1 833 537 was acquired by the Town in 1987 (**P-81** (index) and **P-82** (donation)); It is zoned conservation (page 2, **P-71**)
- 117 Lot number 4 046 026 was transferred to the Town in 2008 for conservation (**P-76**); It is zoned conservation;
- 118 However, on the tax roll, the 4 lots (1 833 535, 1 833 537, 4 046 026 and 4 0148 149) are codified « 9100 » and identified as vacant land (**P-83**);
- 119 The MRC uses the tax roll codes to identify what lots are available for development and included in the potential available area and what lots are not;
- 120 Lots codified 9100 can be build; lots codified 76 (parks) cannot be developed;
- 121 I also have serious interrogations regarding another project integrated in the omnibus by-laws, the "Sandy Beach project" given that on the wetland map of the CMM and MDEE (page 5, **P-84**), most of the area to be developed appears as wetland;
- 122 In 2001 there was a referendum allowing approx. 90 units in exchange for public beach access;
- 123 Hudson voted for the zoning change;
- 124 The beach access was the strongest (only) selling point for the zoning change and the zoning change would have been voted against if public beach access was not included;
- 125 A special provision was included in our zoning bylaw (No 526) (**P-85**) guaranteeing public access to the Beach:

808 Special Provisions for Residential Zones R-21 and R-22

In Zone R-21, no building can be located at less than 12 metres from Zone R-13 except in the case of bay windows, overhangs, eaves, projecting roofs which may extend one (1) metre into this setback. In the same zone, only one dwelling shall be built in the pine forest and at least 75% of the canopy cover must be preserved. Furthermore, a public right of way to the lake must be subject to a servitude before the first building permit can be issued in this zone.

In Zone R-22, no building shall be located at less than 12 metres from Zone R-13, except in the case of bay windows, overhangs, eaves, projecting roofs which may extend one (1) metre into this setback. Buildings and roadways shall not be constructed in the triangular area established to the south by the line separating Zones R-13 and R-22, to the west by the line separating the Canadian Pacific property and Zone R-22, and to the north by the line joining lots 61-99 and 61-164 and a

point located at 35 metres north to the limits of Zones R-13 and R-22 along the line separating the Canadian Pacific property and Zone R-22, no street or building can be built.

No building can be built within the 20-metre strip of land immediately adjacent to the northern limit of the area described in the previous paragraph.

- 126 The Copy of the Omnibus Bylaws Council was given in January only mentions section 808 being repealed (art 4.) (P-48) but no explanation of the servitude to the beach being repealed. I would have jumped 10 feet had it been!
- 127 The existing conservation area belongs to the Town (P-86);
- 128 The Omnibus bylaws indicates that the existing Conservation area will be expanded by adding a conservation belt around the future periphery of the Sandy Beach residential project site, without clearly indicating how this will be done;
- 129 I thought the land to be zoned conservation area was the 10% the Town must get and would be transferred to the Town by the developer, but when I asked Nathalie Lavoie, this was not the case; the land was not to be given to the Town;
- 130 Another project promoted by Mayor Prévost (the Ellerbeck project) reappeared at the July 5, 2015 Council sitting;
- 131 We received minutes of the TPAC June 11, 2015 (P-87) meeting that included recommendation for the Ellerbeck development project that includes the following resolution regarding the Ellerbeck development project:

Proposed development WillowBrook / Zoning change- Ellerbeck property

WHEREAS a new series of documents was submitted by Mr. George Ellerbeck concerning the proposed WillowBrook development project/Zoning change;

WHEREAS the Town is waiting for the required Conservation Plan which will be available Fall 2015;

WHEREAS the Conservation Plan will outline all the naturel constraints of the land;

WHEREAS the Stratégie Plan will be presented on September 19th giving the overall vision of Hudson;

WHEREAS the Planning Department will prepare a Uses and Standard Table for this project;

THEREFORE the Uses and Standards Table will be presented to the Ellerbecks and then to TPAC for recommendation to Council.

- 132 I have obtained a copy of the development plan (P-88);
- 133 On the wetland map of the CMM and MDEE (page 2, P-88), a significant portion of the area to be developed appears as wetland;

- 134 Given the transformation of the Como bog into a vacant land, I believe it is essential that the MAMOT verifies the codification of all relevant lots on the tax roll (particularly all lots codified "vacant lots") and that the determination of our wetlands and preparation of our conservation plan be done by or under the supervision of independent experts from the Ministère de l'environnement and integrates citizen input;
- 135 At the moment the citizens have no input whatsoever and everything is in the hands of Mayor Prévost (and his associates Town Clerk Vincent Maranda and Town Urbanist Nathalie Lavoie) who did not hesitate to hide information detrimental to the advancement of the development projects (or are incompetent);
- 136 At the time of the dismissal of Town Manager Catherine Haulard, we were expecting to receive a report from the company AMEC on our water situation; the big question being whether we had enough water or not to meet our existing needs and essential service to taxpayers;
- 137 On March 27, 2015 I had received a refusal from Mr. Boudreau to my request for the report on the water situation by the firm AMEC (P-89);
- 138 At the April 7, 2015 City Council (P-20) a citizen, Mrs. Eva McCartney reminded Mayor Prévost that in 2014 he was quoted in the local newspaper as having stated that we did not have enough water (P-90) and asked him when the AMEC report would be available (page 3, P-20);
- 139 I remember his response because it made people laugh:
- 140 Mayor Prévost responded he did not deny having said in 2014 that we had a water problem but was adamant that this was no longer the case and when Mrs. McCartney asked him to explain this (miraculous) improvement, he said he had no explanation but we no longer had a problem and had enough water for the future developments;
- 141 He also promised the AMEC report would be posted on the website; It was not done;
- 142 I only obtained a copy of the report when Mr. Campbell became interim Town Manager and immediately understood Mayor Prevest's reluctance to disclose it following which he immediately provided council with a copy of the report and a meeting with the engineers.
- 143 The report (P-91) is clear: we do not have enough water to serve the current population, let alone future development projects;
- 144 The report was only made public on July 5, 2011, a decision pushed by Mr. Campbell;
- 145 The serious water shortage was downplayed by the mayor as being the result of non-enforcement of a watering bylaw;
- 146 I know of another case where information was hidden from the citizens: the Mount Victoria development project (Mr. Norris);

- 147 Mr. Norris has a problem: he owns a large piece of land that he wants to develop but is (1) zoned agricultural and subject to the jurisdiction of the CTPAQ and the moratorium on new roads in agricultural zones and (2) has very steep escarpment;
- 148 He has attempted for years now to obtain an authorization to develop this land;
- 149 In early September 2013 he approached the Town, a donation of the land on the escarpment to the Town as a green preserve was negotiated as satisfying the 10% greenspace requirement. A plan was submitted to the TPAC (page 2, **P-92**) and on September 12, 2013 the TPAC recommended (the following resolution (page 10, **P-93**) that was carried unanimously verbatim by the Council at its next sitting on October 10, 2013 (**P-94**):

Pages 2 and 3:

Therefore it is moved and unanimously resolved that the Town Planning Advisory Committee does not recommend the approval of new proposed subdivision plans with phases unless following conditions are met:

9.1 Proposed Green Reserve (escarpment) be given to the Town as the ten percent green space and notarized prior to the CPTAQ and MRC decision and approval of the road as per phase two drawing;

9.2 Enable access to the edge of the escarpment between lot B and C by way of servitude;

- 150 On February 26, 2015 Mr. Norris sent a letter to the Mayor (**P-95**) that refers to a recent meeting with the Mayor and the Urban Planning Manager and suggests a solution that I doubt to be legal as it consists of donating a portion of land to the Town only on a temporary basis until the authorization of the MRC to create the road required to develop the escarpment lots has been obtained and after having the authorization of the MRC, switching the donated lot for another;
- 151 If communicated to the citizens, that letter and proposal would have caused many questions and protestations;
- 152 The citizens were never informed, that letter was not included in the list of correspondence of the Town for the month (**P-96**);
- 153 This bait and switch solution reappeared at the May 2015 TPAC meeting, with a letter and maps identifying the lots to be developed and subject to the donated land switch (**P-97**) that no longer show that green preserve that on October 2010 the Town had by unanimous resolution demanded to obtain (**P-94**);;
- 154 To my knowledge (and according to the land register) (**P-98**) the Council did not approve the subdivision, the CPTAQ did not consent to de-zone and the creation of a new road and the MRC did not authorize any plan, yet on the developer's site (**P-99**), the lots are for sale, the lot reserved for the donated land switch is identified as "sold" and one lot as "reserved";

- 155 I ask the MAMOT to verifies the codification of all relevant lots on the tax roll (particularly all lots codified "vacant lots") and that the determination of our wetlands and preparation of our conservation plan be done by or under the supervision of independent experts from the Ministère de l'environnement and with citizen input;
- 156 I ask the MAMOT investigate this situation;

**SOLEMNY DECLARED BEFORE ME AT HUDSON
ON JULY, 11 2015**

AND I HAVE SIGNED:



GARY STROUD, COMMISSIONER FOR OATHS
Commission # 206082


ROBERT SPENCER

LIST OF ANNEXES

- P-1:** Code of ethics of elected officials of the Town of Hudson
- P-2:** Politique de gestion contractuelle
- P-3:** Judy's Sheehan's contract
- P-4:** Minutes of the January 13, 2014 regular sitting of the Council (French)
- P-5:** List of the contracts of contracts tabled on November 3, 2011
- P-6:** January 31st, 2015 email from Mayor Prévost
- P-7:** February 2, 2015 email from Catherine Haulard to Mayor Prévost and from Councillor Goldenberg
- P-8:** February 5, 2015 email from Mtre Maranda
- P-9:** February 9, 2015 emails from Maître Guimont
- P-10:** February 9, 2015 email from Mayor Prévost to Mrs. Sheehan
- P-11:** February 20, 2015 letter of suspension
- P-12:** March 10, 2015 email from Mayor Prévost
- P-13:** Draft agenda for the March 2, 2015 regular sitting
- P-14:** Final agenda of the March 2, 2015 regular sitting
- P-15:** March 9, 2015 first email from Maître Maranda
- P-16:** March 9, 2015 second email from Maître Maranda
- P-17:** List of cheques approved by the Council on February 2, 2015
- P-18:** List of cheques approved by the Council on March 9, 2015
- P-19:** Draft agenda for the April 7, 2015 Council sitting
- P-20:** Minutes of the April 7, 2015 Council sitting
- P-21:** List of cheques approved on May 4, 2015
- P-22:** List of cheques approved on June 1, 2015
- P-23:** List of cheques approved on July 5, 2015
- P-24:** Copy of the Town website printed on March 5, 2015
- P-25:** February 4, 2015 email from Councillor Spencer to Mayor Prévost
- P-26:** February 4, 2015 email from Councillor Spencer to Mtre Maranda
- P-27:** Copy of town website page
- P-28:** Certified copy of a February 3, 2015 special council sitting
- P-29:** March 15, 2015 email from Councillor Spencer to the Town Clerk
- P-30:** Copy of the Town website page printed on March 22, 2015
- P-31:** March 23, 2015 email from Maître Maranda
- P-32:** Copy of the Town website page printed on July 1st, 2015
- P-33:** Draft Strategic Plan with Blue Sky/National Art Center

- P-34:** August 20, 2014 email from John Sauter
- P-35:** February 10, 2015 invitation of a presentation of the strategic plan
- P-36:** February 17, 2015 email from Mayor Prévost
- P-37:** April 7, 2015 Mayor's Opening remarks
- P-38:** May 4, 2015 Mayor's Opening remarks
- P-39:** Budget Control Monitoring By-law
- P-40:** January 20, 2015 email from and to Mayor Prévost
- P-41:** Minutes of the December 17, 2014 Council sitting
- P-42:** March 9, 2015 email from Treasurer Ramin Jawanda
- P-43:** March 10, 2015 email from N. Pedneault
- P-44:** February 2, 2015 Mayor's Opening remarks
- P-45:** March 3, 2015 Mayor's Opening remarks
- P-46:** December 19, 2014 email from Natalie Lavoie
- P-47:** December 19, 2014 second email from Natalie Lavoie
- P-48:** RÈGLEMENT N° -XXX MODIFIANT LE RÈGLEMENT N° 525 CONCERNANT LE PLAN D'URBANISME
- P-49:** RÈGLEMENT N° XXX MODIFIANT LE RÈGLEMENT N° 526 CONCERNANT LE ZONAGE
- P-50:** January 29, 2015 email from Vincent Maranda
- P-51:** January 13, 2015 email from Maître Maranda
- P-52:** Projet de règlement no 659 Modifiant le règlement du Plan d'urbanisme no 525 afin de créer une affectation « Résidentielle de très basse densité (H1-1)) (Mayfair - amendement à 525)
- P-53:** Projet de règlement no 658 Modifiant le règlement de lotissement no 527 (Mayfair - subdivision amendment and Mayfair no 658 lotissement)"
- P-54:** By-law No 657 Modifying Construction By-law No 528
- P-55:** Proposed By-Law No 660 Modifying By-Law No 526 concerning zoning, with appendixes 1 (zoning maps) and 2 (Uses and Standards Table
- P-56:** new map of the occupational uses and density
- P-57:** Jean-François Morneau, Linked in profile
- P-58:** Cheque paid to Lemay +DAA
- P-59:** 2014-11-04 email to and from Ed Prévost
- P-60:** January 30, 2015 email from Robert Spencer
- P-61:** January 30, 2015 email from Maître Maranda
- P-62:** Résumé des règlements à adopter à la séance du 2 février 2015
- P-63:** Procédure et explication Concordance
- P-64:** 2015-02-02 email from Ed Prévost

- P-65:** Comparison of By 525 before and after amendment
- P-66:** Subdivision by-law
- P-67:** Bylaw 662 amending By-law 525
- P-68:** By-law 663 amending by law 526
- P-69:** Étude de caractérisation (Teknika)
- P-70:** Urban planning map 9
- P-71:** Zoning bylaw 526
- P-72:** Maps – Como gardens project
- P-73:** Index of lot 4 658 149
- P-74:** Minutes of the March 3, 2103 Council sitting
- P-75:** Minutes of the January 13, 2014 Council sitting
- P-76:** 2014 deed of purchase of lot 4 158 149
- P-77:** Deed of transferts of lots 4 046 021, 4 046 015 and 4 0460 26
- P-78:** Tax rolls – trails
- P-79:** Index Lot 1 833 535
- P-80:** Donation deed of lot 1 833 535
- P-81:** Index Lot 1 833 537
- P-82:** Donation deed of lot 1 833 537
- P-83:** Tax rolls lots conservation
- P-84:** Sandy Beach maps
- P-85:** Zoning bylaw No 526
- P-86:** Tax roll lot 30080946
- P-87:** Minutes of June 11, 2015 TPAC meeting
- P-88:** Ellerbeck project maps
- P-89:** 2015-03-27 email from P. Boudreau
- P-90:** Gazette article
- P-91:** Amec report
- P-92:** Norris project – 2013 letter and plan
- P-93:** September 12, 2013 TPAC minutes
- P-94:** October 10, 2013 Council sitting minutes
- P-95:** February 26, 2015 letter from Mr. Norris
- P-96:** List of correspondence – February 2015
- P-97:** Norris project – 2015 plan
- P-98:** Index lot 3395756
- P-99:** Website Mount Victoria



Plainte en éthique numéro AM283336 (Hudson) -FW: [Hudson Forum] Town
of Hudson strategic plan recap and video recording

Veronique Fischer A : simon.paquette

2015-09-22 12:10

1 pièce jointe



Hudson-Strategic-Plan-BOOKLET-ENG.pdf

Monsieur Paquette,

Pourriez-vous ajouter au dossier de la plainte en éthique numéro AM283336 l'enregistrement vidéo de la présentation du plan stratégique de la Ville de Hudson par le maire et le conseil municipal, sauf monsieur Spencer qui est disponible ici : <http://www.hudsonforum.com/2015/09/21/strategic-plan-recap>

ainsi que la brochure donnée samedi dernier (19 septembre) aux citoyens de la Ville de Hudson par le Conseil municipal (moins monsieur Spencer) pour présenter le plan stratégique (ci-jointe).

Lors de cette présentation, une citoyenne a demandé au maire le nom des investisseurs privés du centre des arts . Il a refusé de répondre. Je vous réfère à la vidéo 2. Il a aussi été dit que certains des projets sont prêts à démarrer.

Pourriez-vous me confirmer l'ajout de ces informations au dossier s'il vous plait.

D'autre part, suite à la mise à niveau Windows 10, tous les courriels qui m'ont été envoyés du 2 au 4 septembre, alors que j'étais absente, ont disparu de mon ordinateur et de mon IPAD et mon téléphone puis des courriels supprimés il y a plusieurs mois sont réapparues sur mon IPAD. Mes efforts pour les retrouver ont été vains; le service technique de Vidéotron me dit les courriels du 2 au 4 septembre 2015 n'existent plus. J'ai vu sur mon cellulaire un message relatif à cette plainte mais, ne l'ayant pas sauvegardé, je n'en ai pas copie. Pourriez-vous me le réenvoyer ?

Dans l'attente, veuillez agréer, monsieur Paquette, mes salutations les meilleures.

Me Véronique Fischer, avocate

405 rue Olympique
Hudson (Québec) J0P 1H0

T. (450) 458-7662
F. (450) 458-0140

veronique.fischer@videotron.ca

CONFIDENTIALITÉ: Ce message constitue une communication confidentielle que seul le destinataire est autorisé à diffuser ou communiquer. ***S'il ne vous est pas destiné, veuillez avoir l'obligeance de le renvoyer à son expéditeur.***

CONFIDENTIALITY: This message constitutes confidential information that may only be distributed or otherwise communicated by its intended recipient. ***It you are not the intended recipient, please kindly send this message back to its sender.***

From: FDumoulin (HudsonForum) [mailto:admin@hudsonforum.com]

Sent: September 21, 2015 5:46 PM

To: FDumoulin (HudsonForum) <admin@hudsonforum.com>

Subject: [Hudson Forum] Town of Hudson strategic plan recap and video recording

Hello, I would like to bring your attention to a new post published on Hudson Forum. Details of the post follow; I hope you will find it interesting. Best regards, Fred Dumoulin (HudsonForum)

Town of Hudson Strategic Plan Recap Hudson's strategic plan was presented on September 19th at the Stephen F. Shaar Community Center. The recorded video presentation along with a copy of the handouts can be viewed here:
<http://www.hudsonforum.com/2015/09/21/strategic-plan-recap>

You received this message because you are subscribed to HudsonForum.com. If you wish to unsubscribe, please reply to this email with "unsubscribe" as the subject. Thank you.

Powered by [Email Users](#).



Devez-vous vraiment imprimer ce courriel?
Pensons à l'environnement!

Notre ville, Notre Future

Plan stratégique de Hudson 2015-2019 et au-delà

SOMMAIRE
19 septembre 2015

Créer par le conseil municipal de Hudson

Basé sur les recommandations des résidents de Hudson
et agissant au nom de ces derniers

Regroupe la majorité des idées et recommandations
en un plan structuré reflétant ces dernières



INTRODUCTION

Cette brochure présente un aperçu du plan stratégique détaillé et complet intitulé Notre Ville, Notre Future dont des exemplaires sont disponibles à l'hôtel de ville pour l'ensemble des résidents. Il est possible de consulter le plan en ligne sur le site de la Ville à www.hudson.quebec/planstrategique.

Le plan complet, et ces extraits, ont été établis d'après une compilation et une analyse attentive des commentaires qu'ont émis des citoyens lors d'une consultation publique tenue au printemps 2014 et des suivis ayant été faits par la suite. Ce document se fonde sur les désirs exprimés relativement à l'avenir de notre ville. Le plan présente la vision de Hudson, à présent et pour les 150 prochaines années, ainsi que les principes devant orienter le choix de nos priorités et des actions à entreprendre pour assurer la pérennité de notre ville. Ce plan ne se limite pas à dresser une liste d'opinions ; il s'engage concrètement, dans l'action, avec l'inclusion de dates de livrables, de responsabilités, d'une analyse financière méticuleuse et prudente avec plan financier à la clé.

Le plan mise sur les atouts actuels de Hudson. Plus précisément il faut mettre l'emphase sur deux piliers stratégiques clés et focaliser les actions là-dessus, à savoir :

- Un lieu de convergence artistique et culturel charmant,
- Un terrain de jeu naturel.

Il s'agit de reconquérir le coeur des citoyens comme des visiteurs : ils doivent parvenir à redécouvrir Hudson et à reconnaître le mélange tout à fait charmant et captivant d'arts, de culture et de nature caractérisant cet endroit unique.

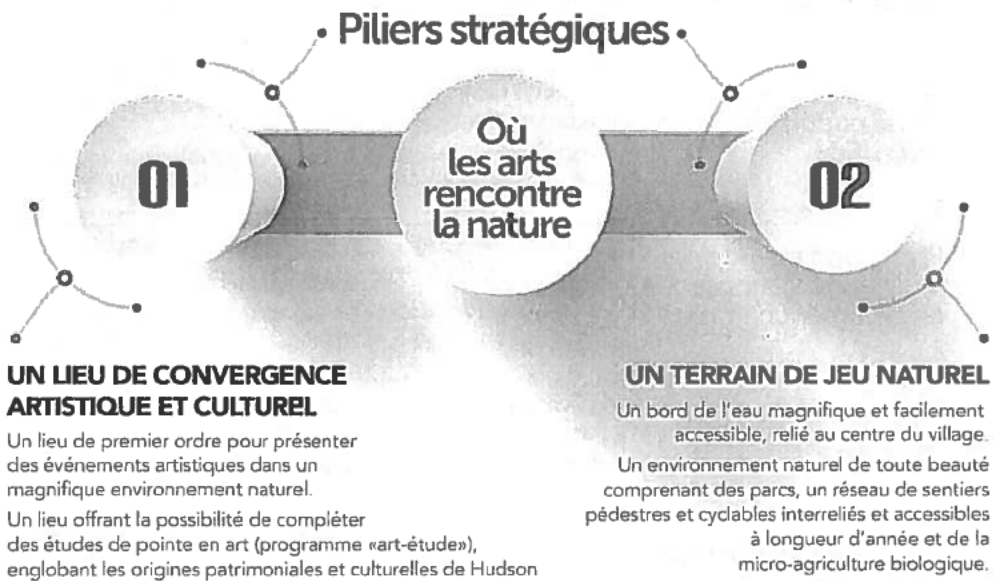
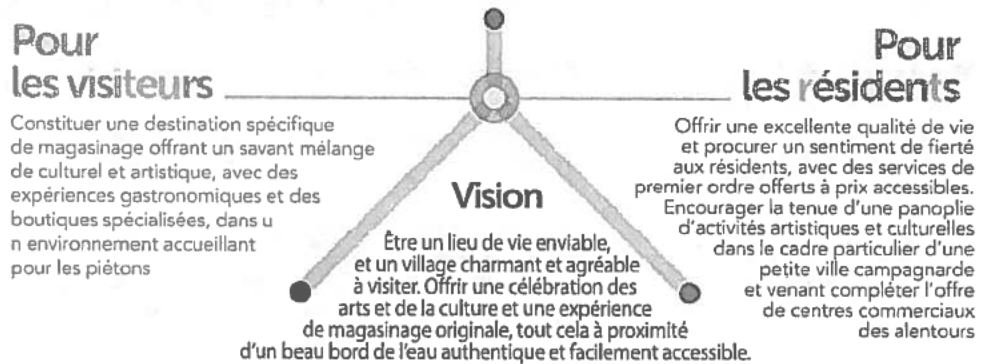
Les piliers stratégiques nommés ci-dessus seront érigés à partir de principes directeurs solides pour faire en sorte que :

- Un réseau fiable d'infrastructures routières, de sécurité publique et de services de santé soit maintenu et constitue «la priorité numéro un» ;
- Nous livrions un plan pour l'aménagement et l'embellissement du centre-ville et un plan d'habitation équilibré, tous deux élaborés en harmonie avec les thèmes artistiques, culturels et naturels déjà évoqués et soutenant ceux-ci ;
- Nous protégeons notre population, en particulier les aînés qui ont forgé et construit l'identité de la ville avant nous ;
- Nous gouvernions de façon ouverte, juste et responsable, reflétant la volonté de la majorité des citoyens de Hudson.

Ce plan vise à faire en sorte que la Ville atteigne la vision exprimée par nos résidents et que soient respectés les principes directeurs qu'ils aimeraient voir guider nos réflexions et nos actions, au jour le jour.

La stratégie d'ensemble et les principes guidant le déploiement de cette vision sont détaillés dans les pages suivantes.

Hudson – La stratégie en un coup d'oeil



FONDATIONS STRATÉGIQUES

1 Une organisation spatiale de la ville faisant écho à la vision stratégique

L'accent mis sur un centre-ville rénové et embelli, relié au bord de l'eau, lequel attirera des détaillants originaux et attrayants ayant pignon sur rue au coeur du village

Une célébration de notre patrimoine, avec une offre équilibrée de propriétés unifamiliales, d'immeubles collectifs, de résidences pour aînés et d'habitations de luxe

2 Un gouvernement municipal juste, ouvert et responsable comblant les besoins en infrastructures et permettant de paver la voie à un bel avenir

Les besoins de base en infrastructures sont comblés avant d'allouer des ressources à des projets stratégiques. Le fardeau financier des citoyens est minimisé et les intérêts de la majorité

Nos principes directeurs – *respecter notre parole*

Nous croyons à ceci...	Par conséquent, nous...
1 Maintien de notre caractère pittoresque	<ul style="list-style-type: none"> • Développerons et maintiendrons un plan d'embellissement • Limiterons la population cible à 6 200 personnes d'ici 2020 et à 7 200 personnes d'ici 2025
2 Célébration de notre patrimoine	<ul style="list-style-type: none"> • Adhérons formellement à un code de construction résidentielle pour les demeures ancestrales • Organiserons régulièrement des tours historiques (avec Greenwood) et entretiendrons un musée du Patrimoine de Hudson
3 Célébration de nos arts	<ul style="list-style-type: none"> • Construirons un Centre National des arts et un programme d'arts-étude • Réseauterons et mettrons en marché tous nos arts sous une même entité ou vitrine
4 Caractère inclusif d'une population diversifiée	<ul style="list-style-type: none"> • Offrirons un plan d'habitation tenant compte des besoins évolutifs de nos résidents actuels et attirant également de futurs résidents • Offrirons aux aînés un cadre de vie formidable, incluant des soins de santé, des activités et des services de transport subventionnés
5 Protection et jouissance de notre environnement naturel	<ul style="list-style-type: none"> • Entretiendrons et feront la promotion d'un sanctuaire d'oiseaux et d'une serre-jardin de premier rang • Développerons et soutiendrons une communauté de micro-agriculture biologique et un programme «de la ferme à la table»
6 Célébration de notre superbe localisation	<ul style="list-style-type: none"> • Construirons et entretiendrons un quai accessible et relié au centre ville • Développerons, améliorerons et relirons nos sentiers nature
7 Protection d'un noeuillage commercial viable et prospère	<ul style="list-style-type: none"> • Encouragerons le développement d'entreprises qui offrent une expérience de magasinage particulière, respectant la vision municipale • Préservons et assurerons la protection des vitrines des entreprises ayant pignon sur rue au centre du village
8 Plan de développement économique solide	<ul style="list-style-type: none"> • Ferons en sorte que les augmentations d'impôt foncier ne dépassent pas l'augmentation de l'indice du coût de la vie • Finançons les initiatives stratégiques seulement si les besoins de base sont comblés
9 Gouvernement par le peuple	<ul style="list-style-type: none"> • Développerons des plans stratégiques à long terme fondés sur les idées les plus populaires émises par les citoyens (consultation en cours par l'entremise de sondages) • Rapportons régulièrement, de façon fiable, l'état d'avancement des objectifs stratégiques dans notre carte de pointage

PROJETS-CLÉS À RÉALISER ENSEMBLE

D'ici les cinq prochaines années, douze (12) réalisations sont attendues et requises pour implanter le plan d'action stratégique et commencer ainsi à mettre en oeuvre notre vision. Celles-ci sont illustrées ici.

Nos 12 principaux projets livrables permettant de réaliser la vision



Chacun des 12 livrables requiert un plan détaillé, les dépenses et les dates de livrables anticipées et un groupe de résidents, de conseillers et d'administrateurs dévoués.

Les équipes doivent être constituées au cours des 90 à 120 premiers jours et les plans, élaborés durant cette période.

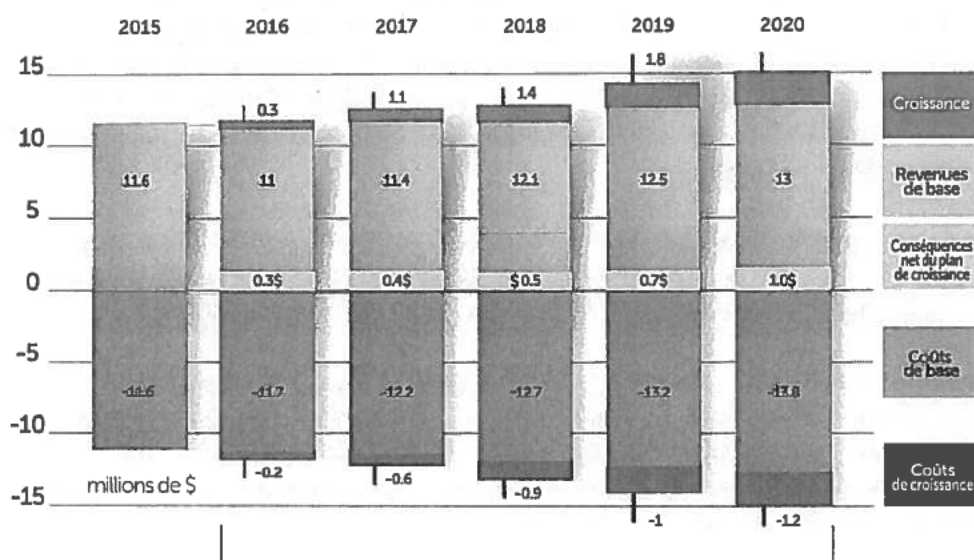
UN PLAN FINANCIER RÉALISTE POUR ATTEINDRE NOS OBJECTIFS

Le plan sera déployé d'une façon fiscalement responsable ; il comprend un plan financier complet établi d'après des hypothèses prudentes. Il est important de mentionner que la Ville prévoit financer un petit pourcentage des livrables stratégiques de grande envergure, et qu'elle n'octoiera de financement que si et lorsque le financement privé et les autres sources de financement auront été mises en place, et que les exigences essentielles de financement des projets d'infrastructure auront été remplies. Ces initiatives de financement (privées ou d'autre nature) sont déjà en phase de planification et de réalisation et seront suivies étroitement par les élus de la Ville et le conseil municipal. Si les projections financières prévues de revenus et de dépenses se réalisent telles que prévues, voici, en résumé, les points-phares pour la période de 2016 à 2020 :

- L'intention est de ne pas avoir d'augmentation du taux d'impôt foncier résidentiel prélevé par la Municipalité, de telle sorte que les taux de taxes foncières des résidents fluctuent en fonction de la valeur marchande des propriétés.
- L'intention est de ne pas avoir d'augmentation du taux d'imposition des sociétés, de telle sorte que les taux de taxes d'affaires ne changent qu'en fonction des changements de valeurs locatives ou des superficies en pieds carrés effectivement loués.
- L'intention est de réduire la dette per capita de 10 p. cent au cours de la période.
- L'intention est de travailler pour faire mieux chaque année que ce qui a été planifié, permettant par conséquent d'accumuler un fonds d'urgence.

- Un plan de gestion serrée des dépenses sera mis en place et directement lié aux hausses de revenus autres que l'impôt foncier des résidents. Celui-ci évaluera les actifs immobiliers de la Ville selon la valeur du marché lorsque viendra le temps d'évaluer l'apport potentiel de ces actifs aux fins de réalisation des projets stratégiques et évaluera judicieusement toute vente d'actifs non-stratégiques afin de financer les livrables stratégiques.
- Faire passer la variation annuelle du rapport revenus/dépenses de -3,0, en moyenne, au cours des cinq (5) dernières années (dépenses augmentant trois fois plus vite que les revenus) à +1,5 d'ici 2020.
- Des dépenses pour projets stratégiques planifiés qui atteindront leur point culminant à 900 000 \$ par année en 2017 et plus que compensées par des hausses de revenus provenant de la croissance, de subventions et de revenus provenant de projets stratégiques.
- Objectif de générer 8 millions de dollars par année en revenus additionnels d'entreprises locales d'ici 2020 (estimés à 30-40 % plus élevés que les revenus actuels).
- Croissance raisonnable et dosée d'une population diversifiée, avec l'ajout anticipé de 100 nouvelles unités d'habitation en moyenne par année, pour atteindre un total de 6 100 à 6 300 résidents d'ici l'an 2020. Les résultats financiers attendus du plan sont résumés dans le tableau ci-dessous. La combinaison du contrôle permanent des dépenses, des priorités et des phases d'implantation de projets stratégiques de croissance commencent à produire des bénéfices nets en 2016 et renversent la tendance passée des augmentations de dépenses et d'impôt foncier.

Le plan financier – Pour devenir réalité



Taxes et frais augmentés par l'entremise de :
Croissance de la population, tourisme, coupures budgétaires et davantage de subventions

Fort plus que compenser les hausses de dépenses liées à :
Livrables stratégiques et coûts de soutien à la croissance

Impact moyen sur les ménages de Hudson

	2014	2015	2016	2017	2018	2019	2020	Augmentation moyenne/an
Moyenne des taxes/ménage	4,330\$	4,968\$	4,740\$	4,752\$	4,837\$	4,851\$	4,862\$	1.2%
Moyenne des dettes/ménage	14,317\$	13,223\$	13,313\$	13,091\$	12,672\$	12,50\$1	11,897\$	-1.8%

CONCLUSION

La vision et le plan stratégique de Hudson complètent et s'ajoutent à ceux de la MRC Vaudreuil-Soulanges, positionnant cet endroit, tant pour les résidents que pour les visiteurs, comme une oasis verte, un carrefour artistique et une destination de magasinage originale au sein d'une région en pleine croissance – avec des détaillants à grande surface, des liens autoroutiers et des entreprises commerciales et industrielles à ses portes.

D'abord et avant tout, le plan nous aidera à nous assurer que Hudson continue de miser sur une histoire remarquablement riche, forte de 150 années d'existence, et que la population puisse continuer de forger l'identité et l'avenir de sa propre ville comme elle le désire, et comme elle est en droit de le faire.

Il s'agit d'un plan ambitieux, assurément. Mais il a été conçu intelligemment : parce qu'il mise sur la panoplie de trésors qu'abrite notre ville ; parce qu'il mise sur la volonté des résidents de chérir ces atouts et d'en assurer la pérennité ; et parce qu'il épouse leurs intimes convictions ainsi que leur capacité de réaliser les tâches à venir ! Notre plan se veut également évolutif. En effet, il intégrera des changements de rythme ou de séquence lorsque les circonstances les exigeront. De plus, tout au long du processus, le plan sera remanié au gré des commentaires exprimés par les citoyens que ce soit en ligne ou par téléphone ou encore lors de séances organisées avec eux lors de moments décisifs.



Ed Prévost, Mayor

Cela prend un village pour élever... un village, nous sommes celui-ci!

À vous de jouer : votre opinion maintenant

SVP remplir les pages suivantes,
détachez et faite parvenir à:

Le Maire,
Hôtel de Ville de Hudson,
481 rue Main, Hudson Québec J0P 1H0

Complétez ou consultez en ligne
www.hudson.quebec/planstrategique
ps-info@hudson.quebec

Réalisations projetées auxquelles vous aimeriez participer

- o Centre national des arts
- o Programme d'études intégré pour célébrer les arts locaux
- o Programme d'arts-étude
- o Eco-Trolley et système de tours guidés
- o Bord de l'eau attrayant et accessible, relié au centre du village
- o Excellent réseau de sentiers cyclables et pédestres
- o Communauté de micro-agriculture biologique
- o Réserve naturelle d'oiseaux et une serre-jardin ouverte à longueur d'année

- o Beau centre-ville
- o Plan d'urbanisme «fabriqué à Hudson» pour Hudson permettant la croissance requise

- o Améliorations routières majeures
- o Transmission régulière et transparente de la rétroaction citoyenne

Nom: _____

Téléphone: _____

Courriel: _____

Merci !!

www.hudson.quebec/planstrategique



Our Town, Our Future

Hudson's Strategic Plan 2015-2019 and Beyond

OVERVIEW
September 19, 2015

Created by Hudson Town Council

Based on the input submitted by the residents of Hudson,
and acting on behalf of those residents,
to summarize the majority sentiment and ideas
into a cohesive plan that represents their input



INTRODUCTION

This booklet is an overview of the comprehensive and detailed Strategic Plan entitled "Our Town, Our Future". Copies are available at the Town Hall for any resident requesting one, and are also available on the Town Website at www.hudson.quebec/en

The entire Plan, and this overview, have been developed through a careful compilation and analysis of the huge input received from the Town's residents, both through a public consultation session on 26 April 2014 and follow-up input. It is based on the wishes expressed at that meeting by many residents concerning the long-term future of our Town.

The Plan embodies the Vision for Hudson and its bright future, as well as the principles that should guide our behaviour, priorities and actions to be taken as the Town moves into its next 150 years. It is based on our residents' views, is action-oriented and wholly committed to the effective delivery of the desired Vision. It is complete with delivery dates and responsibilities together with a careful, conservative financial analysis and plan.

The plan leverages the assets that Hudson already possesses in order to focus, build out and shine a bright light on our two key Strategic Pillars:

- "An Inspirational meeting place for Arts and Culture"
- "A Nature Playground",

To ensure that both our residents and visitors come to connect with, know and fall in love with the unique, inviting, enchanting blend of Arts, Culture and Nature that Hudson offers.

These Strategic Pillars will be built on a strong foundation and set of guiding principles that will ensure that:

- A strong basic infrastructure of roads, safety and health services are continually maintained, as a first priority.
- We deliver a physical layout and beautification for our Village Centre, and a balanced housing plan that are both built in harmony with, and in support of, our Arts, Culture and Nature themes.
- We protect, and build on our diverse population, with particular attention paid to our seniors who have built and shaped our town.
- We govern in a manner that is open, fair and responsible, which continually reflects the majority views of our residents.

The Strategic Plan is built to ensure that our town will achieve the Vision expressed by our residents in a manner consistent with the Guiding Principles that they would like to see drive our Town's every-day thinking and behaviours. The overall strategy, and the principles guiding its development, are presented in the following pages.

Hudson – Strategy at a Glance

For Visitors

To be a «go to» destination to enjoy a unique mix of arts, culture, culinary experience and speciality retail shops in a pedestrian friendly environment

For Residents

To offer a great lifestyle and sense of pride, with first class amenities at affordable prices. To encourage numerous arts and cultural activities in a charming small town setting with complements nearby commercial centres.

Vision

To be a highly desirable place to live, and an enchanting and inviting village to visit. To offer a celebration of the arts, culture and unique shopping close to a beautiful, natural, accessible waterfront.

Strategic Pillars

01

«Where the arts meet nature»

02

A MEETING PLACE FOR ARTS & CULTURE

Where numerous arts are showcased in a first-class centre located in a beautiful natural setting.

Where the arts are taught in a leading «arts-etude» program embracing Hudson's founding cultures and heritage

A NATURE PLAYGROUND

An easily accessible and magnificent waterfront connected to the town center.

A beautiful natural environment featuring a network of connected all-season hiking/biking trails, nature parks and a leading organic micro-farming

Strategic Foundations

1 A physical layout for the town that compliments the strategic vision

A focus on a renovated and beautified center, connected to the waterfront, which encourages interesting and unique street-level retailers.
A celebration of our heritage, offering a balanced housing plan for growth luxury, single-family, multi-family and senior housing.

2 An open, fair responsible Government that ensure infrastructure needs are met and a bright future is built

Basic infrastructure needs are ensured before any resources are allocated to strategic initiatives.
Financial costs to residents are minimized and the majority interests of the residents are constantly monitored, delivered and communicated.

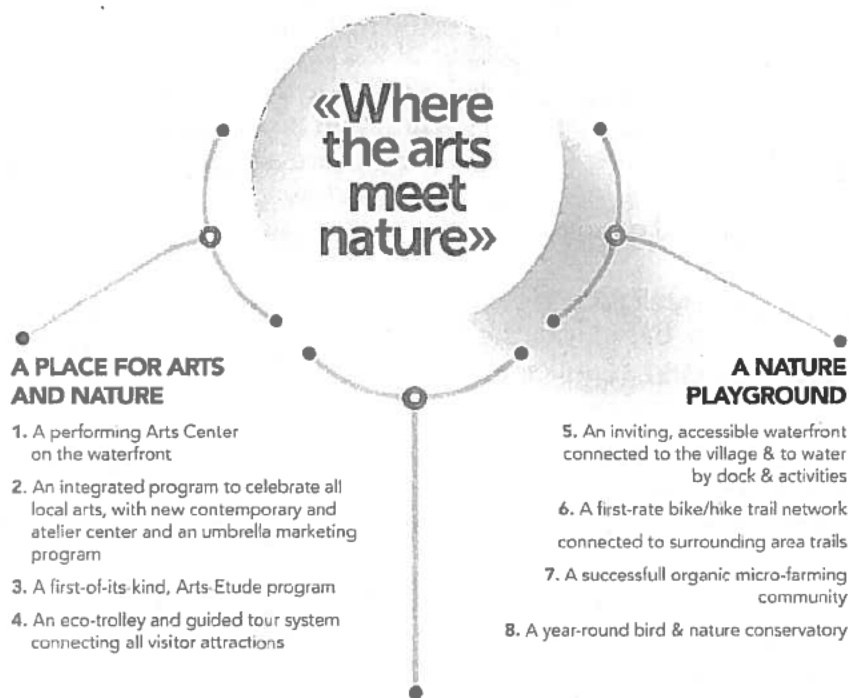
Our Guiding Principles – *Walking the Talk*

“We Believe in”....	“Therefore we will”....
1 Maintaining our charming character	<ul style="list-style-type: none"> • Develop and maintain a beautification plan • Limit target population to 6,200 by 2020 and 7,200 by 2025
2 Celebrating our heritage	<ul style="list-style-type: none"> • Strictly adhere to a harmonized home style code • Conduct regular heritage tours(featuring Greenwood) and maintain a heritage centre in town
3 Celebrating our arts	<ul style="list-style-type: none"> • Build a leading Arts Centre and Arts-Étude program • Connect & market all our arts under one umbrella
4 A balanced and inclusive population	<ul style="list-style-type: none"> • Offer a housing plan that addresses the changing needs of our current residents and attracts future residents, including young families • Offer seniors a great place to live, including health, transit and activities
5 Protecting and benefiting from our natural environment	<ul style="list-style-type: none"> • Maintain and showcase a leading bird sanctuary and nature conservatory • Develop and encourage an organic micro-farm community and a 'farm-to-table' program
6 Celebrating our beautiful location	<ul style="list-style-type: none"> • Build and maintain an accessible and connected waterfront • Develop, improve and maintain a network of nature trails
7 Ensuring the Village Centre remains a flourishing and viable commercial hub	<ul style="list-style-type: none"> • Encourage the development of businesses that offer unique shopping experiences that reflect the town vision • Preserve and protect street front locations within the village centre for these types of business
8 A sound economic development plan	<ul style="list-style-type: none"> • Maintain tax increases to within the consumer price rate of increase • Fund strategic initiatives only after basic needs are met
9 Government by the people	<ul style="list-style-type: none"> • Develop long-term strategic plans based on input from citizens (ongoing through polls) • Report regularly and consistently on progress made towards the strategic goals in our scorecard

KEY ACHIEVEMENT PROJECTS TO BUILD TOGETHER

There are 12 key deliverables over the next 5 years that will be required in order to implement successfully the Strategic Action Plan and begin the building of our Vision. These are depicted below:

Our 12 Key Deliverables to Achieve the Vision



A COMPLEMENTARY PHYSICAL LAYOUT AND STRONG FOUNDATION

9. A beautified village centre with unique retail store fronts and experiences including central parking allowing access to village and blending with beautification
10. A balanced housing plan allowing for up to 20% population growth from all ages and income levels and including dedicated senior's facilities
11. All major roads upgraded by 2018
12. Regular & transparent reporting on progress towards plan goals and result of ongoing resident poll

Each of the 12 Deliverables needs a detailed action plan behind it, with a dedicated team of residents, councilors and administrators, cost targets and delivery dates.

The teams and plans should be built out over the first 90-120 days.

A REALISTIC FINANCIAL PLAN TO ACHIEVE OUR GOALS

The plan will be delivered in a fiscally responsible manner, and includes a comprehensive accompanying financial plan based on conservative assumptions. It is important to note that initially the Town will only look at funding a small percentage of the largest strategic deliverables. It will only advance funding if, and when, the planned private and other funding is in place and critical infrastructure project funding is satisfied. These private and other funding initiatives are already in various phases of planning and delivery, and will be followed closely by the Town administration and council.

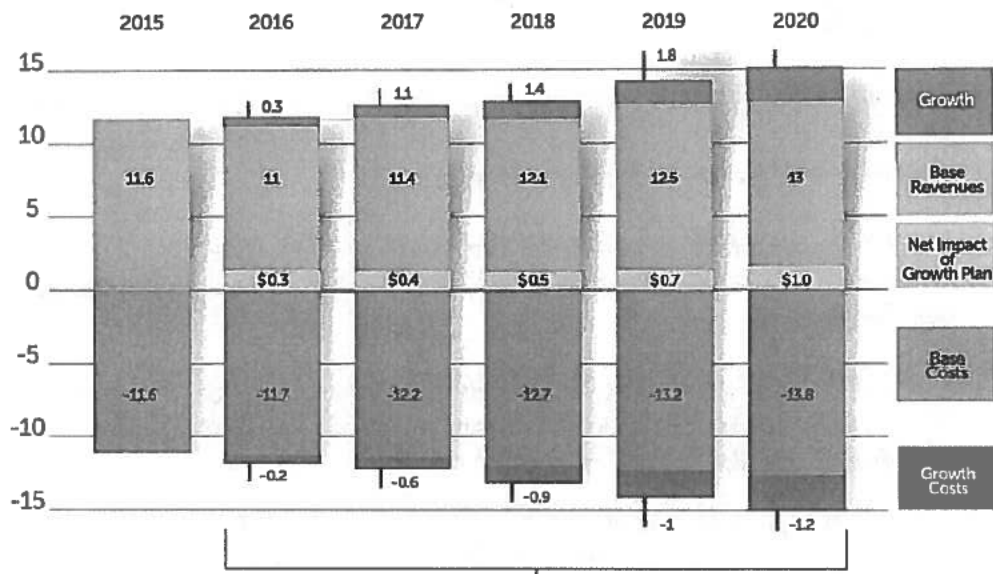
The financial highlights for the period 2016-2020 are summarized below, and are based on the financial assumptions, revenues and expenses unfolding as anticipated:

- The intention is that there will be no increase in the residential tax rate levied by the Town, so that average Real Estate taxes per resident will only change in direct relation to the change in the value of homes.
- The intention is that there will be no increase in the business tax rate, so that business tax rates will only change with changes in rental value or square footage occupied.
- The intention is that debt per resident will decrease by 10% over the period.
- The intention is to create and accumulate a contingency fund to prepare for any unforeseen emergencies.
- A disciplined spending management regime will be implemented which will be directly related to changes in revenues from sources other than residents' taxes. It will also evaluate town-owned real estate assets at market when assessing any potential contributions of these assets to strategic projects. It will evaluate judiciously any sales of non-strategic assets to fund strategic deliverables.

- Attain an improvement in the revenue/cost annual change ratio from an average of -3.0 over the past 5 years (expenses growing 3X faster than revenues) to +1.5 by 2020.
- Plan Strategic Project spending that peaks at \$900,000/year in 2017 and is more than offset by increases in revenues from growth, subsidies and strategic project revenues.
- A goal to generate \$8 million/year in additional revenues to local businesses by 2020 (estimated to be 30-40% higher than current revenues).
- A sensible, diversified and measured population growth, anticipating an average of 100 new residential units added per year, to attain a level of between 6,100-6,300 residents by 2020.

The expected financial outcomes of the plan are summarized in the following graph. With the combination of continuing expense control and prioritization, and phased implementation of strategic growth projects, net benefits are expected to be delivered in 2016, reversing the past trend of higher expense growth and taxes:

The Financial Plan – Making it Real



Increased Taxation and Fees from:
Population Growth, Tourism, base spending cuts and increased subsidies

More than offset the increased spending on:
Strategic Deliverables and growth support costs

Average Impact on Households in Hudson

	2014	2015	2016	2017	2018	2019	2020	Average increase/yr
Average Tax/ Household	\$4,330	\$4,968	\$4,740	\$4,752	\$4,837	\$4,851	\$4,862	1.2%
Average Debt/ Household	\$14,317	\$13,223	\$13,313	\$13,091	\$12,672	\$12,501	\$11,897	-1.8%

CONCLUSION

Hudson's Vision and Strategic Plan complements and builds on that of the Vaudreuil-Soulanges MRC, positioning the Town for residents and visitors alike as an oasis of arts, nature and unique shopping within a fast-growing region that includes big box retailing, transportation and commerce.

Most importantly, it will help to ensure that our Town will continue to build on its remarkable, rich and storied 150 year history, and that our residents will be able to continue to shape their Hudson's own unique identity and destiny in the way that they want to, and in the way they deserve to.

It is an ambitious plan to be sure, but one that is built with a solid understanding of the abundance of treasures our town possesses, and the wishes of our residents to cherish and build on them. Our Plan is a living roadmap, with changes to pacing and sequencing when circumstances dictate. Any changes will be based on ongoing resident input from online and phone-in mechanisms and structured sessions at critical go/no go points along the way.

We are enthusiastic about our Strategic Action Plan for Hudson and thank our residents for their input and future contributions to make it all happen.



Ed Prévost, Mayor

It Takes a Town to Build a Town.....and we are that Town!

Your Thoughts and Contributions

PLEASE COMPLETE THE FOLLOWING PAGES,
DETACH AND FORWARD TO:

The Mayor,
Hudson Town Hall,
481 Main Road, Hudson Quebec J0P 1H0

or complete and submit online through
www.hudson.quebec/en/strategicplan
sp-info@hudson.quebec

Achievement Projects you would like to participate in building

- o Performing Arts Centre
- o Integrated Program to celebrate all Local Arts
- o Arts-Étude Program
- o Eco-Trolley and guided Tour System
- o Inviting and Accessible Waterfront, connected to the Village Centre
- o A first-rate Bike/Hike Trail network
- o A Successful Organic Micro-Framing Community
- o A Year-Round Bird and Nature Conservatory
- o A Beautified Village Centre
- o A "Made in Hudson" Urban Plan allowing for required growth
- o Major Roads upgrade
- o Regular & Transparent Resident Feedback and Reporting

Name: _____

Phone: _____

Email: _____

THANK YOU !!

www.hudson.quebec/en/strategicplan

