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OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

Mr. Frantz Benjamin
President of the city council
Ville de Montréal
Montréal (Québec)

Mr. President:

In keeping with the *Charter of Ville de Montréal* (R.S.Q., c. C-11.4), I am pleased to enclose the 2014 annual report of the Office de consultation publique de Montréal. The report outlines the activities of the Office for the period of January 1 to December 31, 2014.

Please do not hesitate to contact me should you require further information.

Yours sincerely,

Dominique Ollivier
President of the Office de consultation publique de Montréal

May 1, 2015

ACKNOWLEDGEMENTS

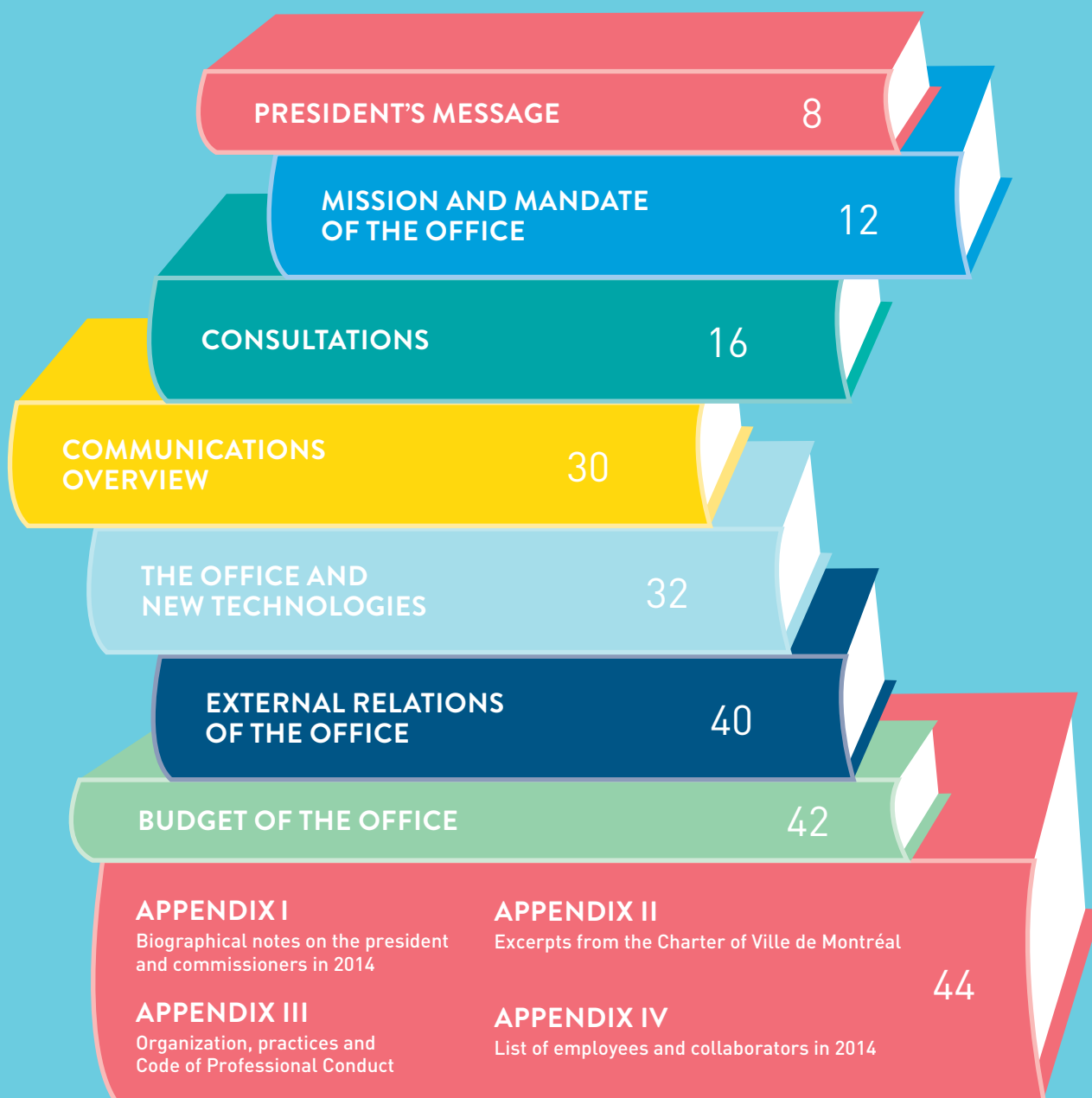
The Office de consultation publique de Montréal (OCPM) would like to thank all of its collaborators who contributed to the promotion of Office activities in 2014.

The OCPM would also like to take this opportunity to thank the groups, organizations, citizens, civil servants and developers who participated in the various public consultations.

The Office owes the success of its public consultations to the involvement of borough and central department employees, professionals, management personnel and elected officials, who gave their help and expertise to help citizens and commissioners to understand the projects and issues involved.

Without everyone's good will and co-operation, the OCPM's public consultations would not have achieved their primary goal of providing Montrealers with pertinent information and data on the various projects, with a view to gathering their opinions and comments.

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PRESIDENT'S MESSAGE

The year 2014 brought many changes to the OCPM, including the departure of Louise Roy, who left us in June after serving two terms as Office president. Ms. Roy made her mark on the Office in recent years by establishing credible, transparent and innovative consultation mechanisms, and we are very grateful to her for those initiatives. Her legacy will shape the life of the OCPM for years to come. We all wish to thank her for her excellent work.



Furthermore, in September, I had the pleasure and honour of being appointed by city council to succeed her. Since then, I have focused on bringing all of my energies and skills to properly identifying the changes that our institution will be facing over the coming years.

It should also be noted that post-electoral years have a history of bringing a more restricted number of mandates for the Office, and the year 2014 was no exception. The OCPM held consultations on four projects over the past year, i.e. the real estate project Les ateliers Castelnau, the establishment of an organic material treatment centre in Rivière-des-Prairies-Pointe-aux-Trembles, a real estate project on Saint-Antoine Street West, and the first part of the upstream consultation pertaining to a Special Planning Program (SPP) for the Plateau Est employment sector. This lull in its often frenetic work pace gave the Office time to address other areas of its mandate in 2014.

Section 83 of the Charter allows us to provide advice and support for all consultations held by City bodies. That same provision also gives the Office the mandate of promoting best public consultation practices.

New technologies create an environment conducive to expressing opinions, co-creating solutions, exchanging and sharing knowledge. These rapid advances combined with citizens' often expressed desire to be heard and to more systematically participate in public decision-making mechanisms have led us to focus on public consultation practices relying on the immense potential of digital means.

The networking of individuals, the advent of new forms of communication and the decentralization of idea circulation promote the re-appropriation of public space and its governance by citizens, but also present a real element of risk in terms of developing new forms of digital divides and exclusions. That is why we held the Wikicité event in February. The seminar raised a great deal of interest in a variety of areas and reached new audiences. It showed us that the phenomenon of citizen participation through digital tools is developing quickly. It poses many challenges and problems, but also offers promising new courses of action for the future.



In that context, it was important for the Office to also reflect on conditions required for authentic and productive citizen dialogue, useful for public decision-making and employing digital means, while fostering experimentation and appropriation of the resulting tools and methods.

To that end, the OCPM became involved in the work of the Ville de Montréal's Smart and Digital City Office (SDCO) within the course of its citizen consultations. Throughout the fall, the Office accompanied the SDCO in holding citizen discussions in five libraries around the city, and organized, on November 23 last, a co-design day dealing with the vision of a smart city.

On that occasion, the Office utilized new tools in its communications, its use of technologies and animation alike. The operation, touching our values and mission, allowed us not only to contribute to the SDCO's reflection process, but also to develop our own reflection on consultation methods in the digital era and consolidate some of our citizen participation practices.

My outline of our crossover into digital technologies in public consultation would not be complete without mentioning last December's upstream consultation on the future of Plateau Est. While a number of stakeholders felt the need to review the nature of actions required to ensure planned development of the area based on a shared vision, the Office rethought the traditional consultation process. We organized practical workshops with interactive models using augmented reality to facilitate the development of various scenarios and organized a forum with City representatives, citizen and community groups, experts, representatives of the economic and institutional communities, and residents to allow a more in-depth examination of the issues and broad experimentation of the tools. That first utilization of augmented reality was a great success for the Office.

Given the complexity of the projects entrusted to the OCPM, it will increasingly need to resort to those various forms of animation and technologies to properly carry out its mission and keep up with best public consultation practices.

The OCPM: an important asset for Montrealers

As we enter our thirteenth year of operation, it is important that we take a look back at the road we have travelled and realize what an important asset the Office has become for Montrealers.

The OCPM contributes to social cohesion by fostering peaceful dialogue among citizens, project developers, and representatives of civil society and the municipal administration. It offers them a forum where they can talk about their city within the framework of an established transparent procedure that ensures that everyone is heard and taken into account. By highlighting points of convergence in its analyses, the Office also continually contributes to the decoding and recognition of common social values. Its role as a neutral third party, a model unique in America, promotes participation.

It is important to note that a survey conducted at our request in 2012 revealed that almost one Montrealer in five was aware of the office and that, among those, 86% had a favourable opinion of it, 85% believed that it was useful, and 80% found it credible. Our internal statistics show that our consultations are attended by a large variety of individuals and organizations, and that more than one-third of them are citizens who are stakeholders or directly concerned, and one-quarter are social and community groups from the territories in question.

And so, thus armed with such extraordinary capital, we now face the future and its challenges.

Challenges for the coming years

As experiences unfold and discussions intensify, it is important that we make the process even more accessible to citizens and easier to use. We must aim to lead more participatory, equitable and enlightening debates in order to facilitate elected officials' decision-making and bolster citizens' confidence.

In addition to existing tools, we must diversify our methods to include groups that are more difficult to reach, such as immigrant citizens and vulnerable people, who are not very comfortable with written documents or who are living in precarious situations. We must ensure that a variety of stakeholders' points of view are expressed and heard at all times.

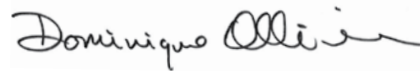
Over the years, we have been both witnesses to and actors in the evolution of democratic life and, more specifically, the transformation of consultation practices in Montréal.

After more than a decade of interventions, the OCPM's expertise and credibility have attained a level far beyond that prescribed in the Charter. Such expertise must be more systematically and effectively put to good use.

Many forms of contribution could be possible, for example, in mandates extending upstream and throughout the implementation of major projects, or in exercises involving mediation, conciliation and decision co-construction.

As we did a few years ago, we could also more systematically assume a training role for elected officials and municipal bodies responsible for consultations at various levels. We should also explore the possibility of the Office acting as a guarantor of the credibility and accessibility of processes, while associating ourselves with the design of, or accompaniment in, various exercises.

The model for capitalizing on our developed expertise remains to be invented. But, regardless of the paths chosen, I want to reiterate our enthusiasm and determination to continue to make the Office de consultation publique de Montréal a tool that is attuned to the citizens and at the heart of Montréal's democracy.



Dominique Ollivier
President





MISSION AND MANDATE OF THE OFFICE

MISSION

The mission of the Office de consultation publique de Montréal, created under section 75 of the *Charter of Ville de Montréal*, is to carry out public consultation mandates with regard to land-use planning and development matters under municipal jurisdiction, and on all projects designated by the city council or executive committee.

MANDATE

The Office de consultation publique de Montréal, in operation since September 2002, is an independent organization whose members are neither elected officials nor municipal employees. It receives its mandates from the city council or executive committee.

THE CHARTER OF VILLE DE MONTRÉAL DEFINES THE MANDATE OF THE OCPM AS FOLLOWS:

- 1° to propose a regulatory framework for the public consultations carried out by the official of the city in charge of such consultations pursuant to any applicable provision so as to ensure the establishment of credible, transparent and effective consultation mechanisms;
 - 2° to hold a public consultation on any draft by-law revising the city's planning program;
 - 2.1° to hold a public consultation on any draft by-law amending the city's planning program, except those adopted by a borough council;
 - 3° to hold public hearings in the territory of the city, at the request of the city council or the executive committee, on any project designated by the council or the committee.
- Sections 89 and 89.1 also provide that the OCPM must hold public consultations on all by-laws to be adopted by city council respecting projects that involve:
- Shared or institutional equipment, such as cultural equipment, a hospital, university, college, convention centre, house of detention, cemetery, regional park or botanical garden;
 - Major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
 - A residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, such an establishment the floor area of which is greater than 25,000 m²;
 - Cultural property recognized or classified or a historic monument designated under the Cultural Property Act (R.S.Q., c. B-4) or where the planned site of the project is a historic or natural district or heritage site within the meaning of that Act.

On December 7, 2005, the government adopted decree 1213-2005 amending the Charter of Ville de Montréal. This decree allows the agglomeration council, under the Act respecting the exercise of certain municipal powers in certain urban agglomerations, (R.S.Q., c. E-20.001), to authorize projects related to its jurisdiction anywhere within its territory, and to entrust the ensuing public consultation process to the Office de consultation publique de Montréal. This provision came into force on January 1, 2006.

On June 12, 2008, draft By-law 82 was enacted, amending section 89.1 of the City Charter so that, for purposes of the approval by referendum process pursuant to subparagraph 4 of the section, the territory of reference would be the borough or boroughs in which the project is planned. It is important to note that this modification applies only to projects located wholly or in part in the historic borough of Old Montréal.

On June 20, 2008, draft By-law 22 was enacted, returning to city council the power, concurrently with the borough councils, to take the initiative for an amendment to the planning program in respect of an object to which a draft amendment adopted by the city council pertains. Following this amendment, the functions of the Office were modified, giving it responsibility for public consultations on any amendment to the planning program initiated by city council.

On June 15, 2012, draft By-law 69 was enacted. Among other things, it redefined the criteria under which mandates could be given to the Office pursuant to section 89 of the Charter of Ville de Montréal. The draft By-law replaced, in sub-paragraph 1 of the first paragraph of the section, the words "university, college" with the words "public educational institution, college - or university-level educational institution." The purport of this amendment is to allow the application of the provisions of that section to secondary and primary schools.

The same draft By-law, under its section 25, allows Montréal to amend, with a by-law and without any other formality, certain provisions of the "Règlement sur la construction, la transformation et l'occupation du Centre universitaire de santé McGill, sur un emplacement situé à l'est du boulevard Décarie, entre la rue Saint-Jacques et la voie ferrée du Canadien Pacifique," despite section 89.1 of the Charter of Ville de Montréal.



IN **2014**

41 PRESS
RELEASES

63 BRIEFS
WERE FILED

13 PUBLIC NOTICES
AND ADVERTISEMENTS IN
SEVEN DAILY AND WEEKLY
NEWSPAPERS

6% OF THE OFFICE WEB SITE
TRAFFIC COMES FROM
SOCIAL NETWORKS

15% TWITTER 80% FACEBOOK



80,000

FLYERS WERE
DISTRIBUTED IN SECTORS
NEIGHBOURING PROJECTS

22

PUBLIC
SESSIONS

1,400

MONTREALERS PARTICIPATED
IN THE CONSULTATIONS OF
THE OFFICE LAST YEAR

43,000

VISITS ON
OCPM'S WEB SITE

CONSULTATIONS

In 2014, the Office de consultation publique de Montréal was entrusted with a number of mandates. The Office gets its mandates either from the city council or the executive committee, pursuant to section 89 or section 83 of the Charter of Ville de Montréal. The Charter also provides that the agglomeration council may mandate the Office to hold a consultation on its territory when a project covered under section 89 of the Charter falls within the Agglomeration's jurisdiction.





The matters involving amendments to the Master Plan and by-laws are generally assigned under section 89, while the examination of Plans and policies falls under section 83. That section also allows us to develop partnerships and to offer advice and support for any consultation held by a City body. In that provision, the Office is also given the mandate to promote best public consultation practices.

The files handled by the Office in 2014 included the real estate project Les ateliers Castelnau, the establishment of an organic material treatment centre in Rivière-des-Prairies-Pointe-aux-Trembles, a real estate project on Saint-Antoine Street West, and the employment sector of Plateau Est.

Another important project was also carried out, involving a collaboration with the Smart and Digital City Office (SDCO) for its citizen consultations. On that occasion, the OCPM partnered up with the SDCO to hold citizen discussions in five libraries throughout the city and, on November 23, a seminar dealing with what a smart city should represent for its citizens. During the project, the Office employed innovative communications tools, both in terms of the use of new technologies and the animation process.

The Office was also mandated by the executive committee to hold a consultation on the light rail transit (LRT) system that may be implemented as part of the construction of the new Champlain Bridge. The consultation activities for that file will be held in 2015.

Lastly, the Office still has the mandate to hold a consultation on the report of the interdepartmental committee for the use of surplus buildings of the university health centres of the Université de Montréal (CHUM) and McGill University (MUHC). In the absence of the report that is to be the subject of the consultation, no action has been taken regarding that mandate.

In total, some 1,400 Montrealers participated in the consultations of the Office last year, attending 22 public sessions where 63 briefs were filed.

DESIGNATION

REAL ESTATE PROJECT ON SAINT-ANTOINE STREET WEST



TERRITORY

**Borough of
Ville-Marie**

KEY DATES

Information session:

January 28, 2014

Presentation of briefs:

February 25, 2014

Report filing:

May 6, 2014

Report release:

May 20, 2014

RESOLUTION

It is resolved that the draft by-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal [04-047]” concerning the height and density of an area located to the south of Saint-Antoine Street, between De la Montagne, Torrance and Jean-D’Estrées Streets, shall be adopted, and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public consultation meeting in accordance with the law.

PURPOSE OF THE CONSULTATION

The city council mandated the OCPM to hold a consultation on draft By-law P-04-047-146. The draft aims to amend the Montréal Master Plan, on the territory of the borough of Ville-Marie, to raise the height and density limits in the quadrangle located between Saint-Antoine, De la Montagne, Jean-D’Estrées and Torrance Streets. Essentially, the amendment would raise the height

limit from 65 to 120 metres for the area in question, and raise the floor area ratio from 6 to 9. Moreover, the analysis of the real estate project as such is carried out in parallel by the borough of Ville-Marie, according to the procedure provided for under the Règlement sur les projets particuliers de construction, de modification et d’occupation d’un immeuble.



SUMMARY OF THE COMMISSION'S REPORT

During the consultation, the developer, Cadillac Fairview, revealed its intentions regarding the development of its overall property in the area, which includes two other sites a little further east towards Peel Street. Several other highrise towers would be erected there over the next 15 years.

In agreement with various consultation participants, the commission pointed out that the magnitude of the project planned by the developer, the strategic location of the sites in proximity to the business centre, and the presence of heritage elements, both physical and non-physical, call for global planning in the form of a special planning program (SPP). In that context, the commission believes that the

first of the two towers, whose programming is sufficiently defined, could be authorized. It recommends that the less advanced project of the second tower be included in a closer examination of the combined Cadillac Fairview properties, as part of the proposed SPP.

Several other issues were raised during the consultation that will have to be decided upon by the City, including the application of programmes for the inclusion of affordable and social housing, traffic circulation, the preservation of views of Mount Royal, and the integration of the area's heritage values in future planning.

DESIGNATION

LES ATELIERS CASTELNAU REAL ESTATE PROJECT



TERRITORY

**Borough of Villeray-
Saint-Michel-
Parc-Extension**

KEY DATES

Information session:

February 17, 2014

Presentation of briefs:

March 18, 20 and 24, 2014

Report filing:

May 29, 2014

Report release:

June 16, 2014

RESOLUTION

It is resolved that the draft By-law entitled “Règlement autorisant la reconversion à des fins résidentielles de l’ancien site Transcontinental situé sur le lot 2 589 396 du cadastre du Québec” shall be adopted, and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public consultation meeting in accordance with the law (January 28, 2014).

PURPOSE OF THE CONSULTATION

The Office de consultation publique de Montréal was given the mandate to hold a public consultation on draft By-law P-14-001, entitled “Règlement autorisant la reconversion à des fins résidentielles de l’ancien site Transcontinental situé sur le lot 2 589 396 du cadastre du Québec.” It is a draft by-law prepared pursuant to section 89 of the Charter of Ville de Montréal.

The real estate project is located in the De Castelneau area. It consists of an employment zone slated for revitalization; it is part of a larger territory that was the object of an urban, economic and social development plan (PDUES).

The residential complex would comprise a total of approximately 369 residential units, divided into 315 private condo units and some 54 social and community housing units, realized as part of the government program AccèsLogis.

The project would be carried out in phases. It provides for the renovation and condo conversion of the original building of the former workshops of the Institution des Sourds-Muets, and the construction of two private-market pavilions (condos) and one pavilion for social and community housing units.

The contractorship for the social and community portion of the project, comprising 15% of the total residential area, would be assumed by the Groupe de ressources techniques (GRT) *Bâtir son quartier*.

Except for the old workshop building, which has five storeys, the other buildings would have six, surmounted in some areas by a setback mezzanine. The maximum height of the planned structures would be approximately 21 metres.



The Ateliers Castelnau project conforms to the Montréal Master Plan as, under certain conditions, the latter allows residential uses in the area and authorizes a maximum height of six storeys, as well as a density of 4.5.¹ However, the project does not conform to the borough's zoning by-law, which prescribes light industrial, heavy commercial, wholesale and warehousing uses for the area in question. The maximum height allowed is 20 metres, with a maximum density of 3. The project is residential in nature and calls for a height exceeding 20 metres. Its construction therefore requires amendments to the zoning by-law, which is the primary purpose of draft By-law P-14-001 submitted for consultation.

1. The concept of density, or floor area ratio, is the ratio of the built floor area of a structure relative to the area of the lot it occupies

SUMMARY OF THE COMMISSION'S REPORT

Following the consultation, the commission notes that the project raises three major issues.

- The first of those issues involves the possibility of the De Castelnau area welcoming a large number of housing units, without, however, jeopardizing its promising economic potential. From the standpoint of creating good quality jobs, the area is rather high-performing. Many spoke of the importance of maintaining conditions that currently foster its economic expansion. During the consultation, some of the participants expressed concerns that pressure to raise land values would make it more difficult for companies to establish themselves there in the future.

Nevertheless, the commission believes that a project like the Ateliers could be inserted into the area. It would consolidate an already existing residential core, located right next to a metro station. However, with a view to maintaining conditions currently promoting the economic development of the De Castelnau area, it recommends that the municipal administration send a clear message to the effect that no further variances will be granted for private residential projects in the area.

- The second issue has to do with the project itself. It relates to the conditions required to facilitate its insertion into the surrounding area, while taking into account the legitimate concerns of its neighbours. Many of the residents of the neighbouring residential complex think that the Ateliers Castelnau project is too big and that part of it would be located too close to the buildings where they live.

For its part, the commission supports the amendment to the zoning by-law allowing the height increase from 20 to 22 metres. However, to facilitate the project's insertion into the neighbourhood, it recommends that the planned structures be moved towards De Castelnau Street, within the existing setback, thereby increasing the distance between the new buildings and their neighbours.

Furthermore, it recommends that the municipal administration solve, in the short term, the problems linked to the area's problematic intersections. Many such intersections, especially those used to cross Saint-Laurent Boulevard, are risky and would become more so for future families with children. According to the commission, municipal authorities should immediately take the necessary measures to make them safer. The security of existing and future residents and people who work nearby depends on it.

- The third issue involves housing. The commission understands that part of the private-unit portion of the project would be made up of large units, and that it would also include approximately 54 social

and community units. However, it recommends improvements to better conform to the Strategy for the Inclusion of Affordable Housing.

Nevertheless, despite positive advances in this particular project, the overall picture gives cause for concern in terms of housing in neighbourhoods surrounding the Ateliers project. Many organizations mentioned that fact. It is becoming increasingly difficult to find reasonably priced housing, which contributes to weakening the social fabric. Moreover, proposals were put forward by various participants aimed at enhancing the Strategy for the Inclusion of Affordable Housing: making it mandatory, lowering the application threshold, providing a stricter framework in terms of types, etc.

In that context, the commission agrees with those who supported a major examination of municipal housing policies, with a view to both improving housing conditions and retaining families. Also, since the Strategy for the Inclusion of Affordable Housing is at the heart of those housing policies and constitutes a special tool for developing affordable and community housing, it believes that the time has come to fully review it. Therefore, would it be possible for the City to launch a public debate on those concrete results and any improvements deemed necessary? Over and above the Strategy, the public debate could also serve to reaffirm consensus required for courses of action to improve housing in Montréal and to incite higher levels of government to support them.



DESIGNATION

ESTABLISHMENT OF AN ORGANIC MATERIAL TREATMENT CENTRE

EAST SECTOR – RIVIÈRE-DES-PRAIRIES–POINTE-AUX-TREMBLES



RESOLUTION

It is resolved by the agglomeration council to adopt the draft By-law entitled “*Règlement autorisant la construction et l’occupation à des fins de centre de traitement de matières organiques par compostage en bâtiment fermé sur un emplacement situé du côté nord-est des boulevards Métropolitain et Saint-Jean-Baptiste sur le territoire de l’arrondissement de Rivière-des-Prairies–Pointe-aux-Trembles,*” and to submit the file to the Office de consultation publique de Montréal so that it may hold the public consultation meeting in accordance with the law.

It is also resolved by the city council to adopt the draft By-law entitled “*Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047),*” with respect to the floor area ratio on lot 3 156 707 of the Cadastre of Québec in the borough of Rivière-des-Prairies–Pointe-aux-Trembles, and to submit the file to the Office de consultation publique de Montréal so that it may hold the public consultation meeting in accordance with the law.

TERRITORY

Borough of
Rivière-des-Prairies–
Pointe-aux-Trembles
(RDP-PAT)

KEY DATES

Information session:
October 22, 2014

Presentation of briefs:
November 12 and 13, 2014

Report filing:
February 2, 2015

Report release:
February 16, 2015

PURPOSE OF THE CONSULTATION

The Office de consultation publique de Montréal (OCPM) was given a mandate to hold a public consultation on draft By-law P-RCG 14-024, entitled “*Règlement autorisant la construction et l’occupation à des fins de centre de traitement de matières organiques par compostage en bâtiment fermé sur un emplacement situé du côté nord-est des boulevards Métropolitain et Saint-Jean-Baptiste, sur le territoire de l’arrondissement de Rivière-des-Prairies–Pointe-aux-Trembles.*” It was adopted on August 6, 2014 by the executive committee, on August 19, 2014 by the city council, and on August 21, 2014 by the agglomeration council, on which date the consultation mandate was also given to the OCPM.

The draft By-law was prepared pursuant to section 89 of the Charter of Ville de Montréal. The conditions of the draft By-law submitted for public consultation relate to standards pertaining to building uses, height and siting, the construction and occupation of outdoor spaces, and landscaping. They also comprise objectives and criteria involving development, architecture and design.



The Montréal executive committee and city council also gave the Office the mandate to hold a consultation on the draft *“Règlement modifiant le Plan d’urbanisme de la Ville de Montréal”* (P-04-047-152), which revises the maximum construction density allowed on the site from “faible,” or low, to “faible ou moyen,” or low to medium.

The consultation is part of a larger process involving the treatment of organic material on an agglomeration-wide scale. It is the third of its kind. In fact, in 2011, the OCPM had conducted a consultation on the draft by-law pertaining to the establishment of two composting centres (North and West sectors), two biomethanation plants (South and East sectors) and a pilot household waste pretreatment centre (East sector). The following year, it was assigned a new mandate regarding the construction and occupancy of a composting centre in the Saint-Laurent borough, in the West sector, after Aéroports de Montréal had decided that it was no longer willing to accommodate the installation on its Dorval property.

Some time after the by-laws giving effect to the establishment of the centres were adopted by the agglomeration council in August 2012 and February 2013, the Montréal administration announced the cancellation of the planned composting centre at the Complexe environnemental de Saint-Michel (CESM), located in the

North sector. As no other site in the area met government requirements and established criteria, it was suggested that the centre be moved to the East sector.

SUMMARY OF THE COMMISSION'S REPORT

This consultation confirmed once again that, overall, the planned organic material treatment centre on an agglomeration-wide scale is positively perceived, and that the majority of participants see it as a necessity. However, the RDP-PAT composting centre project was not so well received. Most were against the draft by-law authorizing its construction and occupancy in its current form.

The commission recognizes that the chosen site is in keeping with the guidelines for the structuring of composting activities of the Ministère du Développement durable, de l’Environnement et de la Lutte contre les changements climatiques, and with the technical criteria of the Montréal agglomeration, and that the project shows a concern for architecture, design and landscaping. On the other hand, it notes that the principles of regional autonomy and territorial equity are not respected, and that the project raises numerous concerns in terms of nuisances for citizens and prejudices for land and business

owners included in the protection radius of 500 metres from the centre. The perception of territorial inequity is all the more marked as the East end of Montréal already has to deal with major public health, social, industrial and environmental issues. Like many of the participants, the commission worries about the project's impact on the quality of life of surrounding residents and the effect of potential additional nuisances to existing ones (air quality, odours, noise, trucking, etc.) in the sector.

It also notes that industrial risks associated with the proximity of the facilities of the Suncor Énergie refinery are poorly documented and that the social, environmental and economic benefits for the host area are intangible. According to the commission, the project needs to be improved to minimize risks and maximize positive spinoffs.

In that context, the commission recommends the adoption of the by-law authorizing the construction and occupancy on the proposed site in RDP-PAT of a closed-building composting organic material treatment centre, and of the by-law amending the Montréal Master Plan, subject to the short-term implementation of four essential conditions:

- 1. The establishment of a procedure for evaluating and controlling industrial risks** for the environment, in cooperation with the Direction de la santé publique and the research chair of the École Polytechnique, in the spirit and respect of the precautionary principle of Québec's Sustainable Development Act.
- 2. The establishment of a follow-up committee composed of local citizens, groups, organizations and companies**, which would ensure, among other things, follow-up on the construction and operations of the eastern organic material treatment centres, the development and layout of equipment and surrounding urban infrastructures, nuisance control

and measures for environmental education and support for the management of residual and organic materials at the source.

- 3. The introduction of a formal approach leading to the adoption, as soon as possible, of a development strategy for an environmental competitiveness pole for the East end of the island**, in concert with local players, including companies and groups, the SODEC and the research chair.
- 4. The integration into the by-law of an agreement to support owners of companies and land within the protection radius of 500 metres from the composting centre.**

The commission is aware that some of the recommended measures are already being considered and worked on by the City and borough. However, it believes that these measures should be improved and formalized, and that their implementation should be stepped up. Furthermore, the new measures recommended should be quickly introduced.

The commission believes that the implementation of those conditions is indispensable to the social, economic and environmental acceptability and viability of the planned RDP-PAT composting centre and, more globally, of the planned organic material treatment centres for the East end.



DESIGNATION EMPLOYMENT SECTOR - PLATEAU EST



TERRITORY

**Borough of
Plateau-Mont-Royal**

KEY DATES

Workshops:

October 28 and 30, November 5,
and December 8 and 15, 2014

Public forum:

December 6, 2014

Presentation of briefs:

January 20 and 21, 2015

Report filing:

Early May 2015

Report release:

Mid-May 2015

RESOLUTION

It is resolved that the Office de consultation publique de Montréal shall be mandated to accompany the borough of Plateau-Mont-Royal in a participatory process targeting the development and adoption of a special planning program for the Plateau Est employment sector.

PURPOSE OF THE CONSULTATION

On May 21, 2014, the Montréal Executive committee gave the OCPM the mandate to accompany the borough of Plateau-Mont-Royal in a participatory process targeting the development of a special planning program (SPP) for the Plateau Est employment sector. The sector had developed in the past around the activities of the Angus workshops, the east end slaughterhouses, the manufacturing industry and the Cadbury Company, in connection with the presence of the Canadian Pacific railway tracks. Over the years, the sector changed. Many companies closed, some moved, and some of the buildings were repurposed. Running

along the railway tracks, it now comprises more than 300 companies responsible for providing almost 4500 jobs, concentrated primarily in the service industry. There are also many manufacturing companies. This area of Plateau Est is now dealing with significant urban challenges and issues, including the under-utilization of some of the spaces, heavy transit traffic, the cohabitation of various types of activities, the presence of heat islands, and soil contamination.



SUMMARY OF THE COMMISSION'S REPORT

Everyone believes that the area is in need of a major revitalization. The majority of participants agree with the borough's vision and the steps it is taking in planning the regeneration of the Plateau Est employment sector.

The participants brought up the sector's assets, i.e. its central location, the reasonable commercial and residential rents, the stability of institutional jobs, and the mobilization of the neighbourhood's citizens. The three main areas of activity (services, manufacturing and cultural industries) should be maintained and represent an interesting specificity for the employment sector. While agreeing with the idea of revitalizing the sector and maintaining and consolidating its existing business ecosystem, some participants thought that measures should be implemented to mitigate the residential and commercial gentrification and land speculation that may be generated by the revitalization.

Following its analysis of the workshop results and contents of the briefs, the commission recommends that the borough expand its overall vision for the sector, relying on the complete neighbourhood concept by developing four major integrating principles:

- > **The defining of the sector's identity**
- > **The development of a quality, welcoming living and working environment**
- > **The accessibility of and links with the surrounding area**
- > **The environment**

The commission believes, notably, that an innovative identity should be developed for the sector in order to highlight its assets and endow it with a specific character. It is also important to rely on the coexistence of functions and mix of uses in order to consolidate and diversify jobs in the sector. The accessibility of the sector must be improved to make active and public transportation attractive and efficient, and to facilitate travel between the boroughs. In the eyes of the commission, issues of a welcoming development and greening are important and should be taken into account in the future special planning program for the sector.

HEAR YE! HEAR YE!

COMMUNICATION OVERVIEW

The OCPM informs citizens of any upcoming public consultations. It begins by publishing a public notice in a daily newspaper at least 15 days before the meeting. The notice is also posted on the Office Web site.





In 2014, the Office published 13 public notices and advertisements in seven daily and weekly newspapers and issued 41 press releases. Two advertising campaigns on Facebook and Google and two radio campaigns were also conducted. In some cases, in addition to the notices, the Office also sends special invitations to citizens and organizations directly concerned by the ongoing consultation project.

Usually, the Office distributes information flyers announcing the consultation to citizens that will be affected by a given project. Depending on the consultation, the distribution may cover between 1500 and 40,000 homes. Last year, some 80,000 flyers were distributed in sectors neighbouring projects that were the subject of consultations. Flyers and posters were also distributed to concerned organizations and in Ville de Montréal service points.

The Web platform of the OCPM continues to regularly inform citizens and groups interested in public consultations. In 2014, almost 26,000 people visited Web pages on our site, for a total of almost 43,000 visits. It is interesting to note an increase in the number of visits this year from tablets and mobile phones, which represented a total of some 3700 interactions with the OCPM site. This new reality is inducing the Office to take steps to adapt its offering to those new consultation modes.

Among the pages on public consultations, those on the real estate project on Saint-Antoine Street and Les ateliers Castelnau received the largest number of visits. However, they were surpassed by the consultation relating to Wikicité.

The sources of users are also evolving. Social networks now represent a greater percentage (6%) of Office Web site traffic. The large majority still comes from Facebook, which provides 80% of social network traffic, compared to 15% from Twitter.

THE OFFICE AND NEW TECHNOLOGIES

While the Office has used new media to inform and consult the population since 2008, the year 2014 was especially rich in consideration and development of new practices. Firstly, it is important to mention that technological tools do not replace traditional public consultation methods, but are an addition to them.





The Wikicité event, the creation of the Wiki 101 Web portal, the various activities in partnership with the Smart and Digital City Office (SDCO), and the development of new virtual tools used in upstream public consultations on the Employment sector of Plateau Est, presented opportunities to redefine our consulting methods.

Four main goals motivated this technological advancement:

1. Taking advantage of the variety of opportunities presented by information and communication technologies (ICT) and, at the same time, of their effervescence;
2. Increasing awareness of the Office and reaching new publics, such as young people and ethnocultural communities, that rarely participate in traditional consultations;
3. Enhancing the reputation of the OCPM and promoting citizen participation in its activities;
4. Facilitating and strengthening the public information mission of the Office.

WIKICITÉ — PUBLIC PARTICIPATION IN THE DIGITAL AGE

In recent years, the OCPM has felt the need to consider new methods of consultation employing digital means, with a view to integrating them into its activities. It is in that context that the Office organized the Wikicité event in February 2014. Wikicité was an occasion to reflect on the added value of using digital means in public consultation and on the opportunities and challenges they bring. Between panelist presentation and booth visits in the Espace Innovation, the event was a forum for discussion, the sharing of experiences, and the promotion of local digital resources and know-how.

The event brought to light the wide range of public consultation possibilities open to us through ICT. It also made us more aware of the strengths of traditional consultation. Setting it aside would represent a major loss for everyone. We must therefore identify a hybrid consultation model achieving a balance between virtual and existing methods that would benefit the greatest possible number of participants.



WIKICITÉ 101 — AN ONLINE TEACHING TOOL

With a view to continuing the reflection process initiated during the event, the OCPM developed WIKICITÉ 101 (www.wikicite101.com), a Web platform promoting digital innovation in the area of citizen participation. The platform consists of a permanent public education and information tool providing access, among other things, to:

1. The content and videos of the presentations of guest panelists;
2. Definitions of concepts and technical terms;
3. Examples of local and foreign tools and practices;
4. An overview of opportunities and challenges associated with the use of digital means in public consultation; and
5. The digital courses of action that the OCPM plans to pursue in the near future.

Moreover, to promote in-depth learning, an online questionnaire is available to allow users to test their knowledge.

DEVELOPMENT OF NEW MEDIA IN PUBLIC CONSULTATION

New media were also developed during the upstream consultation on the Plateau Est SPP and the partnership with the Smart and Digital City Office (SDCO).

PLATEAU EST SPP

As part of the upstream public consultations on the Special Planning Program for Plateau Est, several types of digital tools and traditional methods were combined.

Creation of development scenarios in augmented reality with 3D printing

To allow everyone to create their own development scenario, the OCPM developed an interactive installation using augmented reality technology. The installation consists of a table on which a map of the area is laid out. Participants have a number of “markers” representing parks and residential, commercial, industrial, institutional and cultural buildings. A camera continuously films the map and displays on the screen the 3D models related to the markers. The users also have access to representations of trees, pedestrians, cars, trucks, bicycles and park benches. For citizens unfamiliar with new technologies, a second interactive table using plastic buildings printed in 3D was available.



Micro Web site

A Web strategy was developed including a micro Web site designed solely for this consultation. At plateauest.com, Web users may access all information related to the project.

3D viewing program

We also created a 3D representation of the Plateau Est area directly accessible on a Web page. There is no software to download and no need for special navigation features. Using a link on the micro Web site, citizens can view the sector in 3D. They can move from left to right on it, get closer or further away from it, or turn round on themselves within it.

New applications for tablets and smartphones

Since the use of tablets and smartphones is increasingly widespread, we created an OCPM application. The app allows users to view the Plateau Est area in 3D and can also be used to view 3D models in augmented reality.

Betaville use

The Betaville platform proved to be one of the most useful digital means for collecting citizen's opinions. This participative platform is free of charge and anyone can download it online (betaville.net). Users can leave comments and offer ideas directly in a 3D environment. It allowed us to gather some 30 contributions.

Use of Oculus Rift

During the public forum, the Oculus Rift virtual-reality head-mounted display allowed participants to observe problem areas within the territory without having to move about. The 3D scenario used to create the virtual environment is the same one used for mobile and Betaville applications. To enhance the realism of the virtual visit of Plateau Est, trees, streetlamps, residents, cars and cyclists were imported. However, the realism of the immersion remains limited. Users can move about in it using a gamepad.

Citizen forum

To ensure that the technologies developed could be used by citizens, four booths were set up during the citizen forum on December 6, 2014. OCPM employees were on site to guide citizens and help them to use the technologies. The participants' response was very good.



The event was a forum for discussion, the **sharing** of experiences, and the **promotion** of local digital resources and know-how.







PARTNERSHIP WITH THE SMART AND DIGITAL CITY OFFICE

On October 17, 2014, the Office the consultation publique responded to the partnership request of the Smart and Digital City Office, to accompany it in its consultation process to identify major goals with a view to drawing up its 2015-2017 action plan.

The partnership was founded on section 83 of the Charter of Ville de Montréal, which mandates the Office “to propose a regulatory framework for the public consultations carried out by the official of the city in charge of such consultations so as to ensure the establishment of credible, transparent and effective consultation mechanisms.”

The objectives of the SDCO for the partnership were:

- > To help citizens to absorb the concept of a smart and digital city;
- > To validate the prioritization of issues on the basis of data collected through the various consultation channels;

- > To identify paths for solutions to some of the citizens’ concerns and existing levers for their implementation;
- > To validate an analysis and prioritization grid for projects by testing previously identified solution paths.

In addition to ensuring an accessible, transparent and credible consultation mechanism, the OCPM also wanted, through the partnership, to further its reflection process on public consultation in the age of digital technologies and to test various mechanisms to foster citizen participation in the smart city.



Contribution of the Office

Within the framework of that operation, the contribution of the Office focused primarily on two activities of the SDCO work plan:

- > The organization and carrying out, between October 26 and November 16, 2014, of five citizen discussions in Montréal libraries;
- > The development and animation of the co-design workshop on November 23, 2014.

In terms of the citizen discussions, the contribution of the Office consisted in:

- > Disseminating the announcement of the events and dates through the OCPM network;
- > Co-animating the discussion-workshops held in city libraries;
- > Participating in the collection and analysis of data stemming from those events.

The presentations and reports on those discussions are available on the SDCO site (smartcity.montreal.ca or villeintelligente.montreal.ca) and on the OCPM site at villeintelligente.ocpm.qc.ca.

With respect to the co-design workshop aimed at bringing together the different points of view collected through various means and channels, the Office assumed responsibility for:

- > The approach to designing the day and drawing up the support materials;
- > The animation and logistical coordination;
- > The creation of idea-collection and note-taking tools;
- > The animation of the “smart room” and social media;
- > The visual and sound recording of the event;
- > The analysis and report on the day.

Electronic voting system

The OCPM used an electronic voting system for the first time on the occasion of the co-design day on November 23. Firstly, the system allowed us to collect socio-demographic information about the participants. Secondly, participants were able to rank, by order of importance, the various courses of action that the City should consider and the three priorities on which it should focus first. Later, participants were able to vote on the proposals stemming from the work-group discussions. The electronic voting system was also used to conduct a satisfaction study at the end of the co-design day.

The electronic voting system allowed us not only to view the participants’ opinions in real time, but also to compare the opinions collected before the co-design workshop and the opinions of those who attended the workshop.

Smart screen

To promote interaction among participants in an innovative context, the set-up of the hall employed imagery and social networks. Participants were invited to post their experiences and the content of their discussions directly on the news thread.

The participants’ smartphones and tablets also played a role: photos and messages posted on Twitter were projected onto the screens.





EXTERNAL RELATIONS OF THE OFFICE

Since its establishment in 2002, the Office has developed a network of contacts in organizations with missions similar to its own, contacts that have helped to improve the OCPM's methods of operation. The external activities of the Office promote skill dissemination, development, and the sharing of Montrealers' experiences.

Firstly, for 2014, let us mention the interactions of the Office with the City of Gatineau. The secretary general, Mr. Luc Doray, was invited to present the model of the Office to the municipal elected official responsible for public consultations, with a view to creating in that city an organization inspired by the activities of the OCPM. The presentation allowed the secretary general to cover all angles of the interventions of the Office in the execution of its mandates.



Mr. Doray also participated in the annual convention of the International Observatory on Participatory Democracy (IOPD), held in the Brazilian City of Canoas, where he presented the consultation model of the Office and, more specifically, advances involving the use of new technologies in our consultation practices. The IOPD is one of the only international networks bringing together municipal players involved in citizen participation.

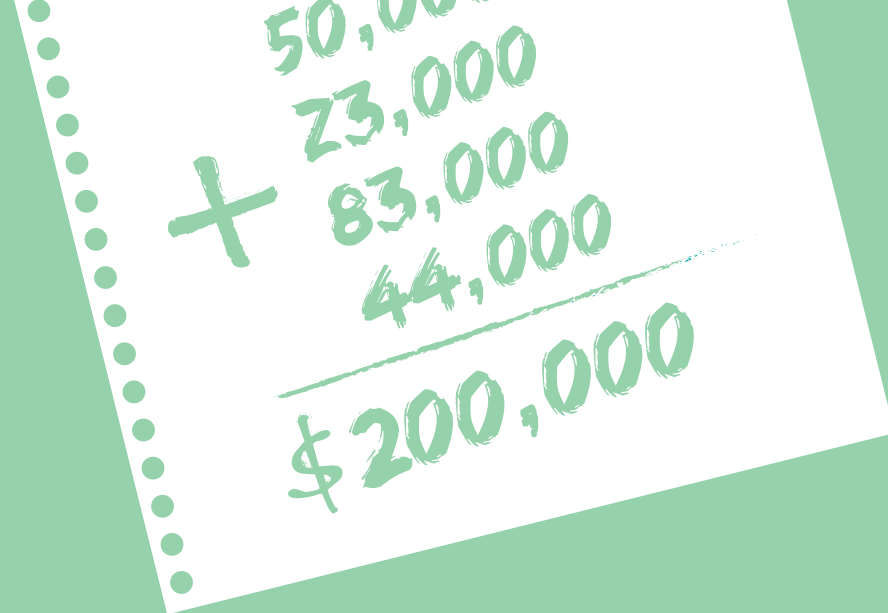
In 2014, the Office also rejoined the ranks of the International Association for Public Participation (IAP2). The network primarily connects public participation practitioners active in public, private or institutional communities. The OCPM had already been a member of the association during its first years of operation. The annual convention of the IAP2 was held in Montréal in 2006, and the Office played a large role in it. We intend to resume a sustained presence in that organization in coming years.

We also established a partnership with the Bureau d'audiences publiques sur l'environnement (BAPE) for the organization and staging of the seminar on new technologies and citizen participation, held in February 2014. On that occasion, we also solicited the contribution of our colleagues from Lyon. In fact, the director of futurology and public dialogue of Greater Lyon, Mr. Pierre Houssais, was one of the main speakers at the seminar.

In the month of April, the Office de consultation publique de Montréal participated, for the second time, in the biennial exhibition *Le Montréal du Futur*, held at Complexe Desjardins last April 22 to 28. Organized by BOMA QUÉBEC (the Association des propriétaires et des administrateurs d'immeubles du Québec), the architectural exhibition aims to present and highlight commercial, residential and institutional real estate projects that will contribute to Montréal's urban and economic development over the next few years. The projects presented were not necessarily official or approved, but all foresaw a creative vision for the future. This fifth edition of the exhibition is believed to have attracted more than 75,000 visitors.

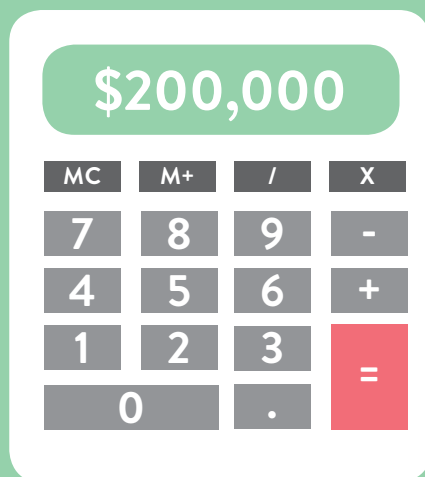
Among the meetings held in 2014, it is important to note the visit of senior executives of France's Commission nationale du débat public (CNDP). Its president, Mr. Christian Leyrit, accompanied by its two vice-presidents, came to discuss trends in public consultation with the OCPM president and secretary general.

Lastly, throughout the year, the Office was invited, in a number of boroughs, to present its role and activities to groups of students and members of citizens groups interested in public consultation. In that context, the president of the Office also participated in meetings of both the Ordre des urbanistes du Québec and the Ordre des architectes du Québec.



BUDGET OF THE OFFICE

In compliance with the Charter of Ville de Montréal, the city council provides the Office with the funds required to carry out its mandate. Under sections 83 and 89 of the Charter, the Office must hold all consultations requested by the executive committee or city council. The financial statements of the OCPM are audited by the auditor of the city and presented to city council.





In 2014, the Office was allocated a budget of \$1.8 million, an amount that has remained unchanged since 2003. This amount is meant to cover all budgetary items: the remuneration of commissioners and permanent staff; the fees of analysts/researchers and other professional resources required to hold public consultations; the publication of public notices; the printing of commission reports; rent for the offices; and general administrative expenses.

The amount was sufficient to carry out all the mandates entrusted to the Office by the executive committee and city council. Given the small number of mandates in 2014, the Office ended the year with a surplus of \$200,000, which will be returned to the City coffers. However, the situation may be very different in 2015. Depending on the number of mandates it receives, the Office may have to request additional funds over the course of the year. That practice has been a recurring one, since the budget has been maintained at the 2003 level and is usually insufficient to cover the costs of holding consultations that have become increasingly complex.



FROM **OCPM**

TO **ALL**



Hello,

Here are the

APPENDICES

APPENDIX I

BIOGRAPHICAL NOTES ON THE PRESIDENT AND COMMISSIONERS IN 2014

DOMINIQUE OLLIVIER PRESIDENT

Dominique Ollivier studied civil engineering and has a Master's in Public Administration from the *École nationale d'administration publique*. She has over 25 years' experience in project, organizational and communications management.

She also held various positions in social organizations and Québec ministers' offices (1995-2001), and with the office of the Bloc québécois leader in Ottawa (2001-2006), before assuming the general management of the Institut de coopération pour l'éducation des adultes (ICEA), from 2006 to 2011.

Armed with this varied experience, Ms. Ollivier founded, in March 2011, the consulting firm Ki3, specializing in strategic communication, research and evaluation, notably in the areas of social transformation and open government.

Ms. Ollivier's career is also marked with volunteer work in numerous national and international community organizations, and frequent participation on social development and cultural juries.

She has written many texts and memoranda dealing with issues of cultural diversity, civic participation and adult education, as well as numerous articles published in various magazines and newspapers.

She was an *ad hoc* commissioner with the OCPM from February 2009 until September 15, 2014, when she was appointed as its President.

LOUISE ROY OUTGOING PRESIDENT

Louise Roy, a graduate of the *Faculté des Lettres* of the *Université de Montréal*, has worked as an independent public consultation, participatory management and problem resolution expert for over 25 years in Québec, Canada, and abroad. Throughout those years, she has focused her interests on the processes of concertation, consultation and mediation.

From 1981 to 1986, Ms. Roy held the positions of commissioner and then of vice-president of the BAPE. Throughout her career, she managed or participated in a number of consultations related to energy generation, water and waste management, and land-use management at the municipal, regional, provincial and national levels. She was also closely involved in the implementation of the Plan Saint-Laurent and the introduction of water management on a watershed basis.

Since the early 2000s, she has focused more specifically on urban issues. She chaired the public consultation commissions on the Plan métropolitain de gestion des matières résiduelles [Metropolitan Waste Management Plan] of the *Communauté métropolitaine de Montréal*, the *Montréal Cultural Development Policy*, the *Mount Royal Master Protection and Enhancement Plan*, and the development project for the site of the old CN Shops in *Pointe-Saint-Charles*.

Ms. Roy has been president of the *Office de consultation publique de Montréal* since June 19, 2006. Her second mandate ended on June 18, 2014.

PART-TIME OR AD HOC COMMISSIONERS IN 2014

ANDRÉ BEAUCHAMP COMMISSIONER

André Beauchamp has been a theologian and environmental specialist for over 20 years. From 1978 to 1983, he acted as secretary of the Ministère de l'Environnement, deputy regional director (Montréal region), and chief of staff and special advisor to the minister. He also chaired the Conseil consultatif de l'environnement for a brief period in 1983, and the Bureau d'audiences publiques sur l'environnement (BAPE) for four years.

Since 1990, André Beauchamp has worked as a consultant in environmental and social mediation, and in environmental public consultation. He participated in the work of the Chaire de recherche en éthique de l'environnement Hydro-Québec/McGill. He headed the

BAPE Commission sur la gestion de l'eau au Québec, and participated in the Commission sur le développement durable de la production porcine. Thus, he has developed solid expertise in environmental ethics and the integration of values.

André Beauchamp, an expert in the area of public consultation, has written several publications: *Environnement et consensus social*, *Gérer le risque, vaincre la peur* and *Introduction à l'éthique de l'environnement*.

BRUNO BERGERON COMMISSIONER

Bruno Bergeron has been a member of the Ordre des urbanistes du Québec since 1980, and holds a Bachelor's degree in environmental design as well as a Master's in urban analysis and management from the Université du Québec. He has extensive experience in the field of municipal urban planning. Having managed the urban planning departments of Saint-Hyacinthe, Boucherville and Longueuil, he now works as a consultant for various municipalities and real estate development companies.

Many of the urban and environmental projects under his management have been recognized with awards, including: the Espace maskoutain in Saint-Hyacinthe, by the Ordre des architectes du Québec; the Parc Vincent d'Indy in Boucherville, by the Institut de Design Montréal; and the rehabilitation project for the spawning ground of the Rivière aux Pins in Boucherville, by the North American Waterfowl Management Plan.

Public consultation has always played a key role in Mr. Bergeron's projects. His professional planning practice is geared to an integrated approach, bringing together the various players involved in shaping the municipal

landscape. He is also known for his ability to propose solutions in mediation and problem-resolution activities surrounding urban integration and development. He is a member of the Institut de médiation et d'arbitrage du Québec, and has been an *ad hoc* commissioner with the Office de consultation publique de Montréal since April 2008. He is currently pursuing graduate studies at the Université de Sherbrooke faculty of law in dispute prevention and resolution, with a specialization in conciliation and mediation with large groups in matters pertaining to urban planning and the environment.

Actively involved in his profession, Mr. Bergeron has served as president of the Association des coordonnateurs municipaux en rénovation urbaine and the Ordre des urbanistes du Québec, and as vice-president of the Association des urbanistes municipaux du Québec. In 1994, he was awarded the Médaille du mérite by his peers. In 2004, he received the Conseil Interprofessionnel du Québec merit award for his exemplary contribution to the development of his profession.

NICOLE BOILY COMMISSIONER

Nicole Boily has enjoyed a rewarding career in the areas of higher education, public administration, and community involvement.

Among her numerous functions, she was responsible for the programs of the Service de l'Éducation permanente at the Université de Montréal, where she was involved in research and development of teaching formulas for adults.

She held the position of director general of the Fédération des femmes du Québec for four years. In that capacity, she was responsible for the planning and coordination of all Fédération activities, including the organization's presence at parliamentary commissions, the organization of conventions and seminars, and the writing of memoranda in the name of the Fédération.

She later became chief of staff of the Ministre de la Condition féminine and vice-president of the Conseil du trésor, where she was responsible for coordinating all ministerial

activities. She then returned to the institutional arena as director general of the Institut canadien d'éducation des adultes.

Her career path also led her to public administration, first with the City of Montréal, notably as assistant director of the Service des sports, loisirs et du développement social, and then with the Québec Government, as assistant deputy minister and president of the Conseil de la Famille et de l'Enfance, to then return to Montréal as president of the Conseil des Montréalaises from 2004 to 2008.

Nicole Boily is currently working as a professional consultant with public and community organizations. She has written numerous articles that have been published in various magazines and newspapers.

She was appointed *ad hoc* commissioner with the OCPM in February 2009.

JEAN-CLAUDE BOISVERT COMMISSIONER

Jean-Claude Boisvert obtained a Bachelor's of Architecture from the Université de Montréal in 1968. He has been a member of the Ordre des Architectes du Québec since 1973, dividing his professional activities between the practice of architecture and urban planning in the public, para-public and private sectors.

During that time, he acted as project manager and senior designer on a number of projects, including: the insertion of several residential and multi-purpose complexes into the urban fabric of Montréal, 1985-2009; the master development plan for the campus of the Université de Montréal, 1993-95; the master plan for the redevelopment of the Faubourg des Récollets, 1990-93; the planning of the commuter train stations on the Montréal-Rigaud line, 1982-85; the Canadian Chancellery in Belgrade, in the former Yugoslavia, 1980-81; and the Centre olympique Claude Robillard in Montréal, 1974-76.

From 1977 to 2000, he worked as a reviewer and visiting professor in several architectural and urban design workshops at the Faculté de l'aménagement of the Université de Montréal.

Mr. Boisvert has been an *ad hoc* commissioner with the OCPM since 2004. He served as vice-president of the Commission de réaménagement urbain et de développement durable du Plateau Mont-Royal, 2003-2004; and as a member of the Commission Jacques-Viger, 1996-2000; the design committee for several pavilions of the Université de Montréal, 1990-2000; the architectural quality evaluation committees for architectural contests of the new Faculté de l'aménagement of the Université de Montréal, 1995; and the Musée de la Civilisation and Québec Palais de Justice, 1981 and 1979.

Having retired as an architect, Jean-Claude Boisvert now works as an urban planning and housing consultant.

NICOLE BRODEUR COMMISSIONER

Nicole Brodeur holds a Bachelor of Arts and obtained a Master's in Linguistics from the Université de Paris-X-Nanterre. For most of her career, she has worked in public administration, holding numerous management positions.

After teaching at the Cégep Édouard-Montpetit, she held various executive positions before becoming director general of the Cégep Lionel-Groulx de Sainte-Thérèse. Her career path then led her to the Ministère de l'Éducation, where she was in charge of the Direction générale de l'enseignement collégial. Later, she joined the Ministère du Conseil exécutif as associate secretary general with the Secrétariat à la condition féminine.

She then worked for approximately ten years at the Ministère des Relations avec les Citoyens et de l'Immigration, first as associate deputy minister, and later as deputy minister. She actively participated in setting up

this new ministry, which at the time was just replacing the Ministère de l'Immigration et des Communautés culturelles. She held the position of associate secretary general at the Secrétariat à la réforme administrative, and later acted as president-director general of the Centre de référence des directeurs généraux et des cadres du réseau de la santé et des services sociaux.

Over the years, she has sat on a number of boards of directors, notably at the Régie des rentes du Québec, the École nationale d'administration publique, the Conseil des universités du Québec, and Regina Assumpta College. She now works as a consultant.

She was appointed *ad hoc* commissioner with the OCPM in February 2009.

JEAN BURTON COMMISSIONER

Jean Burton holds a Ph.D. in biological science from the Université de Montréal, and has vast environmental experience as a scientific consultant and planner.

From December 2003 to June 2007, he worked for the Canadian International Development Agency (in detachment) as Canadian consultant to an initiative in the Niger river basin. From 1989 to 2003, he acted as scientific consultant, planner and coordinator, and assistant to the director of the Environment Canada St. Lawrence Centre, where he was co-chair of the State of the St. Lawrence Monitoring Advisory Committee. In 1999, he was responsible for Canadian participation in the Citizen's House, at the Second World Water Forum in The Hague. Mr. Burton also worked as vice-president of communications and human resources at the SOQUEM. He began his career as a visiting professor at the Université

de Montréal's Département de Sciences biologiques, and as a research associate for the Centre de recherches écologiques de Montréal, from May 1974 to June 1982.

Mr. Burton has received several awards and mentions of excellence over the course of his career, notably for his participation in Americana 2001 and for the coordination of work on the environmental assessment of the St. Lawrence River.

Since 2007, he has been an *ad hoc* commissioner with the Office de consultation publique de Montréal (OCPM) and a member of the board of directors of the Corporation d'aménagement pour le développement de la rivière L'Assomption (CARA).

JEAN CAOUCETTE

COMMISSIONER

Jean Caouette, a Québec City native, studied philosophy at the Université du Québec à Trois-Rivières (UQTR) before completing a Bachelor of Arts in Architecture at the Université Laval. He also holds an MBA from the École des Hautes études commerciales.

Mr. Caouette's career as an architect began with various firms in Montréal, Québec City and Toronto. He then held the position of director of real estate services for a large company, before founding his own firm of architects in 1992. Many of his mandates involved the rehabilitation/ conversion of existing buildings and construction or

expansion of factories, as well as the rehabilitation of school buildings. His work has taken him to the United States and Algeria, among other places.

In terms of community involvement, he served on the board of directors of the Hôpital Jean-Talon and the CDEC Rosemont Petite-Patrie, the urban planning advisory committee of Rosemont Petite-Patrie, and the Fonds d'assurance responsabilité of the Ordre des architectes du Québec.

VIATEUR CHÉNARD

COMMISSIONER

Viateur Chénard studied political science, and is a law graduate of the Université de Montréal. He has been a member of the Barreau du Québec since 1977.

After articling in tax law at Department of Justice Canada, he began his career in private practice, which led him to the firm of Desjardins, Ducharme, Desjardins et Bourque, and to Hudon, Gendron, Harris, Thomas, where he became partner.

In 1992, he joined the firm of Stikeman Elliott as an associate, where he developed a real estate law practice in the Montréal office. He would remain there until 2008, coordinating the real estate law group. His responsibilities included advising clients in all areas of real estate investment: acquisition, financing, debt restructuring, and various problems related to insolvency, estate disposal, and the setting up and structuring of Canadian and foreign investment consortiums.

His practice covered all types of real estate assets, including offices, shopping centres, hotels, seniors' residences, other types of residences, dams, and telecommunications networks, among others.

He was also involved in numerous projects abroad, and assisted authorities in the Republic of Guinea with a project to reform national mining law. He has given numerous conferences, and participated in training workshops for the UQAM MBA program specializing in real estate. He also taught at the École du Barreau and at the HEC in Montréal.

Since 2009, his practice has focused primarily on real estate investment and development law. He was appointed *ad hoc* commissioner with the OCPM in February 2009.

IRÈNE CINQ-MARS

COMMISSIONER

Irène Cinq-Mars is retired from the École d'Architecture de paysage of the Faculté de l'aménagement at the Université de Montréal, where she worked as a professor. She holds a Bachelor's in landscape architecture and a Master's in planning. Her 34 years of experience have been divided among her teaching and research responsibilities as a professor, and those stemming from academic mandates. Being active on a number of institutional committees responsible for the development of studies, strategic planning and the promotion of women, she was also the Université's first female professor to be appointed vice-rector of studies in the 1990s, and then dean of the Faculté de l'aménagement, from 2000 to 2006.

In her duties as a research professor, she participated in a number of local, national and international scientific and professional events, both as a speaker and guest expert. She has been a visiting professor at the University of British Columbia, a member of the International Organization of the Francophonie (IOF) steering committee

for the evaluation of Senghor University in Alexandria, and a visiting professor at the Hanoi University of Architecture. More recently (2000 to 2004), she sat on the advisory committee on the Montréal Master Plan, and on the Montréal *ad hoc* committee on architecture and urban planning (2002 to 2006).

She is the author and co-author of numerous scientific and professional publications, her fields of expertise being the methodology and ethics of landscape development, the socio-cultural function of free spaces, recreational layouts and therapeutic environments, and gender and urban management in developing countries.

ALAIN DUHAMEL

COMMISSIONER

Following a long career in journalism, Mr. Duhamel remains active in the field. He holds a Bachelor's in political science from the University of Ottawa, as well as a degree in communications from Saint Paul University.

He began his career at the newspaper Le Droit d'Ottawa, and then joined the TVA network in Ottawa as a political reporter. Later, he worked as a journalist for the Jour, the Devoir and the Journal Les Affaires. He was also an advisor to the president of the Ville de Montréal executive committee from 1986 to 1994.

Alain Duhamel was active in the cooperative movement. He was an elected leader of the caisse Desjardins Ahuntsic-Viel for almost 32 years, and was chairman of its board of directors for ten years. He was also a representative with the Conseil régional des caisses for the western region of Montréal of the Mouvement Desjardins and a training teacher at the Institut coopératif Desjardins.

In recent years, Mr. Duhamel has been assisting in the work of the Center for Interuniversity Research and Analysis of Organizations (CIRANO) in budgeting, and of the Institute for governance of private and public organizations (IGOPP) in governance.

HABIB EL-HAGE COMMISSIONER

Mr. Habib El-Hage holds a Ph.D. in sociology from the UQAM and a Master's in Social Intervention (UQAM). His interests focus on the problem of identity in a migratory context, intercultural mediation practices, psychosocial intervention and institutional adaptation. Mr. El-Hage is an Associate Fellow with the Chaire de recherche sur l'immigration, l'ethnicité et la citoyenneté (CRIEC), and a member of the team Migration et ethnicité dans les interventions en santé et en services sociaux (METISS) of the CSSS de la Montagne.

From a professional standpoint, he is a social worker with the Collège de Rosemont, and a lecturer for the Master's program in intercultural mediation at the Université de Sherbrooke. He works with young people, dealing with the numerous problems affecting scholastic achievement, problems of mental health, youth suicide, violence and harassment. He has been involved in the organization of numerous seminars on intercultural and citizenship-related issues.

He is very involved with the issue of intercultural relations and plays a key role in its volunteer applications. Until recently, Mr. El-Hage served as vice-president of the Conseil interculturel de Montréal, where he coordinated, co-wrote, and publicly presented a number of opinions and briefs to Ville de Montréal political officials. He is also a member of several organizations, including the *Comité sur les services aux nouveaux arrivants et aux communautés culturelles de la Bibliothèque et Archives nationales du Québec*.

ARIANE ÉMOND COMMISSIONER

Independent journalist Ariane Émond has touched all aspects of communication. She has collaborated to *Le Devoir*, the newspaper *Alternatives*, the *Gazette des femmes*, and Radio-Canada for some 20 years, and to Télé-Québec. Co-founder of the feminist news magazine *La Vie en rose*, she was often called to comment on current events. She has contributed to some 15 Québec documentaries, and earned a number of awards for her work in both film and journalism, including the Prix René-Lévesque and the Prix Judith-Jasmin.

Her interest in cultural and social issues (inequality, education and the drop-out rate, immigration and integration, issues involving cities and the renewal of their living environment, etc.) infuses her professional dedication. She was the first executive director of Culture Montréal, and continues to advise various cultural and community organizations. For more than 25 years, she has acted as a host for events, colloquia, conventions and public debates organized by ministries, universities, municipalities and associations.

She is chair of the Board of Directors of the friends of *Kaléidoscope*, a publication dedicated to all areas of community development. She is a sponsor of the young foundation *60 millions de filles*, which supports the education of girls in developing countries. As an author, she published, among others, *Les Ponts d'Ariane* (VLB 1994), and contributed to the photo album *ÉLOGES* (éditions du passage 2007) and *Les Auberges du cœur : L'art de raccrocher les jeunes* (Bayard Canada 2012), about young people lost and homeless in our cities. She has been a commissioner with the OCPM since 2008.

CLAUDE FABIEN COMMISSIONER

A lawyer and member of the Barreau du Québec since 1966, Claude Fabien is an honorary professor of the Faculté de droit of the Université de Montréal. He holds a Bachelor of Arts and a Licentiate in Laws from the Université de Montréal, and a Master of Laws from McGill University.

Early in his career, he was an attorney with the law firm of Deschênes, DeGrandpré, Colas et associés (1966-1969). He then worked as a legal information engineer at the Université de Montréal (1969-1972), and as a civil law professor at the Université de Sherbrooke (1972-1979) and the Université de Montréal (1979-2008). He was dean of the Faculté de droit of the Université de Montréal from 1995 to 2000, after serving as its vice-dean and secretary. He has taught and published mainly in the area of civil law: contracts (mandates, service contracts, employment contracts), civil liability, proof, the protection of adults under a disability, and civil law reform. He has been a grievance arbitrator certified by the Ministre du Travail and a mediator certified by the Barreau since 1975.

In terms of community service, he has worked with many university and professional organizations. He has been president of the Association des professeurs de droit du Québec, the Canadian Law Information Council, the Canadian Association of Law Professors, and the Canadian Council of Law Deans.

Mr. Fabien lives and works in Montréal, where he practises law, primarily as a grievance adjudicator. He was an *ad hoc* commissioner with the OCPM from 2003 to 2014. He was a member of the commission on the proposal for the *Montréal Charter of Rights and Responsibilities* (2004), as well as chair of the commission on the redevelopment of the site of the former Viger station and hotel (2008), the commission on the development and modernization of the Maison de Radio-Canada (2009), the commission on the 2-22 Ste-Catherine Est (2009), the commission on the revision of the *Montréal Charter of Rights and Responsibilities* (2011), and the commission on the development project for the Collège Notre-Dame Campus (2013).

JUDY GOLD COMMISSIONER

Judy Gold studied anthropology at McGill University and social services at the Université de Montréal.

As an *ad hoc* commissioner with the Office de consultation publique de Montréal since 2004, Ms. Gold has been involved, as commissioner or chair, in public consultations on various projects, including the Montréal Cultural Development Policy, the master development plan for the Contrecœur site, the redevelopment of the Mount Royal Peel entrance and Clairière, the Montréal family action plan, the redevelopment project for Place l'Acadie and Place Henri-Bourassa, the redevelopment project for the Namur-Jean-Talon Ouest area, the Operation *Carte Blanche* for Montréal's 375th anniversary, and the development of the Saint-Raymond area and the area surrounding the future MUHC.

She was a part-time member of the Bureau d'audiences publiques sur l'environnement (BAPE) from 2003 to 2009, and sat on the project commissions for the extension of the Du Vallon axis in Québec City and the improvement of ground transportation infrastructures near the Montréal-Trudeau airport.

For more than 25 years, Judy Gold has worked in the field of human rights, notably in matters pertaining to cultural diversity, social inclusion and community development, in the areas of organization management, program development, and government policy analysis. She has been a consultant since the year 2000, assisting both government authorities and non-government organizations with policies and programs pertaining to intercultural relations, immigration, public consultation, and social and community development.

Ms. Gold has also been a member of the Québec Human Rights Tribunal since March 2009.

MICHEL HAMELIN

COMMISSIONER

Michel Hamelin studied education and school administration before joining the Commission des écoles catholiques de Montréal (CECM), where he worked both as a primary and a secondary school teacher. Later, his career path led him to school administration at the Commission scolaire Les Écores. He then became involved with the Association des cadres scolaires du Québec.

While pursuing his professional career, he was also active in municipal life, having three times been elected municipal councillor in Montréal. He also held various positions on Communauté urbaine de Montréal (CUM) committees.

From December 1985 to January 1994, he acted as President of the CUM executive committee, thereby assuming the management of this supramunicipal organization covering the 29 municipalities of the Island of Montréal. The CUM was responsible for numerous projects of interest to all of the municipalities, with more than 7000 employees and a budget of over \$1 billion.

He also held other positions related to the CUM, notably as a member of the board of the Société de transport de la CUM, treasurer of Metropolis, the World Association of the Major Metropolises, and member of the board of the Union des municipalités du Québec, the Federation of Canadian Municipalities, and the corporation Urgences-Santé de Montréal.

He later became a member of the Commission municipale du Québec, and is still very active in the community, notably with the Caisse populaire Desjardins Ahuntsic-Viel, and as chairman of the board of directors of the Cégep Bois-de-Boulogne. He is also a member of the board of directors of the Fédération des Cégeps.

He was appointed *ad hoc* commissioner with the OCPM in February 2009.

PETER JACOBS

COMMISSIONER

Mr. Jacobs is a Professor at the École d'architecture de paysage of the Faculté de l'aménagement of the Université de Montréal. He taught as a visiting professor at Harvard University's Graduate School of Design on three separate occasions, and has lectured widely in North America, Europe and Latin America. He is the recipient of the A.H. Tammsaare Environment Prize, the President's Prize of the Canadian Society of Landscape Architects, and the Governor General's medal on the occasion of the 125th Anniversary of the Confederation of Canada. Following his practice in architecture, he focused on landscape planning and urban design.

He is a Fellow and Past President of the Canadian Society of Landscape Architects (CSLA), Canada's senior delegate to the International Federation of Landscape Architects (IFLA), and a Fellow of the American Society of Landscape Architects (ASLA). He is also an Honorary Fellow of the Columbian Society of Landscape Architects and, more recently, was appointed Chair of the College of Senior Fellows, Landscape and Garden Studies at Dumbarton Oaks, Washington, D.C.

He has served as Chairman of the Sustainable Development Commission of the International Union for the Conservation of Nature and Natural Resources (IUCN), and as Chairman

of the Kativik Environmental Quality Commission (Québec, Canada) (KEQC). He is Chairman of the Public Advisory Committee on Canada's State of Environment Report, and sits on numerous Canadian committees concerned with environmental issues and sustainable development.

He is also a member of numerous scientific and professional editorial advisory committees, and has written and published texts related to landscape perception, planning theory and methods, and sustainable development. His current studies focus on the histories of the idea of landscape, the meanings attributed to landscape in various cultures, and how they inform management strategies and actions over time.

He has chaired and remains a member of numerous design juries. He is a consultant to the City of Montréal for the development of urban open space networks, including the restoration of Mount Royal Park, originally designed by F.L. Olmsted; the rehabilitation of St. Helen's and Notre-Dame Islands; and the design of Place Berri in downtown Montréal. He has collaborated on numerous urban design projects throughout Canada, and several of his projects have received planning and design awards from professional associations.

HÉLÈNE LAPERRIÈRE

COMMISSIONER

Hélène Laperrière holds a B.A. in Geography and Economic Science from the Université Laval, as well as a Master's in Urban Planning and a Doctorate in Planning from the Université de Montréal. She was also awarded two post-doctoral fellowships (INRS-Urbanisation and CRSH).

Specializing in urban studies, strategic planning, cultural development and heritage development and enhancement, Hélène Laperrière operates a private urban planning practice, while also managing the Groupe Culture et Ville, which she founded in 1998, a non-profit organization involved in a variety of applied research projects. In 2009, she was invited to sojourn in China, where she taught urban planning as well as development and enhancement of the social and built heritage and served as an expert for university authorities. Her professional practice is founded on listening, the establishment of innovative and targeted methodologies, and on the search for solutions aimed at constant improvement of sustainable urban development to benefit communities.

From 2000 to 2003, she was involved in the construction of the Bibliothèque Nationale du Québec, first as a member of the architectural jury, and then as a member of the construction committee. Between 1999 and 2009, she sat as vice-president of the board of directors of Montréal, Arts Interculturels (MAI). She was also a member of the

editorial committee of Urbanité, the Ordre des urbanistes du Québec magazine, from 2005 to 2008. She is the author of historical and heritage guides for various regions of Québec, writes numerous articles, and regularly speaks at conferences.

Ms. Laperrière has been a member of the Ordre des Urbanistes du Québec and the Canadian Institute of Planners since 1982. She was also a member of the Canadian Real Estate Association, the Association de l'immeuble du Québec, and the Chambre d'immeuble de Montréal from 1984 to 1985. Between 1990 and 1996, she acted as secretary of the Association des étudiants du doctorat en aménagement of the Université de Montréal. She also chaired the board of directors of the CIRQ (Centre d'Intervention et de Revitalisation des Quartiers, now Convergence). In 1997, she designed and was responsible for the scientific content of the Quartiers Culturels du Monde Web site.

Since 2005, Ms. Laperrière has worked with the Office de consultation publique de Montréal, in turn as an expert, commissioner, and commission chair. Over the course of those years and on various occasions, she has represented the Office as a speaker and workshop and round-table animator.

MARIE LEAHEY

COMMISSIONER

Marie Leahey is coordinator of the Régime de retraite des groupes communautaires et de femmes. Previously, she worked at the Fédération québécoise des organismes communautaires famille and with a service for single-parent women who are heads of households, the SORIF. Her interest in regional development led her to work at the Conférence régionale des élus de Montréal. Ms. Leahey holds a degree in Education from the UQAM and is certified as a society administrator by the Collège des administrateurs of Université Laval.

Being concerned with the financial autonomy of women and the latter's contribution to social and economic development, she became involved with several organizations, serving as chair of the Conseil des Montréalaises and the Réseau habitation femmes, for example. Ms. Leahey is one of the founding members of Vivacité, an equitable real estate company. She currently sits on the boards of director of the Régie des rentes du Québec.

GAÉTAN LEBEAU

COMMISSIONER

Gaétan Lebeau, a lifelong Montrealer, showed a very early interest in life problems in urban environments. In 1974, he was involved in founding a political party: the Montréal Citizens' Movement. He served as an elected municipal councillor until 1978, and has a special interest in issues surrounding development, citizen participation and the exercise of democracy.

In the 1980s, ever drawn to community and union activities, he held the positions of community organizer, communications administrator, and consultant to the director general in a CLSC. He also helped to set up various community and joint-action organizations, including, among others, a tenants' group, the Collectif à l'aménagement urbain Hochelaga-Maisonneuve.

Mr. Lebeau was with the Société de transport de Montréal for some 20 years, where he held various senior professional positions in communication, organizational development, change management and business process and performance improvement. He has developed a special expertise in moderating groups entering a problem resolution or improvement process.

As a member of the Board of Directors of the Institut d'administration publique du Grand Montréal (IAPGM-IAPC), from 1992 to 2004, he held the positions of secretary

and then president of the programming sub-committee. In 2000, he established the organization *Jeunes Fonctionnaires d'un jour*, and shaped its destiny until 2008. This non-profit organization helps to keep young people in school, while enhancing the public service quality by offering stages in public organizations for young people in secondary school.

Having obtained a Master's in Public Administration from the École nationale d'administration publique (ENAP), Gaétan Lebeau studied for a Master's in Sociology and Management Didactics. He also continued his education in a variety of related fields, including the improvement of work processes and project management.

He is a seasoned adult educator with more than 20 years' experience working with managers seeking to improve their effectiveness in areas related to leadership, communication, change management and everything involving teamwork approaches and techniques. He worked as an associate educator with the École nationale d'administration publique (ENAP), and then with the École de technologie supérieure (ÉTS), where he still teaches.

He currently operates his own consulting business, working with clients from both the private and public sectors.

RENÉE LESCOP

COMMISSIONER

Renée Lescop holds a Master's in Political Science from the Université de Montréal, where she first worked as a research associate and lecturer from 1967 to 1976.

A short while after the coming into force of the Charter of Human Rights and Freedom, she joined the newly created Human Rights Commission, where she would remain for over 25 years, first as a socio-economic researcher, and then as the director of inquiries for Montréal and regional offices.

In 2004 and 2005, she worked as a consultant analyst for the Office de consultation publique de Montréal, in relation to the *Montréal Charter of Rights and Responsibilities* and the *Cultural Development Policy*.

In April 2006, she was appointed to the position of assessor with the Human Rights Tribunal, where she remained for seven years, until April 2013.

HÉLÈNE MORAIS COMMISSIONER

Hélène Morais was president of the *Conseil de la santé et du bien-être* of the Québec government for seven years, until 2006. From 1984 to 1999, she held the positions of *director general of the Conférence des conseils régionaux de la santé et des services sociaux du Québec*; *director of planning at the ministère de la Santé et des Services sociaux*; and *director of planning, evaluation and information systems and director of the Direction du programme santé physique at the Régie de la santé et des services sociaux de la région de Québec*.

As a manager of some ten different administrative units and public organizations responsible for planning, evaluation, coordination and consultation, Hélène Morais was very involved in public participation, public consultation and public communication, moderating groups composed of citizens and experts, focusing on their advisory role with political decision-makers. She currently carries out consultation activities with health and social services establishments, and works with private and public sector organization executives, managers and teams as a professional coach.

Hélène Morais holds a Master's in Business Administration and a B.A. in Social Services from the Université Laval. She is a Certified Integral Coach™ with Integral Coaching Canada®, and a team coach with Team Coaching International. She is also certified by the Fédération internationale des Coachs.

Among her other commitments, Ms. Morais is also a founder of the *Forum des dirigeants et dirigeantes des organismes gouvernementaux*, of which she was president for five years; a member of the Canadian delegation to the study sessions to prepare a manifest for the United Nations on the state of the world's children, Brussels, Belgium in 2002; a member of the Canadian delegation and speaker at the World Forum on Social Development, Geneva, Switzerland, in 2000; and a member of the Canadian delegation at the World Health Organization in Geneva in 1990 and 1991.

JEAN PARÉ COMMISSIONER

Jean Paré holds a Bachelor of Arts, a Licence in Law, and a Master's in Urban Planning from the Université de Montréal. He attended specialized courses in public law, political science and land-use planning at the University of Paris, and received complementary training in international development, project management and geomatics.

Before beginning his studies in urban planning, Mr. Paré practised law as an assistant in the legal department of Expo '67. In 1970, he was hired by the land-use planning consultants firm of Jean-Claude La Haye et Associés. From 1974 to 1980, he was director of planning and then director of development of the Société d'aménagement de l'Outaouais. In 1980, he joined the Montréal Coopers & Lybrand Consulting Group. From 1986 to 1988, he worked for Raymond Chabot Grant Thornton, where he set up the strategic planning department.

Mr. Paré has been involved in major projects. In 1992-1993, he was assistant secretary of the *Groupe de travail sur Montréal et sa région*. In 1998-1999, he coordinated social and environmental projects for the *Commission scientifique et technique sur la tempête de verglas de janvier 1998*. Between 2000 and 2002, he worked as a government assistant in Outaouais for the municipal reorganization, and as secretary of the *Outaouais Transition Committee*.

Jean Paré has been a part-time additional commissioner with the *Bureau d'audiences publiques sur l'environnement (BAPE)* since 1990. A commissioner with the *Office de consultation publique de Montréal* from 2002 to 2008, Mr. Paré was hired, in March 2008, to work as a technical consultant at the *Tangiers Wilaya*, in Morocco. Having returned to Montréal in December 2009, Jean Paré rejoined the OCPM as a commissioner in October 2010.

MICHEL SÉGUIN

COMMISSIONER

Michel Séguin holds a Bachelor's in Social Sciences from the University of Ottawa, a Master's in Environmental Studies from York University in Toronto, and a Doctorate in Sociology from the Université de Montréal.

He has worked in the area of communications at the CBC, Communications Canada, and the French network TVOntario, as well as in the environmental field, notably as an environmental group representative at the Canadian Council of Ministers of the Environment, and at Action RE-buts, of which he was co-founder. He is currently the coordinator of the C-Vert project of the Claudine and Stephen Bronfman Family Foundation, a project that received a Phénix de l'environnement award in 2012.

He has also been active in the fields of education and research, as an Associate Fellow at the Université de Sherbrooke and the Université de Montréal, and is the author of numerous books and publications, primarily on the environment.

LUBA SERGE

COMMISSIONER

Luba Serge holds a Bachelor's in Sociology, a Master's in Urban Planning from McGill University, and a doctorate in Social Sciences from Concordia University. She is a member of the Ordre des urbanistes du Québec, and has almost 25 years' experience in various areas related to housing and neighbourhood revitalization, having been involved in setting up housing cooperatives in Montréal neighbourhoods, planning and developing the Milton-Parc project in the 1980s, and developing the Benny Farm Community Land Trust from 1997 to 2001.

From 1987 to 1990, she worked at the Montréal Service de l'habitation during the drawing up of the political statement on housing and the establishment of the policy on the conversion of rental housing units into condominiums. Between 1990 and 1993, she worked at the Société d'habitation et de développement de Montréal, where she was responsible for the monitoring and evaluation of the Programme d'acquisition de logements locatifs, including its impact on neighbourhood revitalization and security improvement and crime prevention.

As a consultant, she has conducted studies on the issues of homelessness, housing for seniors, social exclusion, and affordable and community housing. Furthermore, she participated in a variety of projects, such as the introduction of Canadian housing construction methods in Russia, and a pilot project for the establishment of community land trusts in two Montréal neighbourhoods. From 1992 to 1998, she was a member of the CCU in Montréal West. In addition to her consulting work, she also teaches at the CEGEP and university levels.

She was appointed *ad hoc* commissioner with the OCPM in April 2008.

JOËL THIBERT COMMISSIONER

Joël Thibert holds a Bachelor's degree in Environment and a Master's in Urban Planning from McGill University, and a doctorate in Urban Politics from Princeton University's Woodrow Wilson School.

He is interested in urban and regional governance and, more generally, in issues involving sustainable development in urban environments. He worked for three years in development project management for the Quartier international de Montréal (QIM), where he was responsible, among other things, for sustainable development projects.

Mr. Thibert is also involved in various citizen initiatives related to the city: he is one of the founding members of Avenue 8, a working group on public space and citizen participation; he is the initiator and coordinator of "Marcher la région," a citizens' initiative aimed at arousing a metropolitan environmental conscience in Greater

Montréal; and regularly contributes to the blog Spacing Montréal. Over the past few years, he has organized several events on the city, bringing together the university community and practitioners, including the seminars *Strip-Tease QDS* and *Trajectoires Montréal*, and the event *Le goût de la ville* at the Canadian Centre for Architecture (CCA).

He currently sits on the boards of directors of several non-profit organizations, including the Darling Foundry. Since August 2013, he has also worked as a consultant for the Montréal office of McKinsey & Co.

Joël Thibert is a Loran Scholar, and a grant holder of the Trudeau Foundation, the Fulbright Foundation, and the Social Sciences and Humanities Research Council of Canada.

NICOLE VALOIS COMMISSIONER

Nicole Valois is a landscape architect and professor at the École d'architecture de paysage of the Université de Montréal, where she teaches landscaping in urban environments and gives a course on heritage and landscapes. She is also an Associate Fellow with the Canada Research Chair on Built Heritage at the Université de Montréal. She has recognized expertise in landscaping studies in urban environments, and continues her research in modern heritage of landscape architecture in Canada. She sat as an expert on several juries and committees, including those of the Conseil des Arts et des Lettres Québec, the Commission Jacques-Viger, and the Comité consultatif d'urbanisme. She also received awards, on two separate occasions, from the Conseil des Arts et des Lettres du Québec, for her research on creation in urban landscapes.

She has published numerous works, including *Le patrimoine architectural et paysager du campus de l'Université de Montréal*, at the Presses de Université de Montréal; *Place Émilie-Gamelin in Montréal – landscape narrative, meaning and the uses of public space*, in the magazine JoLA, and *Analyse paysagère de l'arrondissement historique et naturel du Mont-Royal – Historique et caractérisation des paysages*, a report submitted to the Ville de Montréal. The master plan for the Place Valois area, the development of the Promenade Darlington (ville de Montréal), and the reconstruction of the Olmsted bridge on Mount Royal, which was awarded the AAPQ prize for excellence, are also included on her list of achievements. Lastly, she has managed research/creations on the integration of contemporary development in heritage environments in France, including the Jardin du tricentenaire at the Abbaye des Prémontrés in Pont-à-Mousson, and the Sentier de la marre salée in Marsal.

JOSHUA WOLFE

COMMISSIONER

Joshua Wolfe holds a Master's degree in Urban Planning from the Université de Montréal, and a Bachelor's in Science & Human Affairs from Concordia University. He has extensive experience in heritage preservation, urban design, and urban environmental legislation. He works as a sustainable development consultant for municipalities and NGOs. In 1990, he became a member of the American Institute of Certified Planners. Mr. Wolfe is listed in the *Canadian Who's Who* for his urban planning work, and he received similar recognition in the year 2000 in the American publication *Marquis Who's Who*. He taught sustainable development for cities and public participation at Concordia University, the UCLA Extension Public Policy Program, McGill University, the Institut international de gestion des grandes métropoles, and the International Association for Public Participation.

A native Montrealer, Mr. Wolfe spent over five years in California, where he conducted environmental impact studies and prepared planning programs for various municipalities and other public organization in the regions of San Francisco and San Diego. He worked on the *Policy Guide on Planning for Sustainability* of the American Planning Association. In Montréal, he was director general

of the Héritage Montréal foundation, and contributed on a regular basis to the architectural and urban planning column of the newspaper *The Gazette*. The book *Explorer Montréal*, published by Libre Expression, was co-written by Mr. Wolfe and Cécile Grenier. Furthermore, he is the author of some fifty articles, book chapters and scientific papers. He also set up the Comité du patrimoine bâti juif, and sat on the board of the Fondation du patrimoine religieux du Québec. He was one of the founders of the housing cooperative Les Tourelles, in Milton-Parc, where he lived for over 15 years. Having formerly been a member of the national board of directors of the Canadian Parks and Wilderness Society (CPAWS), he is currently vice-president of SNAP-Québec.

Joshua Wolfe has been an *ad hoc* commissioner since 2002.

APPENDIX II

EXTRACTS CHARTER OF VILLE DE MONTRÉAL, R.S.Q., C. C.-11.4

DIVISION I OFFICE DE CONSULTATION PUBLIQUE

Public consultation office.

75. An Office to be known as “Office de consultation publique de Montréal” is hereby established.

2000, c. 56, Sch. I, s. 75.

President.

76. The council shall designate, by a decision made by two-thirds of the members having voted, a president of the Office from among the candidates having special competence as regards public consultation, and may designate commissioners. The council may, in the same resolution, determine their remuneration and other conditions of employment, subject, where applicable, to a by-law made under section 79.

Term of office.

The president shall be appointed for a term not exceeding four years. The office of president is a full-time position.

Term of office.

The term of office of a commissioner shall be specified in the resolution appointing the commissioner and shall not exceed four years. Where the term is not mentioned in the resolution, it shall be four years.

2000, c. 56, Sch. I, s. 76; 2001, c. 25, s. 257.

Additional commissioner.

77. The city council may, at the request of the president of the Office and by a decision made by two-thirds of the votes cast, appoint, for the period determined in the resolution, any additional commissioner chosen from a list prepared by the executive committee, and determine the president’s remuneration and other conditions of employment.

List.

The president may, annually, propose a list to the executive committee.

Candidates.

Only persons having special competence as regards public consultation may be entered on a list referred to in the first or second paragraph.

2000, c. 56, Sch. I, s. 77; 2001, c. 25, s. 258.

Disqualification.

78. The members of the city council or of a borough council and the officers and employees of the city are disqualified from exercising the functions of president or commissioner.

2000, c. 56, Sch. I, s. 78.

Remuneration and expenses.

79. The city council may, by a by-law adopted by two-thirds of the votes cast, fix the remuneration of the president and the commissioners. The president and the commissioners are entitled to reimbursement by the Office of authorized expenses incurred in the exercise of their functions.

2000, c. 56, Sch. I, s. 79; 2001, c. 25, s. 259.

Personnel.

80. The president may retain the services of the personnel the president requires for the exercise of the functions of the Office and fix their remuneration. Employees of the Office are not city employees.

Assignment of city employee.

The city council may also assign any employee of the city it designates to the functions of the Office.

Treasurer.

The treasurer of the city or the assistant designated by the treasurer is by virtue of office treasurer of the Office.

2000, c. 56, Sch. I, s. 80.

Fiscal year.

81. The fiscal year of the Office coincides with the fiscal year of the city, and the auditor of the city shall audit the financial statements of the Office, and, within 120 days after the end of the fiscal year, make a report of his or her audit to the council.

2000, c. 56, Sch. I, s. 81.

Sums made available.

82. The council shall put the sums necessary for the exercise of the Office's functions at its disposal.

Minimum amount.

The council shall, by by-law, prescribe the minimum amount of the sums that are to be put at the Office's disposal each year. The treasurer of the city must include the amount so prescribed in the certificate the treasurer prepares in accordance with section 474 of the Cities and Town Act (chapter C-19).

2000, c. 56, Sch. I, s. 82.

Functions of Office.

83. The functions of the Office shall be:

- 1°** to propose a regulatory framework for the public consultations carried out by the official of the city in charge of such consultations pursuant to any applicable provision so as to ensure the establishment of credible, transparent and effective consultation mechanisms;
- 2°** to hold a public consultation on any draft by-law revising the city's planning program;
 - 2.1°** to hold a public consultation on any draft by-law amending the city's planning program, except those adopted by a borough council;
- 3°** to hold public hearings in the territory of the city, at the request of the city council or the executive committee, on any project designated by the council or the committee.

Provisions not applicable.

However, subparagraph 2 of the first paragraph and sections 109.2 to 109.4 of the Act respecting land use planning and development (chapter A-19.1) do not apply to a draft by-law whose sole purpose is to amend the city's planning program in order to authorize the carrying out of a project referred to in subparagraph 4 of the first paragraph of section 89.

Report on activities.

The Office shall report on its activities to the council at the request of the council or of the executive committee and in any case at least once a year. On that occasion, the Office may make any recommendation to the council.

2000, c. 56, Sch. I, s. 83; 2003, c. 19, s. 61; 2003, c. 28, s. 23; 2008, c. 19, s. 83.

[...]

DIVISION II

SPECIAL FIELDS OF JURISDICTION OF THE CITY

§ 1. — GENERAL PROVISIONS

88. The city's planning program must include, in addition to the elements mentioned in section 83 of the Act respecting land use planning and development (chapter A-19.1), a document establishing the rules and criteria to be taken into account, in any by-law referred to in section 131, by the borough councils and requiring the borough councils to provide in such a by-law for rules at least as restrictive as those established in the complementary document.

Complementary document.

The complementary document may include, in addition to the elements mentioned in the Act respecting land use planning and development, in relation to the whole or part of the city's territory, rules to ensure harmonization with any by-laws that may be adopted by a borough council under section 131 or to ensure consistency with the development of the city.

2000, c. 56, Sch. I, s. 88; 2001, c. 25, s. 265.

By-law.

89. The city council may, by by-law, enable the carrying out of a project, notwithstanding any by-law adopted by a borough council, where the project relates to

- 1°** shared or institutional equipment, such as cultural equipment, a hospital, public educational institution, college- or university-level, educational institution, convention centre, house of detention, cemetery, regional park or botanical garden;
- 2°** major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- 3°** a residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, a commercial or industrial establishment the floor area of which is greater than 25,000 m²;

4° housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the Act respecting the Société d'habitation du Québec (chapter S-8);

5° cultural property recognized or classified or a historic monument designated under the Cultural Property Act (chapter B-4) or where the planned site of the project is a historic or natural district or heritage site within the meaning of that Act.

Business district.

For the purposes of subparagraph 3 of the first paragraph, the business district comprises the part of the territory of the city bounded by Saint-Urbain street, from Sherbrooke Ouest street to Sainte-Catherine Ouest street, by Sainte-Catherine Ouest street to Clark street, by Clark street to René-Lévesque Ouest boulevard, by René-Lévesque Ouest boulevard to Saint-Urbain street, by Saint-Urbain street to Place d'Armes hill, by Place d'Armes hill to Place d'Armes, from Place d'Armes to Notre-Dame Ouest street, by Notre-Dame Ouest street to De La Montagne street, by De La Montagne street to Saint-Antoine Ouest street, by Saint-Antoine Ouest street to Lucien-Lallier street, by Lucien-Lallier street to René-Lévesque Ouest boulevard, by René-Lévesque Ouest boulevard to De La Montagne street, by De La Montagne street to the land fronting the north side of René-Lévesque boulevard, from the land fronting the north side of René-Lévesque boulevard to Drummond street, from Drummond street to Sherbrooke Ouest street and from Sherbrooke Ouest street to Saint-Urbain street.

Content of by-law.

The by-law referred to in the first paragraph may contain only the land planning rules necessary for the project to be carried out. The extent to which it amends any by-law in force adopted by the borough council must be set out clearly and specifically.

2000, c. 56, Sch. I, s. 89; 2001, c. 25, s. 265; 2002, c. 77, s. 13; 2003, c. 19, s. 62.

Approval by referendum.

89.1. Notwithstanding the third paragraph of section 123 of the Act respecting land use planning and development (chapter A-19.1), the by-law adopted by the city council under section 89 is not subject to approval by referendum, except in the case of a by-law authorizing the carrying out of a project referred to in subparagraph 5 of the first paragraph of that section.

Public consultation.

The draft version of a by-law referred to in the first paragraph of section 89 must be submitted to public consultation conducted by the Office de consultation publique de Montréal, which for that purpose must hold public hearings and report on the consultation in a report in which it may make recommendations.

Interpretation.

The public consultation under the second paragraph replaces the public consultation provided for in sections 125 to 127 of the Act respecting land use planning and development. In the case of a by-law subject to approval by referendum, the filing with the council of the report of the Office de consultation publique replaces, for the purposes of section 128 of the Act respecting land use planning and development, the public meeting to be held pursuant to section 125 of that Act.

Applicable provisions.

For the purposes of sections 130 to 137 of the Act respecting land use planning and development enabling a project referred to in subparagraph 5 of the first paragraph of section 89 to be carried out, if that project is situated in the historic district of Old Montréal,

- 1° applications to take part in a referendum following the second draft by-law may originate in the whole borough in which the project is planned or from all the boroughs affected by the project;
- 2° the public notice provided for in section 132 need not mention or contain a description of the zones or sectors of a zone in which an application may originate;
- 3° the application provided for in section 133 need not clearly state in which zone or sector of a zone it originates;
- 4° despite section 136.1 of that Act, a by-law adopted under section 136 of that Act must be approved by the qualified voters of either the borough or all the boroughs affected by the project.

Provisions not applicable.

However,

- 1° the fourth paragraph does not apply to a by-law adopted to enable the carrying out of a project, referred to in subparagraph 5 of the first paragraph of section 89, planned by the Government or one of its ministers, mandataries or bodies;
- 2° the second paragraph and sections 125 to 127 of the Act respecting land use planning and development do not apply to a draft by-law adopted solely to enable the carrying out of a project referred to in subparagraph 4 of the first paragraph of section 89.

2001, c. 25, s. 265; O.C. 1308-2001, s. 11; 2003, c. 19, s. 63; 2008, c. 18, s. 6.

89.1.1 For the purposes of sections 89 and 89.1, if the decision to carry out a project referred to in the first paragraph of section 89 or to authorize its carrying out, subject to the applicable planning rules, is part of the exercise of an urban agglomeration power provided for in the Act respecting the exercise of certain municipal powers in certain urban agglomerations (c. E-20.001), the reference to a by-law adopted by a borough council also includes a by-law adopted by the council of a municipality mentioned in section 4 of that Act.

The modification provided for in the first paragraph also applies to any other modification incidental to that Act, in particular the modifications whereby the reference to the city council is a reference to the urban agglomeration council and the reference to the territory of the city is a reference to the urban agglomeration. The latter modification applies in particular, in the case referred to in the first paragraph, for the purposes of the jurisdiction of the Office de consultation publique de Montréal referred to in the second paragraph of section 89.1.

O.C. 1213-2005, s. 7

APPENDIX III

ORGANIZATION, PRACTICES AND CODE OF PROFESSIONAL CONDUCT

ORGANIZATIONAL STRUCTURE OF THE OFFICE

The office has established credible, transparent and effective mechanisms for its consultations, upon completion of which it produces a report on the opinions expressed by citizens in attendance at the hearings.

In keeping with its obligations and responsibilities, the Office oversees the commissions and manages their activities. The general secretariat is responsible for supporting commissioners in their work and for the general administration of the Office.

Physical resources

The OCPM offices are located at 1550 Metcalfe Street, on the 14th floor. In addition to spaces for its secretarial staff, the Office also has rooms for preparatory meetings for consultations and for public hearings.

Human resources

The Office team comprises commissioners appointed by city council, administrative staff, and external collaborators hired on a contractual basis. The latter are responsible for preparing the consultations and supporting the commissioners in their work.

Commissioners

In September 2014, the city council appointed Ms. Dominique Ollivier as president of the Office for a four-year term. On the recommendation of the Office president, a number of part-time commissioners are appointed by city council to hold consultations. The latter cannot work as City employees or as municipal elected officials.

The commissioners are responsible for chairing the public consultations and for producing a report to city council in which they make any recommendations they deem appropriate.

President

Dominique Ollivier

Ad hoc commissioners in 2014

André Beauchamp, Bruno Bergeron, Nicole Boily, Jean-Claude Boisvert, Nicole Brodeur, Jean Burton, Jean Caouette, Viateur Chénard, Irène Cinq-Mars, Alain Duhamel, Habib El-Hage, Ariane Émond, Claude Fabien, Judy Gold, Michel Hamelin, Peter Jacobs, Hélène Laperrière, Marie Leahey, Gaétan Lebeau, Renée Lescop, Hélène Morais, Jean Paré, Michel Séguin, Luba Serge, Joël Thibert, Nicole Valois, Joshua Wolfe.

For biographical notes on the commissioners, please see Appendix 1 of this document.

Staff

To assist the commissioners in preparing for and holding the consultations and in drafting their reports, the Office has established an administrative structure.

The Office's now smaller general secretariat is composed of a secretary general, Mr. Luc Doray, supported by a small team of employees. Mr. Doray is a permanent employee of the Ville de Montréal, assigned to the OCPM by the executive committee in the fall of 2002. Contract employees are also hired as needed. The Charter of Ville de Montréal stipulates that Office employees are not employed by the City, but that the city council may assign any employee it designates to the functions of the Office (section 80).

Collaborators

The Office depends on the assistance of a loyal network of collaborators to carry out its mandate. To help citizens and commissioners to understand the projects and relevant issues, the Office relies on the support and experience of borough and central department employees, professionals, officers and elected officials.

Furthermore, a good number of external resources have put their knowledge and expertise at our disposal. Without their collaboration, the Office would have been unable to disseminate relevant information to citizens with a view to gathering their opinions on projects submitted for public consultation.

PRACTICES OF THE OFFICE

The OCPM has drawn up a *code of professional conduct* to provide a framework for the practices of the commissioners. In addition to the general provisions, the code addresses the issue of the commissioners' independence and duty to act in a reserved manner.

COMMISSIONERS' CODE OF PROFESSIONAL CONDUCT

The Office de consultation publique de Montréal is mandated to hold credible, transparent and effective public consultations. Any person who agrees to act as commissioner of the office, on a full-time, part-time or *ad hoc* basis, shall act in the public interest, with fairness, integrity, dignity, honour and impartiality. Each such person also agrees to respect the Code of Ethics of the Office.

General provisions

(The masculine form is used to simplify reading of the text)

1. The commissioner serves the public in an irreproachable manner and to the best of his abilities.
2. The commissioner avoids all activities that are incompatible with the performance of his duties or that may be harmful to the image and credibility of the Office and its commissioners.
3. The commissioner notifies the president of the Office of any situation that could tarnish his credibility of that of the Office.
4. The commissioner exercises political neutrality in the performance of his duties.
5. The commissioner does not make undue use of his title or status as commissioner.
6. The commissioner respects the law as well as the rules of procedure, policies and overall orientations of the Office. In his decisions affecting the efficient execution of a mandate, he applies the principles of sound human, financial and physical resources management.

Independence

7. The commissioner avoids all conflicts of interest. He also avoids any situation that could lead to a conflict of interest or place him in a vulnerable position.
8. The commissioner informs the president of the Office without delay of any situation that could jeopardize his independence or impartiality.
9. The commissioner may not grant, solicit or accept, for himself or any other person, a favour or undue advantage. He may not let himself be influenced by the expectation of such an advantage, nor use to his benefit municipal property or privileged information obtained in his capacity as commissioner.

Duty to act in a reserved manner

10. The commissioner exercises discretion in publicly expressing his political opinions or thoughts about a controversial project.
11. The commissioner does not comment publicly on the reports of the Office. However, the chair of a commission or a commissioner delegated by him may present and explain the report of that commission.
12. During his mandate, the commissioner refrains from taking a public position on any project that is the subject of a mandate of the Office.

13. During his mandate, the commissioner refrains from commenting publicly on decisions relating to projects that have been the subject of an Office report. Even after the expiration of his mandate, he refrains from commenting publicly on decisions relating to projects entrusted to the Office during his mandate.

Public consultation

14. The commissioner has no special interest in the file entrusted to him. He has not participated in the development of the project, nor publicly voiced an opinion about it. He has no decision-making function in any organization participating in the consultation.
15. The commissioner acquires as much information as possible about the project, and completes his analysis of it within the prescribed timeframe.
16. The commissioner avoids all private meetings with those in charge and with resource persons, except in cases provided for under the rules of procedure of the Office.
17. In public meetings, the commissioner promotes the full and complete participation of all interested parties. He facilitates citizens' access to information, helps them to fully understand the projects, and encourages them to express their opinions without reservation.

18. The commissioner applies the procedure equitably to all participants. He acts as transparently as possible at all times.

19. The commissioner displays discretion, courtesy, composure and consideration towards all participants in a public consultation, regardless of their opinions and without discrimination. He promotes mutual respect among those who assist or participate in the work of the commission.

20. For his analysis and for the recommendations to be included in the report of the commission, the commissioner uses only documentation available to the public within the framework of the public consultation, and the information provided in or following meetings or hearings, as provided for under the rules of procedure of the Office. He may also use common knowledge of the subjects addressed and existing literature on relevant topics.

21. The commissioner respects at all times the confidential nature of the proceedings of the commission. He also respects the confidentiality of the report of the commission until such time as it is made public.

SETTING UP A PUBLIC CONSULTATION

When a consultation mandate is entrusted to the Office, the president appoints a commission formed of one or several commissioners. The secretary general, for his part, forms the team that will assist the commissioners in their work. The Office then ensures that a documentation file is compiled. The file is made available to the public at the Office, on the OCPM Web site, and in other filing offices selected according to the nature of the project involved.

Public notice

After receiving the mandate to hold a public consultation and compiling the documentation file, the Office publishes a notice convening a public meeting in one or several newspapers distributed on Montréal territory. The public notice includes:

- The purpose of the public consultation;
- The date, time and location of the public consultation meeting(s);
- The locations where the documentation is available to the public;
- The deadlines and procedures for filing a brief.

Communications

In some cases, other means of communication are also employed to notify the population, such as local newspapers or dailies. Moreover, the Office usually produces leaflets that are distributed door-to-door in the area affected by a project, or it may put up posters and set out flyers in public buildings. Using mailing lists tailored to the projects to be submitted for consultation, the Office also sends out information to interested persons, groups and organizations. The Office also uses social media, such as Facebook, to announce its consultations.

Documentation file

The documentation file varies according to the documents submitted throughout the consultation process. The original documents are kept at the Office. Following the publication of the commission's report, the documentation file remains available for consultation at the offices of the OCPM and on its Web site.

The documentation file usually contains:

- Any descriptive or explanatory document pertaining to the project, including a summary of the studies surrounding its development. The documentation presents the project's rationale, the principles and orientations surrounding its development, its main characteristics and, where applicable, the options submitted for public consultation;
- The basis for decision prepared by various City officials;
- The documentation justifying the project, addressing its various aspects and impacts;
- As required, relevant extracts of the plan and urban planning by-laws in force;
- Any major plans, area maps, sketches and visual simulations required to better understand the project.

Preparatory meetings of the commission

The commission usually meets with the developer and with the representatives of the borough and municipal departments who will present the project at the public meetings. Such preparatory meetings serve to ensure that the documentation files are complete, and that the presentation is well supported by audio-visual material. The commission makes sure that the commissioners have a thorough understanding of the project in question, and that all participants fully understand their respective roles as well as the procedure for the public meeting. The commission also ensures that everyone is ready to answer any relevant questions pertaining to the impact, spin-offs, and future phases of the project. The reports on these preparatory meetings are made available on the Office Web site.

Public consultation

The consultation always comprises two distinct parts: the question period, and the statement of opinions.

The first part allows participants and the commission to hear a description of the project submitted for public consultation and a presentation of the regulatory framework, and to ask questions about the project. During the first part, representatives of the developer and municipal departments present the various elements of the project and answer the questions of the participants and commissioners. Workshops or thematic meetings may also be held during the first part of the consultation to examine specific aspects of the project in question.

The second part allows participants to express their concerns, opinions and comments on the project. These may be presented in the form of a written brief or oral commentary. In the second part, the representatives of the developer and municipal departments no longer participate, although they may be present in the hall. At the end of the second part, a representative of the developer or of the City may exercise his right of rectification, to bring a correction or add to factual information. There is a variable length of time, approximately 21 days, between the two parts to allow participants to prepare their briefs and opinion statements.

All consultation sessions are public. They must be held in an appropriate and accessible location. The sessions are recorded and the discussions are usually taken down in shorthand and made public with the documentation.

Depending on the nature or complexity of the projects submitted for consultation, other forms may be used such as colloquia, conferences, seminars, open-house days or online consultations.

Analysis and report of the commission

Following the public consultation, the commission prepares a report that is submitted to the executive committee and city council. The reports of the Office usually include a brief description of the project in question, as well as a summary of participants' concerns. The commission then completes its evaluation and makes its recommendations. The report is made public no later than 15 days following its filing with the mayor and the president of the executive committee.

STANDARD PUBLIC CONSULTATION MEETING PROCEDURE

The chair opens the public meeting and presents the mandate entrusted to the Office de consultation publique. He introduces the people assigned to the commission, notably the other commissioner(s), and invites the persons in charge and resource people to introduce themselves.

The chair explains the procedure for the meeting, which will be held in two parts: the first dedicated to presenting the project and answering citizens' questions, the second to the latter's commentary and opinions. The sessions are recorded, and the recordings are included with the documentation made available to the public. Furthermore, stenographic notes of the sessions are made available to the public, both in print and in electronic format, on the Office Web site. The chair states that in order to ensure a peaceful debate, no form of demonstration, disagreeable remark or defamatory comment will be tolerated.

At the chair's request, the persons in charge present the project and explain the legislative framework applicable thereto.

The chair announces that those wishing to ask questions must first sign the register, and that they may now do so. Participants may speak several times as long as they re-register.

The chair invites people to speak in the order in which they signed the register. Questions are addressed to the chair, who then directs them to the person in charge or to the resource people who can answer them. The chair and commissioners may also ask any question that is likely to enlighten the public about the subject of the consultation.

The chair ensures that all questions are answered. If an answer cannot be given during the session, it must be provided in writing as expeditiously as possible. This answer will be included in the documentation file.

The chair closes the question period when all people registered to do so have spoken and there is no additional information to convey.

The chair invites citizens to notify the Office secretariat of their intent to present an opinion to the commission, and invites them to the session for the presentation of briefs, usually held three weeks later. A participant may only speak once to convey his or her opinion.

The chair invites people to speak in the order previously agreed upon by the citizens and Office secretariat. After each presentation, the chair or the commissioners may ask questions of those who made it, in order to ensure a thorough understanding of the opinions expressed.

At the end of the session, the chair may, according to the procedures he establishes, hear a person in charge or resource person who wishes to rectify facts or correct objective information.

Once all opinions and comments have been heard, the chair declares that the public meeting is closed.

APPENDIX IV

LIST OF EMPLOYEES AND COLLABORATORS IN 2014



Employees

Brunelle-Amélie Bourque
Louis-Alexandre Cazal
Luc Doray
Lizon Levesque
Élise Naud
Faustin Nsabimana
Jimmy Paquet-Cormier
Anik Pouliot
Gilles Vézina

Collaborators

Raphaëlle Aubin
Estelle Beaudry
Richard Brunelle
José Fernando Diaz
Matthieu Fournier
Guy Grenier
Félix Hébert
Félix Jobin
Laurent Maurice Lafontant
Nhat Tan Le
Christelle Lollier-Théberge

Liane Mbonyumuvunyi
Hugo Morin
Denise Mumporese
Michael J. Simkin
Stéphanie Wells



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