



OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

2007

ANNUAL REPORT





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Mr. Marcel Parent
President of the City Council
Ville de Montréal
Montréal (Québec)

Mr. President:

In keeping with the Charte de la Ville de Montréal, (R.S.Q., c. C-11.4), I am pleased to enclose the 2007 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, 2007.

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

Yours sincerely,



Louise Roy

Montréal, May 1, 2008



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 2007.

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 assistance and expertise to help citizens and commissioners understand the projects and the issues involved.

Without everyone's good will and co-operation, the OCPM's public consultations would not have achieved their primary goal: to provide 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 2007 marked the fifth anniversary of the Office de consultation publique de Montréal. Created through legislation in 2002, the Office has played an important role in recent public consultation history in Montréal. After five years of public consultation, the OCPM has worked on 69 projects, held 250 meetings, and allowed over 20,000 people to receive information and to participate in City management. By the time this report is published, more than 3000 citizens will have taken part in the consultation on the Mount Royal Protection and Enhancement Plan, by attending one of the public meetings, filing a brief with the commission, or filling out the questionnaire provided by the Office.

I would like to take advantage of this fifth anniversary to share my thoughts on what the OCPM has become and on its future usefulness.

The OCPM was established following the report of the commission presided by Mr. Gérald Tremblay, mandated by the Bourque administration to consult Montrealers on the urban planning consultation policy. The report highlighted the importance of structuring public consultation in Montréal in accordance with the rules of the art and relevant ethics, and of entrusting to an independent consultation body the responsibility of holding public hearings on projects of metropolitan scope, among others. The Tremblay Commission called for the creation of such an organization to enhance the quality of decisions and their consistency with social values, ensure the credibility of public consultation, and regain the trust of citizens, developers and organizations.

This mission to provide City authorities with transparent, credible and effective consultation legislation, and to consult Montrealers in compliance with such legislation, was written into section 75 of the City Charter. The OCPM carries out mandates entrusted to it by the Montréal Executive Committee and City Council; it has no power of initiative, but may make any recommendations it deems necessary following its consultations.

Transparent public debate to assist public officials in their decision-making

Today's civil society, including citizens and interest groups of all sorts, wants to be much more closely involved in decisions concerning City management than it did when this responsibility was entrusted only to elected officials and their public administration. In participatory democracy, society wants to have its say more often than every four years, but it also wants its elected officials to exercise their decision-making powers.

In its first years (2002-2003), the Office was responsible for consulting Montrealers on all amendments to the Master Plan. In December 2003, the mission of the OCPM was changed following amendments to the City Charter. The Office would henceforth focus its efforts on large projects of metropolitan scope, involving community and institutional equipment, infrastructures, large housing complexes, and emblematic, protected and strategic areas, such as Old Montréal, downtown and Mount Royal, while the boroughs would once again be responsible for consultations on projects of a more local nature.

Throughout the consultations, the OCPM confirmed its threefold vocation: to understand and highlight concerns expressed by participants; to analyze issues surrounding the projects in the light of municipal policies and the Master Plan; and to interpret the merits and reservations raised and discuss social acceptance with a view to assisting elected officials in their decision-making.

By making its report and recommendations public, not only does the Office fulfil its responsibilities under the City Charter, it also makes the results of every consultation transparent for decision-makers, developers, participants, and the Montréal population at large.

The year 2007

The years following December 2003 confirmed the new mission. The year 2007 produced an abundance of mandates on major projects: the expansion of the Université de Montréal campus in Outremont, the Hôpital Sainte-Justine and the Montréal Museum of Fine Arts; the development of the Contrecoeur site; and the redevelopment of the Viger station and hotel. The Office also consulted citizens on the draft family policy and, for the first time, at the request of the mayor of the borough of Pierrefonds-Roxboro, it was given the mandate to assist the borough with the consultation on its borough chapter to be incorporated into the Montréal Master Plan. It was a decisive experience, and we hope to see it repeated.

The Office has not been idle, having enjoyed the trust of elected officials on major issues in Montréal. Over the past five years, the OCPM has consolidated its reputation as a neutral, independent institution, open to the opinions of all parties interested in urban planning projects under public review.

However, the end of 2007 and beginning of 2008 were marked by debate on the Griffintown project and renewed questioning, not on the existence of the OCPM, but on its vocation and the future outlook of public consultation in Montréal.

Clarifying consultation legislation for major projects

Over the years, consultation mechanisms and the authorities managing them have multiplied, leading to uncertainty regarding the scope of citizen consultation activities and the legislation surrounding them. The confusion often stems from the fact that there seems to be no key to understanding why and in what context a consultation is conducted by a city council commission, a borough council, a developer, a consultant hired by City officials, or the Office de consultation publique de Montréal.

City management is becoming more complex. To preserve citizen participation opportunities provided under the Charter of Rights and Responsibilities and the City's public consultation policy, I believe that the time has come to further define Montréal's consultation mechanisms. The recent debate on the Griffintown project underscored the necessity of clarifying what principles should prevail in the selection of consultation authorities for projects of metropolitan scale.

Montréal is teeming with major projects related to the municipal administration's Vision 2025. Many of Montréal's 26 strategic sectors with pan-Montréal reach, including Griffintown, are drawing up detailed planning procedures. Montréal is changing, and the agents of that change will be many and varied.

At a time when projects abound, it is essential that the rules of the game be clear and apply to everyone equally. The Office recommends that amendments be made to the City Charter to give legislative status to public consultation rules pertaining to major projects and projects of city-wide scope.

Upstream consultation

Major projects have a structuring effect on entire sectors of the city. They have an impact, sometimes positive, sometimes negative, on the neighbourhood and, in most cases, they give rise to metropolitan or inter-borough and local issues. A thorough, objective assessment of their impact must be made, and the public consultation prescribed under the Act respecting land use planning and development for those projects must be carried out, for the good of the entire community.

Evidently, in this context, upstream consultations conducted by the developer cannot guarantee how the community will react to the issues involved and the solutions proposed to resolve them. However, within their limitations, such consultations are useful. The information acquired upstream allows developers to gauge resistance and identify the changes they are willing to make to harmoniously integrate their project into their chosen environment. Such efforts merit greater recognition. Currently, it is difficult to take them into account within the consultation framework provided for under the Act respecting land use planning and development.

To give them greater weight in official consultations, the Office recommends that procedures followed by developers upstream, as well as their findings, be recorded in detail and made public in the same way as the various project presentation documents.

Several types of consultation may therefore prove legitimate. That is not where the debate lies, but rather with the application to major projects of clear consultation legislation that allows effective debate of the scope and merits of major projects.

Review of major projects by the OCPM, a neutral, independent third party

In our opinion, using a neutral, independent third party to consult Montrealers on major projects offers several advantages. It clarifies and balances local and metropolitan issues, while allowing elected officials to maintain the necessary distance to evaluate everyone's needs, to everyone's benefit. The Office has all the skills required to act both as that third party and as a public debate moderator, by making complex technical aspects inherent to major projects understandable to the general public, and by working as an intermediary in evaluating and weighing advantages and inconveniences, with the decisions always remaining in the hands of elected officials.

The report on the expansion of Percival Molson Stadium is a good example of a clear analysis of the issues surrounding the protection of Mount Royal, a subject of metropolitan scope, and of the search for a balance between uses and fairness in the treatment of nuisances experienced by Plateau residents, even though the project is located in the borough of Ville Marie. The same could be said for the MUHC project downtown, or the expansion project of the University de Montréal campus on the site of the Outremont rail yards, for example.

Reading Section 89 of the City Charter leads one to think that the legislator had major projects in mind when he created the OCPM. However, as the legislation currently stands, automatic recourse to the Office does not apply to major projects.

To ensure that the rules of the game are the same for everyone, the Office de consultation publique recommends considering the possibility of amending the City Charter so that major projects and projects of metropolitan scope require legislated consultations by the OCPM.

Two-step consultation

Most major projects are carried out over several years. In some cases, it takes decades. Experience has shown that urban planning concepts evolve with time, according to the needs of developers and users, and to market constraints. A single public consultation, open to all, is clearly mandatory under the Act respecting land use planning and development and the City Charter, even when projects are carried out in a horizon of 5, 10 or 20 years.

This situation creates problems both for developers and residents ultimately affected by the project. If the consultation takes place far upstream, when the planning concept is barely developed, the developer is allowed to proceed while the citizens have only a very preliminary idea of the consequences of the project on their environment. Moreover, the developer gathers useful comments, which can be taken into account at lesser cost in the completion of his project. However, if fear and uncertainty lead to a referendum request, the project is blocked while it could have been progressing. If the consultation is held too far downstream, it costs the developer more to make the changes called for by the community.

To avoid that type of situation where everyone may lose, other jurisdictions have developed a procedure involving several steps: a first brief consultation, upstream, to identify the issues with interested parties so they can be taken into consideration when designing the projects, and a more in-depth consultation, later on, when the project is sufficiently developed to allow a concrete evaluation of its advantages and inconveniences.

The OCPM proposes the possibility of introducing, in the development process for major projects, a two-step formal consultation procedure: on the one hand, a shorter consultation, upstream, to allow the developer and citizens to express their concerns and constraints and identify the issues and, on the other, a more downstream consultation, to discuss the project when it is sufficiently developed to evaluate the advantages and inconveniences.

Conclusion

Among the 26 sectors identified in the Master Plan as detailed planning sectors of Montréal-wide scope, several are already targeted for redevelopment, including the land of the CN rail yards and the federal land of the old mail sorting facility in the Sud-ouest borough, the Quartier de la santé downtown, the Havre de Montréal, and the Turcot Yards.

To ensure that public consultation on major projects is fair, equitable and productive for all concerned, its structure should be defined. The Office de consultation publique de Montréal could be an even more effective tool in attaining those objectives of fairness and effectiveness if the nature and scope of projects on which it should consult the people of Montréal were formally legislated.



President,
Louise Roy



MISSION AND MANDATE OF THE OFFICE

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:

- To propose a regulatory framework for public consultations carried out by city officials so as to ensure the establishment of credible, transparent and effective consultation mechanisms;
- To hold the public consultations required under any applicable provision or requested by the city council on revisions to the city's planning program, on the complementary document referred to in section 88, and on the changes to the planning program that must be made to carry out a project referred to in the first paragraph of section 89;
- To hold public hearings, 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 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).

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.



CONSULTATIONS

In 2007, Office commissioners held public consultations on nine different projects. They chaired commissions on the **CHU Sainte-Justine modernization project**; the development of a new university campus on the site of the Outremont rail yards; the **Montréal Museum of Fine Art alteration and enhancement project**; the amendments to the Master Plan and by-laws relating to the borough of **Pierrefonds-Roxboro**; the master development plan for the **Contrecœur site**; the redevelopment projects for the **Mount Royal Peel entrance and Clairière area**; the redevelopment project for the old **Viger station and hotel**; and the **Plan d'action famille de Montréal**. These consultations involved 40 sessions, allowing almost 3000 citizens to attend and present their views. During the consultations, some 250 citizens and groups filed briefs or came to express their opinions.

DESIGNATION

CHU Sainte-Justine modernization project (Centre hospitalier universitaire Sainte-Justine).

Draft by-law

Draft By-law P-06-044 concerning the demolition of the building located at 3201 Côte-Sainte-Catherine Road and of part of Wing 8 of the building located at 3175 Côte-Sainte-Catherine Road, and the construction, expansion, alteration and occupancy of the Centre hospitalier universitaire Sainte-Justine on a site located at 3175 Côte-Sainte-Catherine Road, and another site located on the north-west corner of the intersection of McShane and Ellendale Avenues.

Key dates

Public notice	January 29, 2007
Public meetings	
Part 1	February 19, 2007
Part 2	March 12, 2007
Report filing	May 1, 2007
Report release	May 15, 2007

Territory

Borough of Côte-des-Neiges-Notre-Dame-de-Grâce

Purpose of the consultation

Draft By-law P-06-044 submitted for public consultation pursuant to section 89 of the Charter of Ville de Montréal aimed to allow the required variances to the urban planning by-law of the borough of Côte-des-Neiges-Notre-Dame-de-Grâce for the project **Grandir en santé** of the Centre hospitalier universitaire Sainte-Justine. These variances pertained to heights, land coverage, density, uses, appearance, building line, margins, landscaping, and loading and parking areas. The draft By-law was subject to approval by referendum, as the project in question is located in part in the Heritage site of Mont-Royal within the meaning of the Cultural Property Act.

The project **Grandir en santé**, which complies with the Montréal Master Plan, aims to undertake major renovations of the hospital facilities, to offer healthcare in an environment that meets current space and safety standards, while improving relations with the surrounding neighbourhood. The planned work would be spread out over a dozen years, and would include the creation of a

research centre and academic centre, the relocation of the Manoir Ronald McDonald, and the progressive elimination of parking lots in favour of indoor parking garages within the new constructions.

Summary of the commission's report

In general, public consultation participants were in favour of the proposed project. However, they expressed concerns regarding the interface between the new constructions and the residential area, owing to the disappearance of the transition zone between the two. Concerns were also raised with respect to increased automobile circulation in the area, and the nuisances associated with the activities of the institution.

The commission therefore recommended that the draft by-law be amended so that the buildings planned for the transition zone between the main hospital site and residential neighbourhood be designed to respect the latter's uses and access to sunlight.

Moreover, the commission suggested that the number of parking spaces be progressively reduced throughout the various phases of construction to promote public transit use. It also urged the City and the Société de transport de Montréal to improve public transit service along Côte-Sainte-Catherine Road, and recommended that the City consider the residents' request to open Ellendale road to automobile circulation, as long as this does not endanger public safety, to ensure the safety of pedestrians and peacefulness of the neighbourhood.

Lastly, as the project would be spread out over a decade, the commission pointed out that a dialogue should be maintained with the neighbourhood, and recommended the establishment of follow-up mechanisms between the hospital management and municipal and government representatives to ensure that the project is carried out according to the criteria of excellence.

Subsequent steps

May 16, 2007 Resolution CE07 0773 of the executive committee recommending that city council take note of the public consultation report.

May 28, 2007 Filing of the public consultation report with city council.

August 6, 2007 Resolution CA07 170252 of the borough council to ask city council to adopt, with changes, the second draft By-law entitled "Règlement concernant la démolition du bâtiment situé au 3201, chemin de la Côte-Sainte-Catherine et d'une partie de l'aile 8 du bâtiment situé au 3175, chemin de la Côte-Sainte-Catherine, et la construction, l'agrandissement, la transformation et l'occupation du Centre hospitalier universitaire Sainte-Justine sur un emplacement situé au 3175, chemin de la Côte-Sainte-Catherine, et un autre emplacement situé à l'angle nord-ouest de l'intersection des avenues McShane et Ellendale."

August 15, 2007 Resolution CE07 1356 of the executive committee to ask city council to adopt, with changes, the second draft By-law entitled "Règlement concernant la démolition du bâtiment situé au 3201, chemin de la Côte-Sainte-Catherine et d'une partie de l'aile 8 du bâtiment situé au 3175, chemin de la Côte-Sainte-Catherine, et la construction, l'agrandissement, la transformation et l'occupation du Centre hospitalier universitaire Sainte-Justine sur un emplacement situé au 3175, chemin de la Côte-Sainte-Catherine, et un autre emplacement situé à l'angle nord-ouest de l'intersection des avenues McShane et Ellendale."

August 27, 2007 Resolution CM07 0527 of the city council to adopt, with changes, the second draft By-law entitled "Règlement concernant la démolition du bâtiment situé au 3201, chemin de la Côte-Sainte-Catherine et d'une partie de l'aile 8 du bâtiment situé au 3175, chemin de la Côte-Sainte-Catherine, et la construction, l'agrandissement, la transformation et l'occupation du Centre hospitalier universitaire Sainte-Justine sur un emplacement situé au 3175, chemin de la Côte-Sainte-Catherine, et un autre emplacement situé à l'angle nord-ouest de l'intersection des avenues McShane et Ellendale," subject, under the law, to the appropriation of the people qualified to vote.



DESIGNATION

Development of a new university campus on the site of the Outremont rail yards.

Draft by-laws

Draft By-law P-04-047-34 amending the Master Plan of the Ville de Montréal.

Draft By-law P-06-069 on the construction, alteration and occupancy of buildings located on the site bounded by the northern limit of the borough of Outremont, Hutchinson street to the east, Ducharme Avenue to the south, and to the west by a segment of McEachran Avenue, Du Manoir Avenue, and Rockland Avenue.

Key dates

Public notice February 13, 2007

Public meetings

Part 1 February 27 and 28 and March 1 and 6, 2007

Part 2 March 11, 15, 19 and 20, 2007

Part 3 April 3, 4, 10, 11 and 12, 2007

Report filing July 31, 2007

Report release August 14, 2007

Territory

Borough of Outremont

Purpose of the consultation

The Université de Montréal would like to develop a new campus on the site of the Outremont rail yards. The developer's preliminary concept calls for a mixed project, over some 20 years, that would include, among other things, teaching and research pavilions totalling approximately 275,000 square metres, and student residences with 1000 rooms and 800 private housing units, 30% of which would be reserved for social and affordable housing. Also planned are a suburban train station, an overpass for pedestrians and cyclists to the Acadie metro station, and green spaces, featuring a green path running from east to west.

However, the project cannot be undertaken without amendments to the Montréal Master Plan and variances to the urban planning by-law of the borough of Outremont, which is the reason for draft By-laws P-04-047-34 and P-06-069. Draft By-law P-04-047-34 proposes amendments to the composite map of pan-Montréal orientations, land use designation, the schematic of employment sectors, parks and green spaces, and construction density.

Draft By-law P-06-069 establishes a set of criteria to provide a framework for the development of the site in terms of authorized uses, land use, building height, and side and back margins. It also contains provisions pertaining to parking, acoustics and layout, natural heritage, roads and public spaces. The draft by-law was adopted under section 89 of the Charter of Ville de Montréal as it involves institutional equipment.

Summary of the commission's report

The commission observed that the development of a university campus on the site of the Outremont rail yards was welcomed as a unique opportunity to revitalize a deconstructed sector, to create links among isolated boroughs, and to support Montréal's vocation as a city of knowledge. However, the favourable response came with significant reservations, which the commission thought worth noting, with respect to some determining aspects of the design concept.

The main issue raised by those who spoke in the consultation was that the project seemed to have been drawn up on a local scale, targeting the completion of the urban fabric of the borough of Outremont. They believed that the project should be more metropolitan in scope, and include the adjacent sectors of Parc-Extension and Saint-Édouard, as well as Town of Mount-Royal. In that respect, the commission recommended a review of the extension of the green path towards the east, to Du Parc Avenue, the creation of links for pedestrians and cyclists along the continuation of major north-south axes, towards Beaumont Avenue, and the revision of the planning of the project, with a view to better including adjoining sectors.

Moreover, a number of citizens were worried about the impact that the project might have on the service capacity of community equipment and local roads, despite, in the case of the latter, strong support for public transportation. In the commission's opinion, roads accessing the site should be monitored at every step of the project to control their impacts through appropriate measures.

In view of the above, the commission strongly recommended putting off the adoption of the draft by-laws until the various sectoral studies produced a design concept that would enhance all sectors surrounding the project. The commission did not seek to call everything into question, but simply to improve the project, expand its structuring elements, and minimize its negative impacts. Along the same vein, it believed it essential to begin discussions among the various local players and organizations as soon as possible.

Subsequent steps

August 15, 2007 Resolution CE07 1348 of the executive committee recommending that city council take note of the public consultation report.

August 27, 2007 Resolution CM07 0467 of city council to table the public consultation report.

DESIGNATION

Alteration and enhancement of the Montréal Museum of Fine Arts.

Draft by-laws

Draft By-law P-04-047-37 amending the Montréal Master Plan.

Draft By-law P-07-015 authorizing the establishment of the new Canadian Art Pavilion at the Montréal Museum of Fine Arts, in the old Erskine and American United Church, at 3407 and 3407A Du Musée.

Key dates

Public notice	April 3, 2007
Public meetings	
Part 1	April 17, 2007
Part 2	May 8, 2007
Report filing	June 22, 2007
Report release	July 6, 2007

Territory

Borough of Ville-Marie

Purpose of the consultation

The public consultation dealt with two draft by-laws aiming to allow the expansion of the Montréal Museum of Fine Arts by altering the old Erskine & American United Church. Draft By-laws P-04-047-37 and P-07-015, amending respectively the Montréal Master Plan and the urban planning by-law of the borough of Ville-Marie, provided for the necessary adjustments to the land-use designation and authorized uses for the site. Draft By-law P-07-015 was adopted pursuant to section 89 of the Charter of Ville de Montréal, as the project involves institutional equipment.

In terms of the project as such, it stems from the Museum of Fine Arts' lack of space in its current facilities, while allowing the conversion of the Erskine & American United Church, built at the end of the 19th century. It calls for the demolition of community spaces and of the chapel located at the back of the church, to make room for a new exhibition pavilion devoted to Canadian art, as well as the restoration of the nave of the church, which would be used to hold special events.



Summary of the commission's report

The expansion project for the Museum of Fine Arts was well received by most consultation participants, as it would allow the preservation of the Erskine & American United Church. However, there was a consensus on the need to better harmonize the architectural design of the new construction with that of the surrounding buildings and neighbourhood, which the developer committed himself to doing in the meetings.

Consequently, the commission concluded that the project was perfectly acceptable from a heritage and museum standpoint. It therefore recommended that the draft by-laws be adopted, but believed that additional elements should be included in draft By-law P-07-015.

Furthermore, the commission looked favourably on the developer's decision to review the project's architecture, while inviting the borough to consider the opinions of the advisory committees regarding implementation and design. Lastly, it suggested that a good-neighbour committee be set up for the duration of the construction work.

Subsequent steps

August 15, 2007 Resolution CE07 1347 of the executive committee recommending that city council take note of the public consultation report.

August 27, 2007 Resolution CM07 0466 of the city council to table the public consultation report.

October 10, 2007 Resolution CE07 1659 of the executive committee recommending that city council:

- Adopt, with amendments, the By-law entitled "Règlement autorisant l'occupation et la transformation de l'ancienne église Erskine & American United, située au 3407 et 3407A, avenue du Musée;"
- Adopt the By-law entitled "Règlement modifiant le Plan d'urbanisme de la Ville de Montréal (04-047)."

October 22, 2007 Resolution CM07 0697 of the city council:

- To adopt, with amendments, the By-law entitled "Règlement autorisant l'occupation et la transformation de l'ancienne église Erskine & American United, située au 3407 et 3407A, avenue du Musée;"
- To adopt the By-law entitled "Règlement modifiant le Plan d'urbanisme de la Ville de Montréal (04-047)."

DESIGNATION

Project to amend the Master Plan and by-laws pertaining to the borough of Pierrefonds-Roxboro.

Draft by-laws

Draft Concordance By-law P-04-047 amending Chapter 18 of the Montréal Master Plan, concerning the borough of Pierrefonds/Senneville, to incorporate into it the Pierrefonds-Roxboro borough chapter as well as various relevant amendments.

Draft Concordance By-law 1047-204 amending Zoning By-law 1047.

Draft Concordance By-law 1109-41 amending By-law 1109 on the approval of design and architectural integration plans.

Key dates

Public notice	April 22, 2007
Public meetings	
Part 1	May 15, 2007
Part 2	May 29, 2007
Report filing	August 8, 2007
Report release	August 22, 2007

Territory

Borough of Pierrefonds-Roxboro

Purpose of the consultation

At the request of the borough of Pierrefonds-Roxboro and the executive committee, the Office de consultation publique de Montréal held a public consultation, at a borough council meeting, on draft Concordance By-law P-04-047, in order to replace Chapter 18 of the Montréal Master Plan, concerning the borough of Pierrefonds/Senneville, with the new borough chapter for Pierrefonds-Roxboro, and make relevant amendments to it.

The hearings also dealt with draft concordance by-laws on zoning for the Pierrefonds sector (P-1047-204) and on the production of design and architectural integration plans for the territory as a whole (P-1109-41), to make them compliant with the Master Plan and its complementary document.

Summary of the commission's report

The commission recommended that the borough chapter be adopted with certain amendments. The principal amendment had to do with the importance of applying a Programme particulier d'urbanisme to the western sector of the territory, to ensure harmonization of the residential development with the conservation of natural environments.

Among other recommendations set forth by the commission was that of including, in its detailed planning, guidelines concerning the balance between employment and housing, and sustainable development. The commission also recommended that priority be accorded to the development of integrated and protected bicycle and pedestrian paths, and that planning for the major intersections be modified to that end.

Lastly, the commission suggested that, in future, amendments to the borough chapter and planning by-laws not be dealt with in the same consultation, as these documents require different perspectives.

Subsequent steps

September 5, 2007 Resolution CE07 1476 of the executive committee to take note of the public consultation report.

December 5, 2007 Resolution CE07 2032 of the executive committee to recommend that city council:

- Take note of and archive the public consultation report;
- Adopt, with amendments, the By-law entitled "Règlement modifiant le Plan d'urbanisme de la Ville de Montréal (04-047)" to incorporate into it the Pierrefonds-Roxboro borough chapter.

December 17, 2007 Resolution CM07 0876 of the city council:

- To take note of and archive the public consultation report;
- To adopt, with amendments, the By-law entitled "Règlement modifiant le Plan d'urbanisme de la Ville de Montréal (04-047)."



DESIGNATION

Master development plan for the Contrecœur site.

Draft by-laws

Draft By-law P-04-047-40 amending the Montréal Master Plan.

Draft By-law P-07-017 on the construction, alteration and occupancy of buildings located on the Contrecœur site.

Key dates

Public notice May 1, 2007

Public meetings

Part 1 May 14, 15, 16 and 17, 2007

Part 2 May 11, 13, and 14 and June 21, 2007

Report filing August 23, 2007

Report release September 6, 2007

Territory

Borough of Mercier–Hochelaga-Maisonneuve

Purpose of the consultation

The master development plan for the Contrecœur site as presented in public consultation called for the construction of 1693 residential units, more than 60% of which were devoted to social and affordable housing, on vacant land located in the Mercier-Est area, at the border of the borough of Anjou and the Ville de Montréal-Est. The plan also called for an employment sector and services including stores and offices, as well as a linear park alongside a working quarry.

However, the implementation of this master development plan required amendments to the Montréal Master Plan and variances to the urban planning by-laws of the borough of Mercier–Hochelaga-Maisonneuve. Draft By-law P-04-047-40, providing for the necessary amendments to the Montréal Master Plan, contained amendments to land-use designation and construction densities on the site.

Draft By-law P-07-017, which authorizes the implementation of the master development plan, was adopted pursuant to section 89 of the Charter of Ville de Montréal, as it concerns a residential establishment located outside of the business centre with a floor area greater than 25,000 square metres. It contained provisions pertaining to heights, construction densities, building lines and appearance, uses, courtyard occupancy, and parking. Furthermore, interventions related to the architecture and land coverage of the buildings and landscaping of the grounds should be structured by objectives and PIIA criteria included in draft By-law P-07-017.

Summary of the commission's report

According to a very large majority of public consultation participants who expressed an opinion, the proposed master development plan did not sufficiently take into account nuisances associated with the proximity of heavy industry, the impact of increased traffic, and the needs of the community. They thought that it should be reviewed to ensure the quality of life of existing and future neighbourhood residents.

For its part, the commission concluded that the master development plan, as presented, seemed somewhat preliminary, and should therefore be seen as a work in progress. It thought that several elements of the proposal should be clarified and detailed to ensure an appropriate, effective regulatory framework for its implementation. Consequently, the commission recommended that the By-laws submitted for consultation not be adopted, with a view to enhancing the design concept in co-operation with elected officials, citizens, and local organizations.

The commission indicated that the design concept should facilitate access to the site by Contrecœur Boulevard, to limit through traffic in the new neighbourhood and surrounding areas. It should also provide a better distribution of residential units on the site, both in terms of type of occupancy and construction density. The commission also pointed out that the design concept should favour the development of local parks and community equipment to fill the neighbourhood's gaps in those areas, and the integration of bicycle and pedestrian paths connecting the site and adjoining neighbourhoods.

In terms of the co-habitation of the residential and industrial sectors, the commission recommended that the master development plan be approved only if an agreement were made with the Lafarge quarry to further reduce sources of noise, especially at night, and to ensure that maximum ground vibration levels in neighbouring residences, already established in the operating permit, also apply to buildings to be constructed on the site. Lastly, the commission highlighted the importance of taking into account the impact zone of the Interquisa company in proximity to the residential units.

Subsequent steps

August 21, 2007 Resolution CA07 27 0275 of the borough council of Mercier–Hochelaga-Maisonneuve to ask city council to conclude the agreements in principle for the development of the Contrecœur site.

September 5, 2007 Resolution CE07 1453 of the executive committee recommending that city council conclude the agreements in principle on the infrastructures for the development of the Contrecœur site–Tétreaultville district.

September 5, 2007 Resolution CE07 1462 of the executive committee to table the public consultation report at the next city council meeting.

September 12, 2007 Resolution CE07 1501 of the executive committee to enter on the city council agenda, for adoption, with amendments, the By-law entitled “Règlement sur la construction, la transformation et l’occupation d’immeubles situés sur le site Contrecœur.”

September 12, 2007 Resolution CE07 1502 of the executive committee to enter on the city council agenda, for adoption, with amendments, the By-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047).”

September 17, 2007 Resolution CM07 0605 of the city council to table the public consultation report.

September 17, 2007 Resolution CM07 0620 of the city council to conclude the agreements in principle on infrastructures for the development of the Contrecœur site–district of Tétreaultville.

September 17, 2007 Resolution CM07 0639 of the city council to remove from the agenda the adoption of the By-law entitled “Règlement sur la construction, la transformation et l’occupation d’immeubles situés sur le site Contrecœur.”

September 17, 2007 Resolution CM07 0640 of the city council to remove from the agenda the adoption of the By-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047).”

October 17, 2007 Resolution CE07 1684 of the executive committee to recommend that city council:

- Approve the agreement between the Ville de Montréal and Construction Frank Catania & Associés inc. for the construction of the infrastructures required for the development of the Contrecœur site in the borough of Mercier–Hochelaga Maisonneuve, it being understood that the agreement excludes work on infrastructures serving the social housing units for which the City will issue a call for tenders, and for which the developer is not responsible;
- Approve an expenditure estimated at \$3,476,850, including taxes, for oversized infrastructures and prerequisites chargeable to the City, including all ancillary costs, as required;
- Charge this expenditure, after making the required budget transfer, according to financial information included in the basis for decision.

October 17, 2007 Resolution CE07 1692 of the executive committee to enter on the city council agenda, for adoption with amendments, the By-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047).”



October 17, 2007 Resolution CE07 1693 of the executive committee to enter on the city council agenda, for adoption with amendments, the By-law entitled “Règlement sur la construction, la transformation et l’occupation d’immeubles situés sur le site Contrecœur.”

October 22, 2007 Resolution CM07 0688 of the city council:

- To approve the agreement between the Ville de Montréal and Construction Frank Catania & Associés inc. for the construction of the infrastructures required for the development on the Contrecœur site in the borough of Mercier–Hochelaga-Maisonneuve, with the understanding that this agreement excludes the work on infrastructures serving the social housing units for which the City will issue a public call for tenders, and for which the developer is not responsible;
- To approve an expenditure estimated at \$3,476,850, including taxes, for oversized infrastructures and prerequisites chargeable to the City, including all ancillary costs, as required;
- To charge this expenditure, after making the required budget transfer, according to financial information included in the basis for decision.

October 22, 2007 Resolution CM07 0698 of the city council to adopt, with amendments, the By-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04 047).”

October 22, 2007 Resolution CM07 0699 of the city council to adopt, with amendments, the By-law entitled “Règlement sur la construction, la transformation et l’occupation d’immeubles situés sur le site Contrecœur.”

December 19, 2007 Resolution CA07 27 0497 of the Mercier–Hochelaga-Maisonneuve borough council to ask the executive committee that the Service de la mise en valeur du territoire et du patrimoine reserve an amount of \$100,000 from the strategic intervention fund for the year 2008, to support the implementation of the development project for the Contrecœur site in the borough of Mercier–Hochelaga-Maisonneuve, located north of Sherbrooke

Street, east of the continuation of Aubry Street, and at the boundaries of the borough of Anjou and the Ville de Montréal-Est.

January 16, 2008 Resolution CE08 0060 of the executive committee:

- To dedicate an amount of \$100,000, from the strategic intervention fund allocated to the Service de la mise en valeur du territoire et du patrimoine (SMVTP) for the year 2008, to support the implementation of the development project for the Contrecœur site in the borough of Mercier–Hochelaga-Maisonneuve located north of Sherbrooke Street, east of the continuation of Aubry Street, and at the boundaries of the borough of Anjou and the Ville de Montréal-Est;
- To charge this expense according to financial information included in the basis for decision.

DESIGNATION

Redevelopment projects for the Mount Royal Peel entrance and Clairière areas.

Key dates

Public notice	September 10, 2007
Public consultation	
Meeting days	September 16 and 23, 2007
Information session	September 20, 2007
Discussion meeting	October 11, 2007
Report	November 27, 2007
Report release	December 11, 2007

Territory

Ville de Montréal

Purpose of the consultation

The City of Montréal’s Direction des grands parcs et de la nature en ville sought, with this consultation, to draw public

attention to redevelopment projects for two areas of Parc du Mont-Royal, in view of their state of deterioration: the Peel entrance, the only access to Mount Royal from downtown; and the Clairière du Mont-Royal, located at the centre of the park, near Beaver Lake, which includes playground and picnic areas.

For the Peel entrance, the developer's proposal aims to make it a key entrance to the park with the installation of a work of art and a major rehabilitation of the infrastructures and natural environment.

For the Clairière, the plan involves restoring the playground and picnic areas and their furniture, to give them a more modern look. It also aims to review signage, rethink access roads and pedestrian paths, and re-establish consistency among the landscapes envisioned by the park's original designer, while proposing effective plant life management.

Summary of the commission's report

Participants in the information sessions and consultation activities, considering the rehabilitation work to be a necessity, supported almost unanimously the redevelopment proposals presented to them for the Peel entrance and Clairière.

The idea of making the Peel entrance a key access to the mountain and a destination well indicated from downtown was also widely approved. However, the large majority of participants clearly indicated that the redevelopments should ensure the protection of the park's natural elements, as well as its ecological revitalization.

Moreover, numerous suggestions were made regarding waste management, materials to be used in the redevelopment of the playground and picnic areas, the interpretation path, the work of art, and the accessibility of the Peel entrance to pedestrians, which the commission referred to in its report.

Subsequent steps

January 16, 2008 Resolution CE08 0084 of the executive committee to take note of the public consultation report.

DESIGNATION

Redevelopment project for the former Viger station and hotel.

Draft by-laws

Draft By-law P-04-047-47 amending the Montréal Master Plan.

Draft By-law P-07-038 on the demotion, alteration and construction of buildings on the site of the former Viger station and hotel, bounded by Saint-Antoine Street East, Saint-Christophe Street, Notre-Dame Street East, and Berri Street.

Key dates

Public notice	October 12, 2007
Public meetings	
Part 1	October 23 and 24, 2007
Part 2	November 21 and 22, 2007
Report filing	January 31, 2008
Report release	February 14, 2008

Territory

Borough of Ville-Marie

Purpose of the consultation

The redevelopment project for the site of the former Viger station and hotel is the product of the desire of the limited partnership company Viger DMC International to create an urban destination integrated into its environment, by providing an entryway to the east end of Old Montréal, while completing the redevelopment of Faubourg Québec.

The project involves the construction of a multifunctional residential complex involving the enhancement of the building of the former Viger station and hotel and the preservation of the two first floors of the facade wall of the former Berri station, which would be incorporated into the design concept. The complex would include a 227-room hotel, 126 housing units with hotel services, 163 residential units, commercial spaces on several levels, and an 1600-space underground parking garage.



However, its implementation rests on the adoption of draft By-law P-04-047-47, which provides for amendments to the Montréal Master Plan with respect to land-use designation and maximum heights. It also depends on the adoption of draft By-law P-07-038, allowing variances to the urban planning by-law of the borough of Ville-Marie, which includes various provisions pertaining, among other things, to authorized uses, heights, building line, signage, parking and parking entrances, landscaping, demolition and conservation, and archaeology.

Activities linked to the siting and architecture of the buildings would be governed by planning, architecture and design criteria included in draft By-law P-07-038, in addition to criteria set forth in the borough's planning by-law.

Draft By-law P-07-038 was adopted pursuant to section 89 of the Charter of Ville de Montréal, as it involves a residential establishment with a floor area greater than 25,000 square metres and, in the case of the western section, a site located in a historic borough within the meaning of the Cultural Property Act. For that reason, the draft by-law is subject to approval by the people of adjoining areas who are qualified to vote. It must also be approved by the Ministère de la Culture, des Communications et de la Condition féminine du Québec.

Summary of the commission's report

The project was well received by most public consultation participants, who were particularly pleased with the rehabilitation of the building of the former Viger station and hotel, and with the developer's plan to restore it to its initial vocation. The commission was of the same mind, recognizing this as an exceptional opportunity to revitalize the sector and unite the built fabric of Old Montréal and Faubourg Québec.

Many of the citizens and local organizations who spoke at the hearings feared that the project was oversized in terms of volume, commercial offering and parking. In that respect, the commission deemed that this was only a preliminary urban integration concept, of which several elements remained to be finalized. It therefore favoured the adoption of the two draft By-laws, subject to amendments

recommended with respect to parking and certain development parameters, to a more in-depth study of the volumes, to the inclusion of affordable housing, and to the addition of related criteria regarding the project's architectural expression and sustainable development aspect.

The commission also underscored the importance for the City of Montréal to provide a framework, within the best possible time frame, for the next steps in the project's development, with a broader planning vision encompassing the entire eastern portion of the borough. According to the commission, this vision should lead to major planning orientations, taking into account the cumulative impact of major projects under study in the sector, in terms of public and active transportation, automobile circulation, parking, the development of public spaces, and the inclusion of affordable housing.

Subsequent steps

February 13, 2008 Resolution CE08 0220 of the executive committee recommending that city council takes note of the public consultation report.

February 25, 2008 Resolution of the city council to table the public consultation report.

DESIGNATION

Plan d'action famille de Montréal

Key dates

Public notice	October 18, 2007
Public meetings	
Part 1	October 29, 2007
Part 2	October 30 and November 5 and 6, 2007
Part 3	November 27, 28, 29 and 30, 2007
Report filing	February 15, 2008
Report release	March 3, 2008

Territory

Ville de Montréal

Purpose of the consultation

The draft Plan d'action famille de Montréal (Montréal, ville avec enfants), submitted for public consultation, stems from the municipal administration's seeking ways to better meet the needs of families housed within its territory, to establish their loyalty, and to attract new families. It is intended as a frame of reference to guide downtown and borough activities.

Several of the city's corporate departments and boroughs have contributed to the development of the draft action plan, in cooperation with elected officials, local organizations, and citizens. The plan is complementary to many of Montréal's strategic plans, already adopted or about to be, as family quality of life is influenced by a great many factors.

Through the consultation, the City addressed both its citizens and partners, with a view to promoting mobilization around family-related issues in Montréal, and improving reflection and activities geared to that end. The three underlying questions concerning the draft action plan submitted for consultation were as follows:

- Have we defined the proper issues?
- Will planned activities generate maximum impact?
- What significant action can partners and other players take in their respective areas to achieve "Montréal, ville avec enfants?"

Summary of the commission's report

The City's initiative to draw up a family action plan was very well received by participants in the hearings, and their opinions revealed that the diagnosis was accurate. However, the City's interpretation of what constitutes a family came under heavy criticism. The commission therefore believed that this interpretation should be broadened, and that a vision should be developed based on guiding principles seeking, first and foremost, the wellbeing of families rather than the demographic balance of Montréal.

The commission based its recommendations on several proposals it received, focusing on everyday family concerns. The recommendations aimed, on the one hand, to underscore milestone activities or activities to be improved in the draft action plan and, on the other, to define ways to carry out some of the activities proposed.

In terms of housing, after analyzing participants' concerns, the commission recommended that the City reserve a higher percentage of units for social, community and affordable housing for families with children, develop more three-bedroom units, and continue to seek ways to stimulate private developers' interest in building such units. In its conclusions, the commission also recommended that the City continue to look for adequate, recurring financing from higher levels of government, and that it increase the threshold below which a property is available for financial assistance.

In terms of road safety, the commission recommended that the City prioritize the implementation of traffic-reduction measures, notably by supporting boroughs seeking to reduce the speed limit on their local roads, as well as the creation of green neighbourhoods and the development of the network of bicycle paths. Lastly, it proposed that the Société de transport de Montréal be urged to review its route schedules to better meet the needs of families.

Subsequent step

March 12, 2008 Resolution CE08 0396 of the executive committee to take note of the consultation report.



COMMUNICATIONS 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 2007, the Office published 24 public notices in 20 local daily and weekly newspapers. 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. Moreover, messages from the Office announcing certain consultations have appeared on electronic billboards on subway trains.

Usually, the Office distributes flyers to the citizens concerned by a given project. Depending on the consultation, this distribution may cover between 150 and 30,000 homes. The flyer is also available at various locations, such as municipal libraries, Maisons de la culture, and borough offices. In 2007, the Office innovated by announcing public consultations on signs posted at the site of two of its consultations, and by setting up a stand, on two Sundays in September, on the site of a project involving the redevelopment of an area of Mount Royal, with Office staff to present information and provide documentation about the project.

Last year, 70,000 flyers were distributed in sectors neighbouring projects that were the subject of consultations. The flyers were also made available in 104 City of Montréal service points.

When a consultation report is produced, a news release is issued to the media and to individuals and organizations that expressed an interest in the project. Last year, the Office published a total of 22 press releases.

The Office Web site is updated on a regular basis. In addition to information about our organization, anyone interested in the activities of the Office may access documentation relating to consultations, including reference material (maps, research studies and by-laws), reports filed to date, biographical notes on the commissioners, the code of ethics, and press releases.

Since it came on line in the fall of 2002, visits to the Office Web site have quickly and steadily increased. In 2003, its first full year, it had already attracted a substantial number of visitors, who consulted over 500,000 pages. Since then, the numbers have continued to grow, surpassing the 2,000,000 mark in 2007, with 2,381,094 pages consulted and 524,901 visitors. Those figures speak volumes about the Web site's role in disseminating information on Office consultations, and about Montrealers' interest in the work of the OCPM. The site has also given rise to consultation innovations, notably the use of an online questionnaire for two consultations, and the establishment of an online discussion forum for another. Furthermore, a new section was created in 2007, showing photographs of the main consultation events held by the Office.

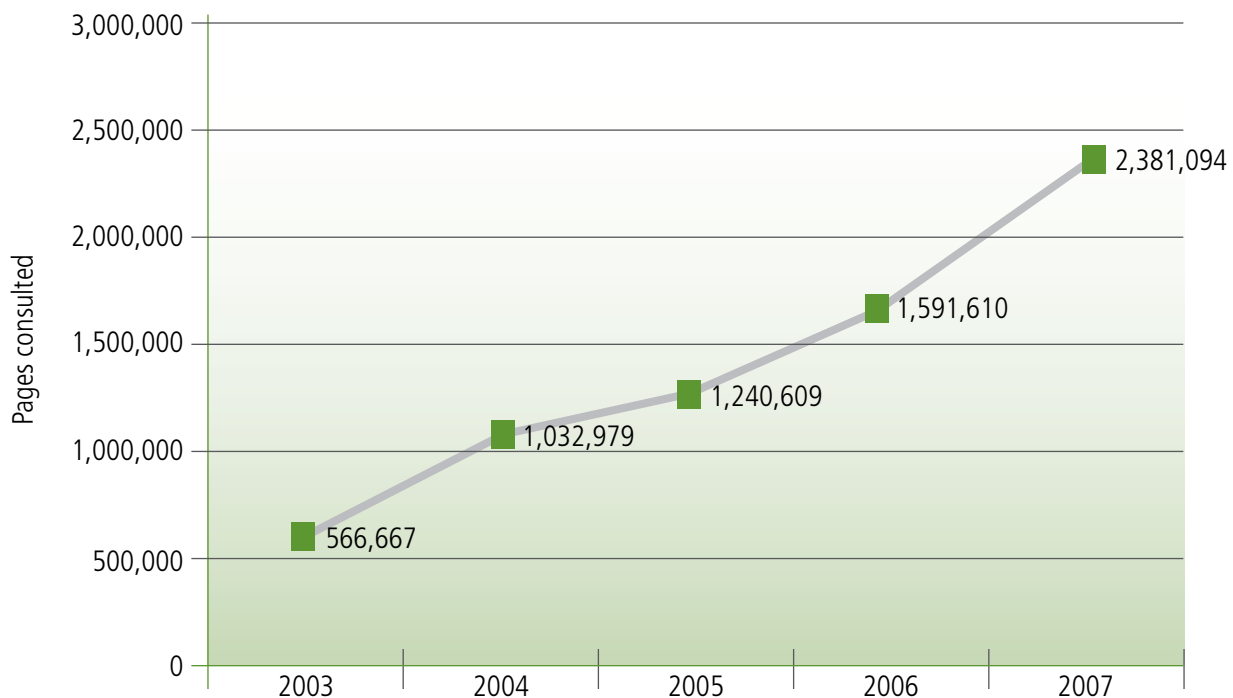
Visit statistics - OCPM Web site (www.ocpm.qc.ca)

Year 2007

MONTH	NUMBER OF PAGES CONSULTED
January 2007	120,590
February	166,222
March	222,142
April	219,721
May	244,869
June	194,154
July	190,125
August	194,718
September	208,458
October	253,103
November	242,859
December	124,133
Total	2,381,094

The busiest day of the year was August 14, 2007 with 20,054 pages consulted.

Yearly growth, 2003 to 2007





OTHER ACTIVITIES OF THE OFFICE

Seminar marking the fifth anniversary of the Office de consultation publique

To mark its fifth anniversary, the Office held a seminar on November 20 to debate the question of public consultation in Montréal's land-use planning process. More than 200 people attended the event, including citizens, civil servants, representatives of civil society, and developers. The theme of the seminar was addressed from two different perspectives: the need for consistency and the contribution of public consultation to that consistency; and the role and limitations of public consultation in the development of major projects.

Those two sub-themes were the subject of two round tables and of workshops focusing on the experiences of Montrealers where those questions played an important role. Players with leading roles in the project had the opportunity to express their viewpoints and discuss them with participants.

The seminar opened with a speech from the Office president, and was closed by Mr. André Lavallée, member of the executive committee responsible for land-use management, and mayor of the borough of Rosemont – Petite-Patrie. A report on the seminar will be available in 2008.

Publication of "20 ans de pratiques," a collection of public consultation practices in Montréal

In keeping with the part of its mandate involving the promotion of exemplary consultation practices, the OCPM made public in February a collection of examples of public consultation and public participation that took place in Montréal over the past 20 years. These consultation activities were provided by boroughs born of former suburban and Montréal municipalities, or by central departments.

The consultations dealt both with local and major planning issues. Some were held long before the projects were drawn up, and others during the design process or in the final planning and implementation phase of activity on city territory.

With this publication, the Office sought to assemble a collection of experiences to outline the full range of processes utilized rather than provide an inventory of prevailing practices.

Tour of the boroughs and departments to inventory consultation practices

In the summer of 2007, Office representatives met with the people responsible for public consultation in most of the boroughs and central departments, with a view to drawing up a comprehensive inventory of consultation practices. The process was related to the collection work published in winter 2007, whose main objective was to familiarize city authorities with the scope and variety of public consultation operations conducted on Montréal territory. A report on the tour will be published in 2008.

President's participation in the Forum sur la participation

In February, the Office president participated in a round table also attended by city council chair Marcel Parent, and director general of the Ordre des urbanistes du Québec Claude Beaulac, as part of the Forum sur la participation, an activity organized by the Democracy Undertaking of the Sommet de Montréal, on the occasion of the first anniversary of the Montréal Charter of Rights and Responsibilities. Ms. Roy took advantage of this opportunity to present the operations and main accomplishments of the Office.

Presentation of the 2006 annual report before the city council president's commission

For the first time since its inception, the Office de consultation publique met the city council president's commission to present its annual report, concretizing the Office president's obligation, under the Charter of Ville de Montréal, to report to city council at least once a year. The meeting allowed the Office to raise awareness concerning its work, while allowing the members of the commission to express their points of view and opinions about it. The Office plans to ask the commission to make a presentation of its annual report every year.

Elected officials training program

At the request of the mayor, a program proposal was submitted and approved by authorities. Then, in fall 2007, the Office contacted all elected officials to enquire about their interest in training sessions on three topics: the role of elected officials in participatory democracy; strategic analysis; and the path to a successful consultation. Some 30 elected officials, city and borough councillors, expressed an interest in the training program. The first sessions begin in spring 2008.



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. These contacts have helped to improve methods of operation, adapted to Montréal realities. The networks also make it possible to draw inspiration from exemplary practices both in Montréal and abroad. The external activities of the Office promote skills dissemination, development, and the sharing of Montrealers' experiences.

In 2007, the OCPM received representatives of foreign organizations and governments seeking to learn more about Office practices.

The Office welcomed to its offices the mayor of Porto Alegre, Brazil, Mr. José Fogaça, as well as his wife. They were accompanied by Mr. César Busato, city clerk of Porto Alegre. The president of the office had the opportunity to present to these guests the operations and accomplishments of the OCPM, while the secretary general presented the Office to a group of officers of the government of the People's Republic of China, who were touring Canada to familiarize themselves with public governance practices, notably at the municipal level, and to a Chilean municipal politician. The two visits were organized at the request of the City departments concerned.

The president went on a brief mission to France in November. She was there primarily as a guest speaker for a workshop on scientific culture and society at the Entretiens Jacques Cartier. On that same trip, Ms. Roy met with executives of the Compagnie nationale des commissaires-enquêteurs, notably its national president,

Mr. Jacques Breton, and national treasurer, Mr. Jean-Michel Haye. She went on visits to observe first hand how these professionals operate. She also attended a series of meetings on public consultation and citizen participation with officials of the Cities of Paris and Lyon. The mission was organized with the support of the Bureau des affaires internationales de la Ville de Montréal, more specifically thanks to Ms. Colette Robitaille, an international affairs consultant.



BUDGET OF THE OFFICE

In compliance with the *Charter of Ville de Montréal*, the city council puts at the disposal of the Office the sums necessary for the exercise of its functions.

Under section 83 or 89 of the Charter, the Office must hold all consultations requested by the executive committee or city council. The financial reports of the Office are checked by the City auditor and presented to the city council.

In 2007, the Office was allocated a budget of \$1.5 million, in addition to the contribution from the Fonds des immeubles, an amount that has remained unchanged since 2003. The Office was able to conduct its operations using only 83% of the resources at its disposal. This amount covered all budgetary items: the remuneration of permanent staff; the fees of ad hoc commissioners, 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.



APPENDIX I PART-TIME OR AD HOC COMMISSIONERS

Louise Roy, President

A graduate of the Faculté des Lettres of the Université de Montréal, Louise Roy has worked as an independent public consultation, participatory management and problem resolution expert for over 25 years.

From 1981 to 1986, Ms. Roy held the positions of commissioner and then of vice-president of the BAPE. She collaborated in the implementation of the Plan Saint-Laurent and the establishment of the Zones d'intervention prioritaires (ZIP). She also managed a number of consultations on major urban and metropolitan issues.

Louise Roy has many years' experience in public consultation pertaining to energy issues. She was vice-chair of the Commission scientifique et technique sur la gestion des barrages, as well as a member of the group of experts that presided at the Débat sur l'énergie. As a commissioner, she participated in the federal public consultation commission on nuclear waste storage.

Ms. Roy is a member of the National Advisory Committee formed in accordance with NAFTA's parallel agreement on the environment.

YVES G. ARCHAMBAULT, Commissioner

Yves G. Archambault holds a Master's of Urban Planning from the Université de Montréal and has accumulated over 30 years' experience in the private and public sectors. He has extensive expertise in urban planning and the environment, at both the municipal and regional levels, as well as in transportation and management. He has also worked as a part-time professor at UQAM's Département d'études urbaines et touristiques since 1979.

Over the past few years, Mr. Archambault has focused primarily on environmental public consultation, notably as an additional commissioner for the Bureau d'audiences publiques sur l'environnement (BAPE). He also worked on various projects, including the Champlain Bridge ice control structure, the Indeck cogeneration plant in Hull, and the hydroelectric station in Grand-Mère.

Moreover, he has conducted studies for several municipalities in both urban and rural environments.

Yves G. Archambault is a member of the Ordre des urbanistes du Québec and sits on the board of directors of UQAM's Institut des sciences de l'environnement.



ANDRÉ BEAUCHAMP, Commissioner

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

JOCELYNE BEAUDET, Commissioner

In addition to a Bachelor's degree in Physical Anthropology from the Université de Montréal, Jocelyne Beaudet holds a Master's in Cultural Anthropology from McGill University. She has over 20 years' experience in various areas related to public participation and environmental communication.

From 1985 to 1989, Jocelyne Beaudet was part of the initial implementation team of a new Ministry of the Environment in the Sultanate of Oman, the first in an Arab country, as section chief for environmental planning. She also participated in a dozen different hearing and mediation mandates as an analyst with the Bureau d'audiences publiques sur l'environnement (BAPE), between 1990 and 1995. In 1995, she joined the Tecslut inc. team as senior environmental

communication consultant until 1999, and then worked as project director in the company's department of communications and public affairs from 2002 to 2004.

Jocelyne Beaudet was, from 1995 to 1998, and has been from 1999 to 2007, a part-time additional member at the Bureau d'audiences publiques sur l'environnement du Québec (BAPE). During that time, she led six investigating and public hearing commissions, served as commissioner on two public hearings, and was a member of the Comité de consultation publique du projet Hertel – Des Cantons d'Hydro Québec. From 1996 to 1998, she worked as a policy development consultant for the National Round Table on the Environment and the Economy (NRTEE). Between 2004 and 2006, she sat as a member of the commission for the environmental review and assessment of the Eastmain-1-A and Hydro-Québec Rupert diversion project.

Since 1995, she has acted as chair, commissioner or member on public hearing mandates for all levels of government. Since 1996, she has worked as an environmental communication consultant.

She was an ad hoc commissioner for the OCPM from 2002 to 2006, and again in 2007.

JEAN-CLAUDE BOISVERT, Commissioner

Jean-Claude Boisvert is a native of Trois-Rivières. He completed his collegiate studies at the Collège Mont-Saint-Louis, prior to obtaining a Bachelor's of Architecture from the Université de Montréal in 1968.

From 1991 to 1993, he held the position of planning director for the project "Le Quartier des Écluses inc." Prior to that, he acted as director of planning and architecture for the Société de la Maison des sciences et des techniques du Québec, and worked for the Ministère du Transport du Québec.

Mr. Boisvert has been associated with various architectural and urban planning firms, notably architects Bédard et Charbonneau and the Société La Haye-Ouellet, urban planners and architects. He also participated in several committees, including the Commission Jacques-Viger, from 1996 to 2001.

A member of the Ordre des architectes since 1973, Jean-Claude Boisvert has devoted most of his energies to the practice of architecture and urban planning in Montréal.

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 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.

Jean 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.

CATHERINE CHAUVIN, Commissioner

Catherine Chauvin holds a Bachelor's degree in Engineering Physics from the École polytechnique as well as a Master's in Applied Science from the Université de Montréal.

An additional commissioner at the Bureau d'audiences publiques sur l'environnement (BAPE) since 1990, Ms. Chauvin has extensive public consultation experience. She has also reviewed many industrial projects in various areas of Québec. In 1998-1999, she participated in the work of the Commission scientifique et technique sur la crise du verglas de janvier 1998. She then filed a sector report on the advantages and inconveniences involved in developing underground electrical systems in an urban environment.

Between 1989 and 1997, Catherine Chauvin acquired broad and varied project management experience by working with firms of consulting engineers and environmental consultants. She also headed characterization and follow-up studies in aquatic environments, directed characterization and rehabilitation studies for contaminated sites, and developed quality control programs for hazardous materials treatment processes.

Having sat as an independent on the Council of the City of Verdun from 1997 to 2001, Ms. Chauvin has hands-on municipal affairs management experience. She has worked on committees involved in the revision of the urban plan and planning by-laws, local roads management, housing development project follow-up, and natural habitat protection.

Catherine Chauvin was a full-time commissioner with the Office de consultation publique de Montréal for a four-year term, until August 2006, at which time she became an ad hoc commissioner.



LOUIS DÉRIGER, Commissioner

Louis Dériger holds a Master's degree in Civil Engineering, specializing in the environment, from the École Polytechnique de Montréal, as well as a Bachelor's in Landscape Architecture from the Université de Montréal. Specializing in planning since 1981, he has expertise in project planning, design and management, as well as in environmental evaluation and public consultation.

Over the course of his career, he has held positions as project manager and director for firms of consultants in landscape architecture, urban planning, engineering and the environment. He also directed his own consultation company from 1984 to 1994. From 2003 to 2005, he was a lecturer in urban studies for the UQÀM-INRS Master's program in urban studies (urbanization, culture and society). Since 2001, Mr. Dériger has worked as an environmental consultant.

A part-time additional member of the Bureau d'audiences publiques sur l'environnement (BAPE) from 1999 to 2007, Mr. Dériger participated, both as commissioner and president, in several inquiry and public hearing commissions on various projects: the construction of a substation, hydro-electric planning, wind farms, oil storage tanks, road networks, and the dredging of a channel. Among others, he reviewed projects involving the construction of additional storage tanks for liquid products in Montréal-Est, and the modernization of Notre-Dame Street in Montréal. An ad hoc commissioner with the Office de consultation publique de Montréal since March 2003, he sat on the public consultation concerning the cultural development policy for the City of Montréal, and the development of a new Université de Montréal campus on the site of the former Outremont rail yards.

CLAUDE FABIEN, Commissioner

A lawyer and member of the Barreau du Québec since 1966, Claude Fabien is a full professor with the Université de Montréal, Faculté de droit. He holds a Bachelor of Arts (B.A.) and a Licentiate in Laws (LL.L.) from the Université de Montréal, and a Master of Laws (LL.M.) 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 until present). 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 teaches and publishes 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 is also a grievance arbitrator certified by the Ministre du Travail and a mediator certified by the Barreau.

In terms of community service, he has worked constantly in 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.

Claude Fabien lives and works in Montréal. He has been an ad hoc commissioner with the OCPM since 2003. He was a member of the commission on the proposal for the Montréal Charter of Rights and Responsibilities and, more recently, president of the commission on the redevelopment of the site of the former Viger station and hotel.

JUDY GOLD, Commissioner

Judy Gold studied anthropology at McGill University and social services at the University of Montréal. For over 20 years, she 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.

Ms. Gold currently manages her own diversity management and intercultural relations consulting and training company. She also does volunteer work for various community and public organizations. She is vice-chairman of the board of directors of the PROMIS organization, and a member of the executive committee of the Canadian Jewish Congress in Québec and the partners' committee of the Ministère de l'Immigration et des Communautés culturelles, Immigration Québec Montérégie. She works in concert with government authorities and non-governmental organizations on programs related to immigration, integration, and intercultural relations.

Judy Gold participated as a commissioner in the public consultation on the draft cultural development policy for the City of Montréal. Also a part-time member of the Bureau d'audiences publiques sur l'environnement, she sat on the project commissions for the extension of the Du Vallon axis in Québec City and, more recently, for the improvement of ground transportation infrastructures near the Pierre Trudeau International Airport in Montréal.

MICHEL GARIÉPY, Commissioner

Michel Gariépy is a professor at the Faculté de l'aménagement of the Université de Montréal. He was director of the Institut d'urbanisme of the Université de Montréal from 1989 to 1993, and dean of that faculty from 1993 to 2000. Before joining the Université in 1978, he had worked as technical director of the Plan Yamaska and analyst in regional drawings at the Office de planification

et de développement du Québec, and as an urban planner managing projects for the firm Daniel Arbour et associés/Lavalin.

A civil engineer (McGill University), he completed a Master's in urban planning at the Université de Montréal before obtaining a Ph.D. from London University in urban and regional planning. His main fields of research include environmental evaluation, public participation, and the organization of large urban projects.

He has directed or contributed to several books and published numerous articles in scientific periodicals. He co-founded the Chaire en paysage et environnement of the Université de Montréal (1996). He was a visiting professor in several French institutions, including the Institut d'Urbanisme de Paris (spring 1992), the Chaire internationale de Lyon GDF/EDF (winter 1996), the Département de géographie of the Université de Paris X-Nanterre (winter 1999), the "Société, Environnement et Territoire" unit of the Université de Pau (fall 1999), the Faculté de droit et d'économie of the Université de la Réunion (spring 2000), and the Laboratoire Techniques, territoires et sociétés (Latts) of the École Nationale des Ponts et Chaussées de Paris (winters 2005 and 2006).

He is a member of the Ordre professionnel des urbanistes du Québec, which awarded him the Hans Blumenfeld prize in 2003, and the Ordre des ingénieurs du Québec. He was ad hoc commissioner at the Bureau d'audiences publiques sur l'environnement (BAPE) and at the Bureau de consultation de Montréal (BCM). He has been a member of several boards, including that of the Old Port of Montreal Corporation (Canada Lands Company), from 1985 to 1991, where he chaired the planning committee; the Canadian Environmental Assessment Research Council (CEARC); the Hydro-Québec Comité consultatif en environnement et collectivités; and the board of directors of the Société de développement de Montréal (SDM), which he chaired from 2003 to January 2006.



PETER JACOBS, Commissioner

Peter Jacobs is Professor of Landscape Architecture, *École d'architecture de paysage, Faculté de l'aménagement*, Université de Montréal; he has served as Professor at the Graduate School of Design, Harvard University on three 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 125^e Anniversary of the Confederation of Canada. Following his early practice in architecture, he has 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 an Honorary Fellow of the Columbian Society of Landscape Architects, and has served as the Chair of the College of Senior Fellows, Landscape and Garden Studies at Dumbarton Oaks, Washington, D.C.

He has served as Chairman of the Environmental Planning Commission, International Union for Conservation of Nature and Natural Resources (IUCN); Chairman of the Kativik environmental Quality Commission for Nunavik Northern Quebec (KEQC); and Chairman of the Public Advisory Committee on Canada's State of Environment Report, and has been nominated to numerous Canadian Committees, Commissions and public hearings concerned with environmental issues and sustainable development.

He is a member of numerous scientific and professional editorial advisory committees, has written and edited publications related to landscape perception, planning theory and methods, and to sustainable and equitable development. Current studies focus on the histories of the idea of landscape, the meanings assigned to landscape in different cultural settings and how these inform management strategies and actions over time.

He has served as chairman and member of numerous design juries. He is consultant to the City of Montréal for the development of urban open space systems, including the restoration of Mount-Royal Park, originally designed by F.L. Olmsted; the re-design of the St. Helen's and Notre Dame Islands, the former site of Expo '67; and the design of a new urban square in downtown Montréal, Place Berri. He has collaborated on numerous urban design projects throughout Canada and a number of his projects have received professional planning and design awards.

HÉLÈNE LAPERRIÈRE, Commissioner

Hélène Laperrière holds a Bachelor's degree in Geography and Economics from the Université Laval, as well as a Master's in Urban Planning and a PhD in Planning from the Université de Montréal. She has also received post-doctoral fellowships from the SSHRC and the INRS-Urbanisation.

Ms. Laperrière was a member of the architectural jury and construction committee of the Bibliothèque nationale du Québec.

Combining research and practice, she has accumulated 25 years' experience in both the public and private sectors. She currently manages the urban planning department of Aménatech Inc., a division of the Groupe S.M., in addition to conducting regional and urban planning studies and policy and program evaluations. She manages various thematic projects, including urban signalization and university campus planning.

Hélène Laperrière has written numerous articles and a series of cultural guides on the regions of Québec. She is a member of the boards of directors of various organizations, and is often asked to speak, both in Québec and abroad.

WEBER LAURENT, Commissioner

Weber Laurent holds a B.A. in architecture from the Université Laval, and a Master's in project management from the École des Sciences de la gestion de the Université du Québec à Montréal. He has been a member of the Ordre des architectes du Québec since 1987, and of the Royal Architectural Institute of Canada; the Montréal Chapter of the Project Management Institute; and the Conseil de l'Enveloppe du Bâtiment du Québec.

As an architect, Weber Laurent designed many residential, commercial, institutional and industrial projects. He is known primarily for his work in the housing industry, both for the private sector and non-profit organizations, such as housing developments for housing cooperatives, which, for the most part, received numerous prizes and mentions for technical quality and architectural integration. His design quality and housing research are focused primarily on sustainable development and energy efficiency. In December 2005, the Carrefour des Communautés du Québec awarded the Montréal architect a medal in the Rayonnement multiculturel des Arts et Métiers category, recognizing the architect's contribution to economic, social and cultural development in Québec.

He sits on several committees and boards, including the Conseil Consultatif d'Urbanisme (CCU) of the borough of Villeray–St Michel–Parc Extension, and the boards of directors of the CIDICHA and the Groupe FITHAC (financial group belonging to the Association des Ingénieurs Canado-Haitien, AIHC).

HÉLÈNE LAUZON, Commissioner

A law graduate of the Université de Montréal, Hélène Lauzon was admitted to the Barreau du Québec in 1985. She has been a partner with the firm of Lavery, de Billy since 1995, and a member of its Environment, Energy and Natural Resources Law Group for more than 15 years. Throughout the course of her career, Me Lauzon has acquired vast experience in environmental law, advising many businesses on preventive and restorative matters pertaining to project authorizations, the application of the environmental

impact and assessment procedure, and the management of contaminated soil, surface water, ground water, residual materials, hazardous waste, and atmospheric emissions.

In 2005, she set up her firm's climatic change team to provide interested clients with a full range of services in the area of climatic change. In that capacity, she was invited to speak in a number of venues on the legal consequences of the Kyoto Protocol.

Me Lauzon is regularly consulted on matters pertaining to questions of federal, provincial and municipal legislation and regulations respecting the environment. She is also called to intervene with various government bodies to obtain authorizations for her clients or to comment on the content of bills and draft by-laws.

Her expertise is often sought in commercial transactions involving building acquisitions, sales or financing, in terms of analysing the environmental aspects of the transaction.

Me Lauzon has conducted many environmental legal compliance reviews. She regularly works with businesses to implement ISO 14000 standards or other environmental management systems. She co-chaired the work group responsible for the environmental management system of the Centre patronal de l'environnement du Québec. The group published a reference guide on the implementation of an environmental management system.

Me Lauzon has also developed first-rate expertise in matters pertaining to land-use management and agricultural zoning.

Me Lauzon also holds a Master's in Urban Planning, and is a member of the Ordre des urbanistes and the Canadian Institute of Planners. She has developed first-rate expertise in the area of land-use management. In that respect, she has been called to advise various municipalities and corporations on the application of the Act respecting land-use planning and development, and urban planning by-laws in the municipalities.



HÉLÈNE MORAIS, Commissioner

Ms. Hélène Morais holds a Master's in business administration and a B.A. in social services from the Université Laval, as well as a Bachelor of Arts from the Collège Notre-Dame de Bellevue de Québec.

She worked as an advisor with the assistant deputy minister in planning, evaluation and quality, and coordinator of the action plan pertaining to chronic diseases, Ministère de la santé et des services sociaux du Québec. For seven years, she held the position of president and officer of the Conseil de la santé et du bien-être, for the Québec Government. From 1989 to 2006, she was director of the Direction du programme santé physique, Régie de la santé et des services sociaux de la région de Québec; director of planning, evaluation and information systems, Régie de la santé et des services sociaux de la région de Québec; planning director, Ministère de la Santé et des Services sociaux; and director general, Conférence des conseils régionaux de la santé et des services sociaux.

Manager of some ten different administrative units and organizations with associative and advisory responsibilities with political decision-makers, Hélène Morais is very involved in public participation, consultation and communication through the moderation of decision-making boards and groups comprising citizens and experts.

Among her other commitments, Ms. Morais is a mentor for the course Pouvoir, Autorité et Leadership, given by Marie Ève Marchand at the Université Laval; founder of the Comité organisateur du Forum des dirigeants et dirigeantes des organismes gouvernementaux, of which she was president and a member for five years; 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; member of the Canadian delegation and speaker at the World Forum on Social Development, Geneva, Switzerland, 2000.

ANTOINE MOREAU, Commissioner

Sociologist Antoine Moreau holds a Master's in Sociology from the Université de Montréal, and pursued doctoral studies at McGill University. Specializing in environmental and risk perception, he has expertise in social impact evaluation.

He has worked as a specialist for engineering firms and public and private companies for 20 years. He joined the Nove Environnement team in 2005.

Over the course of his career, Mr. Moreau conducted impact studies and evaluations on numerous projects, including the refurbishment of the Gentilly-2 nuclear power plant, the high-tension Saint-Césaire-Hertel power transmission line, and the Forêt de l'Aigle community forestry project.

For the past four years, Antoine Moreau has moderated joint-action tables of public forest users. These mechanisms serve to develop framework agreements among forestland users in order to reduce conflicts in usage.

From 1997 to 2001, he chaired the board of directors of the Association québécoise pour l'évaluation d'impact (A.Q.E.I.).

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 project methodology and landscaping in urban environments. She has recognized expertise in landscaping studies in urban environments, with applications in the planning and development of public spaces, the integration of urban art, and heritage aspects. She divides her time between teaching, research, and professional practice. As an expert project reviewer, she sat on several juries and committees, including those of the Conseil des Arts et des Lettres Québec, the Institut de design de Montréal, the Commission Jacques-Viger, the Comité consultatif d'urbanisme, and Champ Libre. 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.

As a researcher with the Chaire en paysage et environnement and the Canada Research Chair on Built Heritage, and in her practice, she has a long list of achievements, including the landscape study of Montréal access roads (Ministère des Transports); the insertion of technical objects in heritage environments (Hydro-Québec); the evolution of Mount Royal landscapes (Héritage Montréal and the Ville de Montréal); the master development plan for the Place Valois sector (Ville de Montréal); and the reconstruction of the Olmsted bridge on Mount Royal, which was awarded the AAPQ prize for excellence. As an independent researcher, she 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 Bachelor's degree in Science and Human Affairs from Concordia University and a Master's in Urban Planning from the Université de Montréal. He has extensive experience in heritage preservation, urban design and urban environmental legislation.

A native Montrealer, Mr. Wolfe spent over five years in California, where he prepared planning programs and conducted environmental impact studies for various municipalities and other public organizations in the regions of San Francisco and San Diego. In Montréal, he had been executive director of the Fondation Héritage Montréal and taught urban studies at Concordia University.

He has been a regular contributor to the architecture and urban planning feature of *The Gazette*. With Cécile Grenier, he co-authored the book *Explorer Montréal*, published by Libre Expression. He has also written some 50 articles, book chapters and academic papers.

Mr. Wolfe established the Jewish Built Heritage committee and sits on the board of the Fondation du patrimoine religieux du Québec. He is currently a member of the national board of directors of the Canadian Parks and Wilderness Society (CPAWS).

He is also a member of the American Institute of Certified Planners. His name appears in the Canadian *Who's Who* for his urban planning accomplishments, as well as in the American publication *Marquis Who's Who*.



APPENDIX II EXTRACTS CHARTER OF VILLE DE MONTRÉAL

OFFICE DE CONSULTATION PUBLIQUE Public consultation office.

Institution.

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.

Fonctions.

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 the public consultations required under any applicable provision or requested by the city council on revisions to the city's planning program, on the complementary document referred to in section 88, and on the changes to the planning program that must be made to carry out a project referred to in the first paragraph of section 89;
- 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.



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 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, university, college, 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.

Public consultation.

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.

Applicability.

However, the second paragraph and sections 125 to 127 of the Act respecting land use planning and development do not apply to the draft version of a by-law whose sole purpose is to authorize 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.

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 (In force January 1 st 2006)



APPENDIX III 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.

THE STRUCTURE

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 May 2006, the city council appointed Ms. Louise Roy as president of the Office for a four-year term. On the recommendation of the Office president, the city council has appointed 22 part-time commissioners since the creation of the Office. Commissioners may not work as City employees or 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.

Commissioners of the Office de consultation publique de Montréal

President
Louise Roy

Ad hoc commissioners

Yves G. Archambault, André Beauchamp, Jocelyne Beaudet, Jean-Claude Boisvert, Jean Burton, Catherine Chauvin, Louis Dériger, Claude Fabien, Judy Gold, Michel Gariépy, Peter Jacobs, Hélène Laperrière, Weber Laurent, Hélène Lauzon, Hélène Morais, Antoine Moreau, Nicole Valois et 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 small general secretariat is composed of a secretary general, Mr. Luc Doray, supported by a small team of employees comprising a secretary, an office clerk, a documentation assistant, and a Web master for the Office site. 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).

The Office has also welcomed an urban planning student on a stage from the urban studies department of the Université du Québec à Montréal.

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

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 informa-

tion, 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 general secretary, 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 in the area surrounding the project in question. 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 municipal public buildings, such as libraries and borough and Accès Montréal offices. Using mailing lists tailored to the projects to be submitted for consultation, the Office also sends out information to interested persons, groups and organizations.

Documentation file

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 depart-

ments 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, spinoffs, and future phases of the project. The reports on these preparatory meetings are made available on the Office Web site.

Public meeting

A public meeting is a single-session public consultation involving, in succession, the communication of information, a public question period, and the expression of the participants' opinions. The public meeting begins and ends on the same day, unless the chair decides to adjourn the meeting and reschedule it.

Public hearing

A public hearing involves two separate meetings, the first dedicated to informing citizens and answering their questions, and the second to allowing them to express their comments and opinions. There is a variable length of time, approximately 15 days, in between to allow participants to prepare their briefs and opinion statements.

Regardless of its format, 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.



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, any participant may exercise his right of rectification, to bring a correction or add to factual information.

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

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 president of the executive committee.

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, and invites the person 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 residents' 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. 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 person in charge presents the project and explains 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 likely to be able to answer them. The chair 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. He then opens the register for those wishing to express comments, suggestions or opinions on the project. A participant may present his opinions only once.

The chair invites people to speak in the order in which they signed the register. After each presentation, he 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.

As required, the chair may announce that the public consultation meeting will include another session, and set the location, date and time for that session.

Once all opinions and comments have been heard, the chair declares that the public meeting is closed and that he will produce a report.



APPENDIX IV
LIST OF EMPLOYEES AND
COLLABORATORS IN 2007

Employees

Mercedes Auguste
Estelle Beaudry
Melissa De Cristofaro
Luc Doray
Stéphanie Espach
Éric Major
Alexis Musanganya
Faustin Nsabimana
Jimmy Paquet-Cormier
Sylvie Trudel

Collaborators

Michel Agnaïeff
Lazar Aguiar
Michèle Bertrand
Marc Breton
Hélène Bilodeau
Myrabelle Chicoine
Marie-Hélène Choinière
Michèle Doiron
Henri Goulet
Claire Hadjadj
Nhat Tan Le
Philippe Leclerc
Gabriel Lemonde-Labrecque
Raymond Levac
Anik Pouliot
Joëlle Saint-Arnaud
Laurie-Ann Sansregret
Michel Thibodeau



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