

# 20 08

ANNUAL REPORT



OFFICE  
DE CONSULTATION PUBLIQUE  
DE MONTRÉAL

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

Mr. President:

In keeping with the *Charter of Ville de Montréal*, (R.S.Q., c. C-11.4), I am pleased to enclose the 2008 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, 2008.

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

Yours sincerely,

Louise Roy  
President of the Office de consultation publique de Montréal

Montréal, May 1, 2009

## 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 2008.

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.

## TABLE OF CONTENTS

President's message .....	7
Mission and mandate of the Office .....	10
Consultations .....	12
Communications overview .....	24
Web site visit statistics .....	25
Other activities of the Office .....	26
External relations of the Office .....	28
Budget of the Office .....	29
<b>Appendix I</b>	
Biographical notes on the president and commissioners .....	31
<b>Appendix II</b>	
Excerpts from the Charter of Ville de Montréal .....	41
<b>Appendix III</b>	
Organization, practices and Code of Professional Conduct .....	45
<b>Appendix IV</b>	
List of employees and collaborators in 2008 .....	50





# PRESIDENT'S MESSAGE

The year 2008 was marked by a major consultation effort on the protection and enhancement of Mount Royal, and on projects planned in the historic and natural borough of Mont Royal.

Firstly, the public consultation on the Mount Royal Master Protection and Enhancement Plan and its regulatory framework gave rise to the largest public participation since the OCPM's beginnings in 2002. The Office employed for the occasion new instruments to reach and consult the greatest possible number of interested persons. More than 3,500 Montrealers participated, demonstrating the community's strong identification with the mountain.

The expansion of the Collège Jean-de-Brébeuf sports complex, the expansion project for the McGill University Health Centre (MUHC) at the Montréal General Hospital, the planned belt road and traversing roads on the mountain, and the renewal of the lease allowing the Société Radio-Canada to keep its broadcasting antenna at the heart of Parc du mont Royal allowed us to examine the concrete application of the City's "structured development" approach for the historic and natural borough of Mont-Royal. For the Office, these consultation exercises concentrated in a

short period of time posed the problem of coherent analysis in the absence of a plan approved by elected officials, and led to the development of new inter-commission work mechanisms. To date, the Mount Royal Master Protection and Enhancement Plan has still not been assented to.

***The OCPM recommends that the Plan be adopted as soon as possible to provide the Montréal community with a common reference tool to evaluate projects and policies concerning the mountain.***

The Office was also given the mandate to hold consultations on two other master development plans, for the site of the old CN shops in the Sud-Ouest borough, and the site of the Maison de Radio-Canada in the borough of Ville-Marie.

The site of the CN shops involved a new type of mandate, aimed at promoting concerned players' participation in establishing a common development vision. The developers and civil society and borough representatives exchanged information and identified a number of shared orientations providing a proposed foundation for the projects, notably in matters pertaining to access and vehicular traffic, the residential development concept, green spaces, and the percentage of social housing.

The modernization of the Maison de Radio-Canada presented urban challenges inherent in implementing a futuristic urban development concept in the middle of a high-traffic transportation network, while seeking to re-establish links with the surrounding neighbourhood and to correct, in time, initiatives of the past.

In both of the above cases, the issue of follow-up was raised, as always happens, especially when the consultation concerns major projects extending over several years. At the end of every consultation, the Office submits to the executive committee or city council a report, usually containing recommendations on a variety of issues, as provided for under the City Charter. The follow-up on those reports can take various forms, including amendments to the draft by-laws under review, implementation of the commissions' suggestions, or no follow-up at all. Over the years, citizens have found it difficult to evaluate the impact of their participation in Office hearings and to track the steps taken by the administration after the reports are filed. We ourselves have only a partial picture of the follow-up issue.

***In that context, and given the importance of issues submitted to the Office in recent years, we recommend the implementation of an automatic response mechanism to the commissions' recommendations.*** The mechanism could be similar to that already in place for city council standing committees. When those committees file their reports, the executive committee must inform city council of the follow-up to be conducted. This practice could inspire a procedure for the reports of the Office.

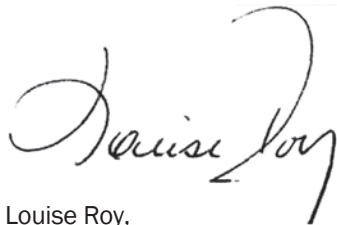


It was in that context that the OCPM received the mandate to participate in a review of the by-law on council standing committees. In fact, it was following the filing of a report by the city council president's commission that, in its response filed with city council, the executive committee asked that the OCPM join the Direction du Greffe in reviewing the by-law on standing committees, in order to bring it into compliance with the City's public consultation policy. This exercise, conducted in 2008, will soon result in the adoption of amendments to the existing by-law.

Lastly, I would like to point out an important modification to the mandate of the Office introduced in the City Charter with the adoption by the Québec National Assembly of Bill 22, an *Act to amend various legislative provisions concerning Montréal*, assented to on June 20 last. The Act amends section 83 of the Charter of Ville de Montréal. The amendment provides that the OCPM may be mandated "to hold a public consultation on any draft by-law amending the city's planning program, except those adopted by a borough council."

This is a new development. The amendments to the Montréal Master Plan may take the form of Plans particuliers d'urbanisme (PPU) initiated by the central City, i.e. city council, for which the consultation would be automatically entrusted to the Office. We believe that this new provision strengthens the role of the OCPM in reviewing major projects of metropolitan scope and projects affecting more than one borough, and we very much look forward to future opportunities to develop this new field of expertise.

In closing, I would like to mention that the recommendations set out in last year's report still apply. We understand that the above-mentioned legislative amendments help to clarify the rules of the game concerning metropolitan projects. However, the necessity of implementing two-phase consultations for major projects remains to be discussed.

A handwritten signature in black ink, reading "Louise Roy". The signature is fluid and cursive, with a large, sweeping initial "L" and "R".

Louise Roy,  
President

# MISSION AND MANDATE OF THE OFFICE

## MISSION

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

## MANDATE

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

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

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

Sections 89 and 89.1 also provide that the OCPM must hold public consultations on all by-laws to be adopted by city council respecting projects that involve:

- Shared or institutional equipment, such as cultural equipment, a hospital, university, college, convention centre, house of detention, cemetery, regional park or botanical garden;
- Major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- A residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, such an establishment the floor area of which is greater than 25,000 m<sup>2</sup>;
- 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.

**THE FUNCTIONS OF THE OFFICE WERE MODIFIED, GIVING IT RESPONSIBILITY FOR PUBLIC CONSULTATIONS ON ANY AMENDMENT TO THE PLANNING PROGRAM INITIATED BY CITY COUNCIL.**

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

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



# CONSULTATIONS

**In 2008, the Office de consultation publique de Montréal was entrusted with several mandates involving projects of metropolitan scope. The consultation on the Mount Royal Master Protection and Enhancement Plan is but one significant example. The consultation raised a great deal of interest throughout the city and attracted a level of participation unprecedented in public consultation in Montréal.**

In total, nine mandates were submitted for public scrutiny by the OCPM this year: six assigned to it by city council pursuant to section 89 of the Charter, and three by the executive committee pursuant to section 83.

Throughout the consultations, the Office, while remaining loyal to practices on which its credibility is founded, has striven to employ a variety of new instruments to reach the greatest possible number of Montrealers and better serve the various implementation contexts for municipal projects and policies. Notably, in close cooperation with the Sud-Ouest borough, the Office conducted an upstream consultation aimed at establishing guiding principles for the overall development plan for the site of the old Canadian National shops in Pointe Saint-Charles, which continues in 2009. The planning and conducting of on-site public visits for the consultation on the belt road on Mount Royal, followed by more formal meetings to present the project, also made it possible to test the effectiveness of a more friendly formula than the classic hearing. Lastly, for the consultation on the Mount Royal Master Protection and Enhancement Plan, the use of a consultation questionnaire disseminated primarily via Internet led to the participation of the greatest number of Montrealers ever, and allowed quality interventions. Almost 3,000 citizens took part in the exercise, even adding to their answers the equivalent of some 200 pages of comments and suggestions.

In total, more than 6,000 Montréal residents participated in the public consultations of the Office this year, attending some 30 public meetings where over 100 briefs were presented.

## DESIGNATION

**Development project for  
1800 René-Lévesque Boulevard West.**

## DRAFT BY-LAWS

The development project for 1800 René-Lévesque Boulevard West complies with the provisions of the Montréal Master Plan (04-047), as pertains to the 60-metre height limit for the area. The project also complies with the urban planning by-law of the borough of Ville-Marie (01-282), in terms of density and prescribed uses, but it requires a variance to raise the maximum height allowed along Joseph-Manseau Street from 44 to 60 metres, hence draft By-law P-08-003. The adoption of the draft by-law would also make it possible to rescind By-law 9198, dating back to 1992, and allow the inclusion of various provisions pertaining to building height, land coverage, volume, layout, architecture and design. The development project is in compliance with the borough's urban planning by-law in terms of density and prescribed uses.

## KEY DATES

Public notice	February 7, 2008
Information session	February 20, 2008
Presentation of briefs	March 11, 2008
Report filing	May 1, 2008
Report release	May 14, 2008

## TERRITORY

Borough of Ville-Marie

## PURPOSE OF THE CONSULTATION

As proposed, the project for 1800 René-Lévesque Boulevard West calls for an investment of \$60 million. The development concept submitted by the developer, Groupe Pacific, involves the construction of a 37,272-square-foot residential complex containing approximately 400 housing units. The units would be divided among two residential towers and the preserved section of the historic building. The latter's exterior envelope is to be restored to its original shape. The project also includes underground parking and green spaces.

The residential towers would be located to the north and east of the existing building. Tower A, facing René-Lévesque Boulevard, will be 15-storeys, or 44 metres, tall. The building's ground floor will comprise spaces whose use has yet to be determined. Tower B, along Joseph-Manseau Street, would have 20 storeys, for a total height of 60 metres, and be reserved exclusively for residential use.

## SUMMARY OF THE COMMISSION'S REPORT

The public consultation participants' has very diverse opinions on the project. On the one hand, many organizations were in favour of the project, some pointing out that it may serve as an example for future real estate projects in the area. On the other hand, many residents would like the development concept to be improved, while a good number of them are completely against it. Their main concerns have to do with the project's integration into the area, given the heights, land coverage, volumes, and architectural expression proposed for the new constructions, and with the partial demolition of the old asylum for the elderly of the Little Sisters of the Poor.

The commission recommends that the developer adopt the strategy of including affordable housing in the project, and urges municipal authorities to identify measures to involve the development in the creation of affordable housing.



Moreover, the commission accepts the demolition of the east wing of the historic building of the old asylum for the elderly of the Little Sisters of the Poor, but believes it is essential that conditions be attached to it. It recommends that the demolition permit be issued only if a construction permit is issued for the new buildings. In the same vein, the commission recommends that the restoration of the west wing of the chapel be carried out in the first construction phase of the project, to ensure its conservation and enhancement.

Lastly, the commission suggests that the developer seek to better harmonize the first stages of the residential towers with the architecture of neighbouring buildings. Moreover, to open up views onto the heritage building, the commission also suggests that the columns proposed for Tower A be eliminated, that the volumes above them be moved eastward, and that the western facade of the tower be aligned with that of the chapel.

## DESIGNATION

Draft Mount Royal Master Protection and Enhancement Plan.

### DRAFT BY-LAW

Draft By-law P-04-047-60

Project to introduce new Mount Royal protection and enhancement measures into the Montréal Master Plan Complementary Document.

### KEY DATES

Public notice	March 5, 2008
Information session	March 18, 2008
Thematic workshops	March 25, 27 and 31, and April 1, 2008
Presentation of briefs	April 23, 24 and 28, 2008
Report filing	July 31, 2008
Report release	August 26, 2008

### TERRITORY

Historic and natural borough of Mont Royal

### PURPOSE OF THE CONSULTATION

The implementation of the Mount Royal Master Protection and Enhancement Plan (MRMPEP) calls for the adoption of a by-law amending the Complementary Document to the Montréal Master Plan. The process will entrench in the Document regulatory protection and enhancement measures provided for in the Mount Royal Master Protection and Enhancement Plan, and ensure consistent revision of borough by-laws. The plan focuses on three main goals: ensuring the protection and enhancement of Mount Royal; making the mountain more accessible and welcoming; and establishing conditions required for the protection and enhancement of Mount Royal.

**THE PLAN FOCUSES ON THREE MAIN GOALS: ENSURING THE PROTECTION AND ENHANCEMENT OF MOUNT ROYAL; MAKING THE MOUNTAIN MORE ACCESSIBLE AND WELCOMING; AND ESTABLISHING CONDITIONS REQUIRED FOR THE PROTECTION AND ENHANCEMENT OF MOUNT ROYAL.**

### SUMMARY OF THE COMMISSION'S REPORT

Overall, the MRMPEP was well received by public consultation participants. However, many of them thought that the Plan should apply to a broader territory and do more in terms of protecting the mountain. Some found its means of action overly tame. The consultation exercise brought to light issues raised by objectives to protect the mountain's various forms of heritage and uses. Basically, the consultation revealed that Montrealers are strongly in favour of tighter protection measures for Mount Royal's natural environment and views, and are strongly opposed to real estate development on the mountain.

The commission issued a number of recommendations, the first being that the 423 hectares of ecological network and woods mapped by the City in the historic and natural borough of Mont Royal be considered a minimum natural capital to be fully protected from construction through appropriate zoning or easement agreements, at least until such time as more comprehensive protection programs are in place. The commission's second recommendation is to incorporate into the Master Plan the "no loss of habitat" principle as well as the obligation to replace any losses sustained and increase the biomass, while reconciling the protection and enhancement of the mountain's various forms of heritage. The third is to fully protect and enhance important built elements and landscapes that are threatened, through easement agreements and an approach that may involve compensation to provide institutions with the means required to protect and enhance their built heritage. The fourth underscores the importance of fully protecting the 18 threatened views identified by the City, until such time as a study evaluating the impact of such protection on downtown



development has been completed. No construction exceeding obstruction thresholds should be permitted. The commission's fifth and final recommendation is that the Heritage Pact be strengthened by signing development agreements with the institutions with a term of at least ten years, in the form of contractual agreements rather than voluntary commitments.

## DESIGNATION

**Provisions governing the construction of a sports complex on Collège Jean-de-Brébeuf property – (Reprint of the public consultation report on draft By-law P 04 047-60 amending the Montréal Master Plan, aiming to introduce into its Complementary Document new Mount Royal protection and enhancement measures.)**

### DRAFT BY-LAW

Draft By-law P-04-047-60

Draft By-law aiming to include in the process surrounding the establishment of Mount Royal protection and enhancement measures, the parameters of a development project on Collège Jean-de-Brébeuf property, a new sports complex, as per the agreement

in principle concluded with the borough of Côte-des-Neiges–Notre-Dame-de-Grâce. A first draft by-law was adopted by city council at its meeting in January 2008. However, new regulatory provisions were adopted at the council meeting in February 2008 to bring the Collège Brébeuf project into compliance, said provisions pertaining to authorized heights, land coverage, and the map of natural environments and green spaces protected from construction.

### KEY DATES

Consultation meeting	April 9, 2008
Report filing	May 20, 2008
Report release	June 3, 2008

### TERRITORY

Historic and natural borough of Mont Royal  
Borough of Côte-des-Neiges–Notre-Dame-de-Grâce

### PURPOSE OF THE CONSULTATION

The Collège Jean-de-Brébeuf is planning to build a new sports complex on its property, at the back of the college between the Salle Brébeuf and Pavillon des sciences. The project consists in adding new facilities to existing equipment, which includes a double gymnasium, a multi-purpose room adapted to accommodate the practice of fencing, a training room, a climbing wall, locker rooms and technical and administrative premises.

### SUMMARY OF THE COMMISSION'S REPORT

The participants had a number of questions regarding the protection of the Bois des Pères, the replacement of the biomass, and surface and ground water management. They sought clarification on planned measures for the protection of building interiors, layout of open spaces, and construction of green roofs. They also asked for details concerning landscape evaluation and protection measures for lighting and rooftop equipment. Some participants pointed out that heritage concerns were not taken into account, referring notably to the history of developments on the property, the protection of building interiors, and the monitoring of the health of the Bois des Pères.

The commission noted that several of the participants' suggestions merited special attention, such as: adding the Brébeuf woods to the mountain's ecological network, and taking into account aspects related to surface and ground water management in monitoring the network; conducting a study on the history of developments on the property, as part of the evaluation of its landscape value; and adopting protection measures for interiors with a view to enhancing the buildings.

The participants would like to be involved in enhancing aspects of the project touching on architecture and landscaping, which will be evaluated as part of the borough's architectural review process. A public review, including the participation of members of the Table de concertation du Mont-Royal, is therefore in order. In that context, and since the proposed amendments to draft By-law P-04-047-60 on the Collège Jean-de-Brébeuf sports complex seem appropriate, the commission recommends that the Collège Jean-de-Brébeuf be allowed to take the necessary steps to secure government subsidies for its project.

## DESIGNATION

**Expansion of the Montréal General Hospital (MUHC).**

### DRAFT BY-LAW

Draft By-law P-08-012 authorizing the expansion of the Montréal General Hospital (MUHC) located at 1650 Cedar Avenue, to accommodate the McGill University Health Centre.

### KEY DATES

Public Notice	April 30, 2008
Information session	May 13, 2008
Presentation of briefs	June 9, 2008
Report filing	July 31, 2008
Report release	August 26, 2008

## TERRITORY

Borough of Ville-Marie

### PURPOSE OF THE CONSULTATION

The Montréal General Hospital is seeking to expand its building located between Cedar and des Pins Avenues and Côte-des-Neiges Road to accommodate the operations of the McGill University Health Centre (MUHC). The expansion would allow the MUHC to concentrate emergency services at the General Hospital's de la Montagne Campus, near downtown, while the Glen Campus would focus primarily on elective services.

In total, the existing building would be expanded by 43,300 square metres, including the underground parking garage. The proposed expansion involves four projects: 1) a new nine-storey building erected in front of the current facade looking onto des Pins Avenue, where the main entrance to the hospital would be located; 2) an underground parking garage under the





**IN THE EYES OF THE COMMISSION,  
THE EXPANSION PROJECT FOR THE  
MONTRÉAL GENERAL HOSPITAL IS  
LEGITIMATE AND CONSISTENT ONLY  
IF MUCH STRONGER GUARANTEES  
ARE PROVIDED TO ENSURE GREATER  
PROTECTION OF MOUNT ROYAL.**

West yard, topped with a four-storey building slated to hold the operating rooms; 3) a seven-storey addition to the central building; and 4) two mechanical sheds to be built on the roof.

## **SUMMARY OF THE COMMISSION'S REPORT**

Some of the briefs presented revealed significant reservations, while others suggested a return to the initial plan to restrict the expansion to the Glen site, which has enough space to accommodate the entire expansion project. It was pointed out that the project presented to the commission was an improvement over the initial version. Others supported the project, extremely pleased with the decision to preserve a major service point in downtown Montréal, contrary to the original plan which involved moving everything to the Glen site.

Beyond those specific views, the opinions and positions expressed before the commission focused primarily on five areas: 1) the protection of Mount Royal, 2) the justification of the expansion project, 3) the project's integration into its natural environment, 4) the project's architectural treatment and conditions for construction, and 5) parking and access.

In the eyes of the commission, the expansion project for the Montréal General Hospital is legitimate and consistent only if much stronger guarantees are provided to ensure greater protection of Mount Royal. To that end, measures in the Mount Royal Master Protection and Enhancement Plan regarding institutional properties should be tightened. Furthermore, the commission believes that the MUHC project is acceptable only if it provides an opportunity to better integrate the hospital into its built and mountain environment. According to the commission, four additional conditions are required: 1) the CUSM must present a more complete landscape development plan, 2) the city of Montréal must re-

evaluate the visual impact of the "C" wing, 3) after the planned expansion, By-law P 08 012 must be reviewed and tightened to ensure that no further construction takes place on the site of the Montréal General Hospital, and 4) draft By-law P-08-012 should allow no more than 945 parking spaces.

## **DESIGNATION**

**Development of a shopping centre and thematic green spaces on the western portion of the Saint-Michel quarry site.**

### **DRAFT BY-LAWS**

Draft By-law P-08-019, allowing the establishment of a shopping centre and thematic green spaces on the western portion of the Saint-Michel quarry site, and draft By-law P 040-47-62, amending the Montréal Master Plan. The amendments pertain to density, land-use designation, uses, height, building line, parking, and green space development, among others.

### **KEY DATES**

Public notice	May 7, 2008
Information session	May 20 and 21, 2008
Presentation of briefs	June 10 and 11, 2008
Report filing	August 29, 2008
Report release	September 10, 2008

### **TERRITORY**

Borough of Villeray – Saint-Michel – Parc-Extension

### **PURPOSE OF THE CONSULTATION**

The developer, SmartCentres, is planning to build a shopping centre and develop thematic green spaces on a site it will purchase from the City of Montréal. The site in question is located in the western portion of the old Saint-Michel quarry, next to a City snow dumping site. It occupies 40% of the total area of the old quarry, or 371,612 square metres.

The project involves the construction in the quarry of medium- to large-sized commercial buildings totalling a minimum of 74,320 square metres of floor space, divided among three platforms. It also includes some 3,200 parking spaces as well as integrated green spaces, comprising a bicycle and pedestrian network showcasing the quarry's natural features. Lastly, an outdoor space recalling the site's former vocation and geological character, as well as a funicular connecting the commercial project to the top of the escarpment are also proposed for the site.

## SUMMARY OF THE COMMISSION'S REPORT

All consultation participants would like the redevelopment of the old Saint-Michel quarry to play a structuring role in revitalizing the neighbourhood. However, the project presented by the developer, SmartCentres, gathered mixed opinions. Some supported the development project primarily for its inherent employment opportunities, while others felt that a regional shopping centre did not meet local needs. Some suggested that the City support more innovative projects to redevelop the site, while others were completely against the project. Some area residents were also opposed to the project primarily because of its expected effect on local traffic, while others believed that the impact the project would have on local merchants had been underestimated. Lastly, several citizens made recommendations aimed at better integrating the project into the area's urban structure.

In the light of participants' briefs and spoken opinions, the commission believes that the projected shopping centre and thematic green spaces in the old Saint-Michel quarry would provide a boost for the neighbourhood and support manpower development in the borough. However, a great deal of work remains to be done to make the project more innovative in terms of architecture and layout, urban integration, and sustainable development. The commission therefore recommends: 1) that the buildings highlight the majestic character of the excavated area, with views looking north onto the site; 2) that the City and borough develop an overall vision for the area's revitalization; 3) that the City and borough set quantifiable sustainable development goals, to ensure that expected results are achieved; 4) that the developer



carefully consider participants' comments regarding company participation in local employment programs; and 5) that the project's complementarity with the development of local retail businesses be evaluated by an independent expert.

## DESIGNATION

**Development of the belt road and traversing roads in the historic and natural borough of Mont Royal.**

## RESOLUTION

CE080 0460

The Mount Royal belt road project was already provided for in the first Mount Royal Enhancement Plan, adopted in 1992. Since that time, the project has undergone a complex development process involving pre-feasibility studies and notarized agreements with the institutions concerned. The construction of the belt road is an important component of the Mount Royal Master Protection and Enhancement Plan.



## KEY DATES

Information sessions and visit of the sectors of Outremont and Côte-des-Neiges

Part 1	June 7, 2008
Part 2	June 8, 2008
Presentation of briefs	June 19, 2008
Report filing	August 22, 2008
Report release	September 4, 2008

## TERRITORY

Historic and natural borough of Mont Royal

## PURPOSE OF THE CONSULTATION

The planned Mount Royal belt road would form a ten-kilometre loop accessible to pedestrians and cyclists, running across the land of Mont-Royal park, Notre-Dame-des-Neiges cemetery and the Université de Montréal. A traversing road connecting the north and south sides of the mountain is also planned. The roads would showcase the diversity and quality of the surrounding landscape, while linking the various points of interest on the mountain.

The belt and traversing roads on Mount Royal are to be built within the boundaries of the historic and natural borough of Mont Royal. Their construction is an important component of the draft Mount Royal Master Protection and Enhancement Plan. It should be noted

that, in addition to the public consultation, a public visit of the site was organized by the OCPM, on June 7 and 8, 2008, with City experts on hand to help citizens to better understand the issues and outcome of the project. In total, some 60 people participated in the activities.

## SUMMARY OF THE COMMISSION'S REPORT

Overall, participants were in favour of improving access to the mountain and promoting the discovery of its natural, landscape, built and commemorative heritage. However, some expressed concerns about uses management, notably with respect to extensive bicycle use and its long-term effects on the mountain. Others lamented the lack of communication among the mountain's various players. Lastly, participants generally agreed that the road should respect the mountain's ecological and landscape value, reflect the natural character of the surroundings, and provide safe conditions for pedestrians and other users.

The commission recommends that the City allow multiple uses only along segments of the path that can support them. The activities, maintenance and rules of use should be adapted to conditions along each segment. Furthermore, in order to protect the carrying capacity of the environment and maintain users' contact with nature, the commission recommends the following criteria for the design of the belt road: making it as unobtrusive as possible, in terms of surfacing and width; adopting a unifying, understated vision, and an image of quality design for the furniture; choosing a subdued design for trail markers, signs, and safety mechanisms, in keeping with the site's heritage nature; and using the topography of the land as a calming measure. Lastly, the commission believes that it is important to follow the participants' suggestion that the three summits be linked during the redevelopment of the Côte-des-Neiges-Remembrance interchange.

## DESIGNATION

**Draft lease agreement for the site of the Société Radio-Canada broadcasting antenna in Parc du Mont-Royal**

## DRAFT AGREEMENT

The draft agreement submitted for public consultation is a legal document. The agreement is the result of negotiations between two parties, the Ville de Montréal, owner of a property in the Parc du Mont-Royal, and the Société Radio-Canada, which operates a television and radio broadcasting tower on the site, as well as adjoining buildings required to broadcast the signal. The draft agreement sets out the terms for the occupation of the site by the Société Radio-Canada.

## KEY DATES

Information session	October 8, 2008
Presentation of briefs	October 29, 2008
Report filing	November 24, 2008
Report release	December 8, 2008

## TERRITORY

Historic and natural borough of Mont Royal

## PURPOSE OF THE CONSULTATION

The City of Montréal must renegotiate the lease agreement for the site of the Société Radio-Canada (SRC) broadcasting antenna in Parc du Mont-Royal, as the current agreement expires on December 31, 2008. The new draft agreement provides for the rental of the same site for a period of ten years, with an option to renew for an additional five. The rent to be paid by Radio-Canada would amount to \$500,000 the first year, indexed annually to take into account increases in the Consumer Price Index. It is proposed that part of the amount be earmarked for the protection and enhancement of Mount Royal for the next ten years, or, if the renewal option is exercised, for the next 15 years.

Two factors have justified the location of the SRC antenna on Mount Royal: the latter's elevation; and its position at



Source: Radio-Canada

the centre of the Island of Montréal. In 1952, the first SRC television signals were broadcast from the site, following many decades where it was used for radio broadcasting. Today, the antenna is used by most of the private FM radio stations, some private digital radio services and radiocommunication services, and all VHF and UHF television services for the greater Montréal area.

## SUMMARY OF THE COMMISSION'S REPORT

Some of the citizens who participated in the consultation expressed concerns regarding the antenna's effects on public health and safety, namely the emitted radiation and the noise of the ventilation system. Others would like the antenna to be relocated. Although residents can appreciate the technical advantages of the antenna's current location, many believe that it mars the landscape of the mountain. It was also suggested that financial compensation, taken from the rent the City collects for the antenna, be invested primarily in the protection and enhancement of the mountain's heritage landscapes. Lastly, other participants thought that the Société Radio-Canada should be involved in the work of the Table de concertation, set up by the City of Montréal to demonstrate its responsibility in protecting and enhancing the mountain.

Among other things, the commission recommends in its report that the term of the new lease agreement be reduced from ten to five years, with an option to renew for an additional five years, on the condition that the Société Radio-Canada release to the public prior to exercising that option: 1) a study evaluating the feasibility

**THE COMMISSION RECOMMENDS THAT THE SOCIÉTÉ RADIO-CANADA APPROACH THE CITY AND TAKE THE STEPS REQUIRED TO BECOME A PARTNER IN THE TABLE DE CONCERTATION DU MONT ROYAL.**

and costs associated with relocating the tower outside of the limits of the historic and natural borough of Mont Royal; 2) a study on the history and objective evaluation of the intrinsic engineering quality of the tower, in order to establish, as required, criteria for its enhancement; and 3) a landscape study to identify measures to mitigate, or even eliminate, the tower's visual impact on Mount Royal's heritage landscape or, as required, to enhance it. It also recommends that revenue arising from the agreement be invested solely in the protection of Mount Royal's various forms of heritage, primarily in the protection and enhancement of the landscape heritage and biodiversity.

**We would like to thank these experts, who graciously gave of their time to this commission in order to inform public debate:**

**Monique Beausoleil**

*Toxicologist, environmental health team*  
Direction de santé publique  
Agence de la santé et des services sociaux de Montréal

**Isabelle Boucher**

*Research consultant and urban planner*  
Direction des politiques municipales et de la recherche  
Ministère des Affaires municipales et des Régions

**Jean-Jacques Laurin**

*Professor*  
Département de génie électrique  
École Polytechnique de Montréal

## DESIGNATION

**Development of the CN site in Pointe Saint-Charles in the Sud-Ouest borough.**

## RESOLUTION

Resolved that the Office de consultation publique de Montréal be mandated to hold a public consultation as part of a participatory process aimed at drawing up a master development plan for the site of the Canadian National shops in the Sud-Ouest borough.

## KEY DATES

Information session	
First meeting	October 22, 2008
Second meeting	January 25, 2009
Presentation of briefs	January 27, 2009
Report filing	March 3, 2009
Report release	March 11, 2009

## TERRITORY

Sud-Ouest borough

## PURPOSE OF THE CONSULTATION

The Office de consultation publique received from the executive committee a mandate to hold a public consultation as part of a participatory process aimed at drawing up a master development plan for the CN site in the Sud-Ouest borough.

Representatives of the main civil society groups, developers, and borough were involved in a process whose stated purpose was to ensure that the site's revitalization benefit the neighbourhood and be viable for the developers. More than 300 people participated in the public consultation activities. The commission heard 21 oral presentations of briefs, and received 17 written briefs.

## SUMMARY OF THE COMMISSION'S REPORT

The consultation process established a dialogue welcomed by developers, the borough, and local organizations alike. But the climate of trust fostering the discussions remains quite fragile. Citizens who spoke at the meetings clearly indicated that their sense of trust was non-existent, owing mostly to repeated breaches of by-laws pertaining to the site. It is essential that all parties demonstrate good faith to allow the projects to go forward.

The commission believes that it is important to focus on what the process has achieved, and on the restrictions with which the developers must comply, under stricter by-laws than those currently in force. The elected officials must have access to reliable legal and financial instruments to be in a position to make developers comply with relevant by-laws, and to apply those by-laws. The development agreement should include significant consequences for non-compliance. The document should be made public and submitted for public consultation.



## DESIGNATION

**Maison de Radio-Canada site development and modernization**

### DRAFT BY-LAWS

Draft By-law P-04-047-68, entitled *Règlement modifiant le Plan d'urbanisme de la Ville de Montréal*, and draft By-law P-08-048, entitled *Règlement autorisant la construction et l'occupation d'un ensemble résidentiel, commercial et industriel situé sur le quadrilatère délimité par le boulevard René-Lévesque, les avenues Viger et Papineau et la rue Wolfe – site de Radio-Canada*. As the development project derogates from the Montréal Master Plan, both in terms of land-use designation, for the western portion of the site that is currently residential, and in terms of density, a by-law adopted under section 89.3 is required to amend the Master Plan. The development project also derogates from the urban planning by-law of the borough of Ville-Marie in terms of height, density, and uses.

### KEY DATES

Public notice	November 4, 2008
Public meetings	November 18, 19, 20 and 24, 2008
Presentation of briefs	December 9, 10 and 11, 2008
Report filing	March 5, 2009
Report release	March 18, 2009

### TERRITORY

Borough of Ville-Marie

### PURPOSE OF THE CONSULTATION

In order to finance its modernization, the Société Radio-Canada is seeking to obtain financial benefits by implementing a development project, estimated at \$1.6 billion. The project involves the construction of some 2,000 housing units and commercial, office and public spaces. The new buildings, most of them approximately 40 metres in height, would be constructed around the existing tower, primarily on land currently occupied by large parking lots, which will be moved under ground.

The tower will be converted into housing units or a hotel, and existing offices will be relocated near the studios. The project also involves redevelopment of the road network, notably de la Gauchetière Street, which will run across the site from east to west, and Beaudry and Alexandre de Sève Streets, which will run across it from north to south, sloping down midway to pass under de La Gauchetière Street.

## **SUMMARY OF THE COMMISSION'S REPORT**

Most of the consultation participants were in favour of the project. Many saw it as a unique opportunity to revitalize the somewhat physically unstructured and socially disadvantaged surrounding neighbourhood. According to many, the project provides an opportunity to correct the consequences of some of the past century's urban initiatives, and to create a new residential concentration, increase the number of jobs, stimulate commercial activity, and contribute to improved public transit service. It would also partly fill the need for more community spaces and equipment in the area. Some thought that the project would help to connect the neighbourhood to the river, in view of the covering of the Ville-Marie Expressway and probable move of Molson's breweries.

However, many participants were concerned about the proposed height of the buildings, notably on René-Lévesque, fearing they would create a wall effect along the boulevard. Moreover, some pointed out that the tower would be hidden by the new buildings. Others found the project rather introverted, and thought it should be better integrated into the north-south axis of the surrounding urban fabric. Furthermore, several organizations would like 30% of the project to be devoted to social housing, or 15% more than provided for under the City's affordable housing strategy. Lastly, participants worried that the project would lead to increased automobile traffic in the area, and its inherent negative effects (pollution, traffic jams, etc.).

The commission, like the consultation participants, believes that the project could provide a boost for the neighbourhood and stimulate activity in the area. It does not question the overall proposed development.

However, among other things, the commission recommends a review of the feasibility of infrastructures in relation to the proposed topography of the streets and public spaces. It also recommends an adjustment of building volumes, as well as an increase in the percentage of social housing planned on the site.

Lastly, always in the same spirit, it requests that the City initiate, as expeditiously as possible, the procedures and studies required to structure and harmonize the major development projects in the eastern part of downtown, within a global vision of urban development of the territory as a whole and its connections with neighbouring areas.

**We would like to thank these experts, who graciously gave of their time to this commission in order to inform public debate.**

### **Alan J. Knight**

Faculté de l'aménagement - Architecture  
*Director - Groupe de recherche en architecture urbaine  
 Université de Montréal*

### **Winnie Frohn**

*Director of the Département d'études urbaines  
 et touristiques  
 Université du Québec à Montréal*

### **Paul Lewis**

*Professor  
 Faculté de l'aménagement - Urbanisme  
 Director - Observatoire SITQ du développement urbain  
 et immobilier  
 Université de Montréal*

# 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 2008, the Office published 74 public notices and advertisements in 15 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. We also reserved advertising space on certain media Web site pages, notably to promote the questionnaire to be filled out as part of the consultation on the Mount Royal Master Protection and Enhancement Plan.

Usually, the Office distributes flyers to the citizens that will be affected by a given project. Depending on the consultation, this distribution may cover between 150 and 30,000 homes. The flyer is also made available at various locations, such as municipal libraries, Maisons de la culture, and borough offices. Moreover, the Office has posted signs announcing the consultation at the site of two of its consultations, and set up a stand at the restaurant at Beaver Lake, on two Sundays in March, with Office staff to provide documentation and distribute questionnaires for the project pertaining to the Mount Royal Master Protection and Enhancement Plan.

Last year, 60,000 flyers were distributed in sectors neighbouring projects that were the subject of consultation. The flyers were also made available in many 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. At the end of every month, the Office also publishes an internal newsletter reporting activities carried out. Last year, the Office published a total of 35 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, approaching the 3,000,000 mark in 2008, with 2,974,373 pages consulted. 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 one consultation. In addition, the Office has opened a page on the social networking site "Facebook" to ensure greater dissemination of its message, especially to young people.



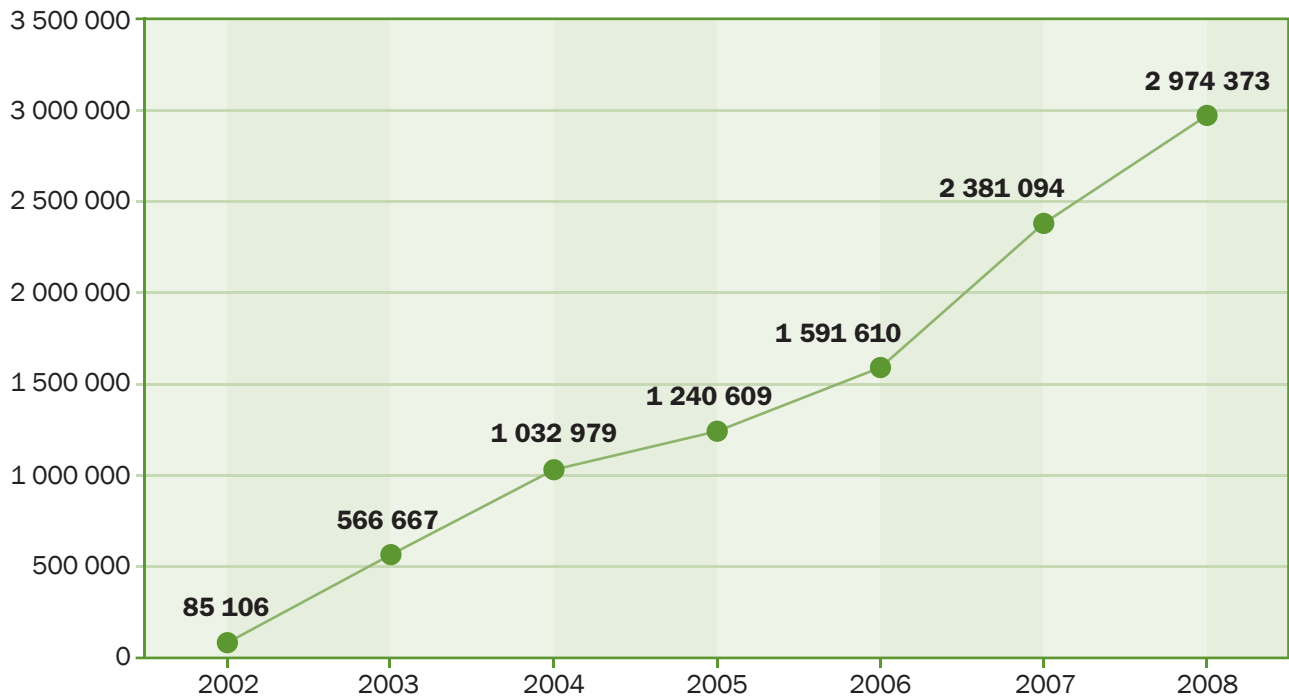


**VISIT STATISTICS - OCPM WEB SITE (WWW.OCPM.QC.CA)**

<b>Year 2008</b>	<b>Number of visits (page visited)</b>
January	153,917
February	163,862
March	270,492
April	371,385
May	292,473
June	222,182
July	174,643
August	216,451
September	213,423
October	274,766
November	351,623
December	269,156

The busiest day of the year was Monday, December 8, 2008, with 33,925 visits (number of pages downloaded). It was on the eve of the meeting for the presentation of briefs for the Maison Radio-Canada modernization and site development project. (Compared with a record of 20,054 in 2007.)

**YEARLY GROWTH, 2002 TO 2008**



# OTHER ACTIVITIES OF THE OFFICE

## PRESENTATION OF THE 2007 ANNUAL REPORT BEFORE THE CITY COUNCIL PRESIDENT'S COMMISSION

For the second time, the Office de consultation publique met with the city council president's commission to present its annual report, at city hall on June 4, concretizing the Office president's obligation, under the *Charter of Ville de Montréal*, to present a 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. Based on the discussions that took place, the president's commission tabled a report with city council at its meeting on December 15. Among the recommendations of the commission, one reiterates the commission's concern regarding the need to hold more than one consultation for major projects whose development will be spread out over many years.

## ELECTED OFFICIALS TRAINING PROGRAM

At the request of Mayor Gérald Tremblay, a program proposal was submitted and approved by relevant authorities. Then, in fall 2007, the Office contacted all elected officials to inquire about their interest in training sessions focusing 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, attended meetings held in the spring of 2008.

## AMENDMENTS PROPOSED FOR THE BY-LAW ON CITY COUNCIL STANDING COMMITTEES

On November 27, 2006, the city council president's commission tabled before city council a consultation report and recommendations on the challenges of participation for council commissions. The report followed two public consultation meetings held in April and June 2006, themed "Défi de la participation citoyenne aux diverses instances, particulièrement aux consultations menées par les commissions permanentes du conseil [The challenges of citizen participation in various projects, particularly the consultations led by city council standing committees]."

The executive committee reviewed the content of the report, and tabled its response to the recommendations of the city council president's commission at the council meeting on June 18, 2007. In the report submitted by the executive committee, the latter expressed its wish to have the OCPM included in the process surrounding the revision of the *Règlement sur les commissions permanentes du conseil municipal*, to be conducted by the Direction du greffe. In 2008, the Office therefore contacted the Direction du greffe and others concerned, with a view to making a useful contribution to the revision. A text containing proposed amendments to the by-law on city council commissions was transmitted to the Direction du greffe on August 26, 2008. A number of specific suggestions were made, but the main comment had to do with the lack of distinction made in the by-law among the various types of reviews conducted by the commissions. A model to distinguish among them using an individual procedure for each type of review was proposed.

**TAKING PART IN THE CITY MEANS BEING INVOLVED IN ITS DEVELOPMENT AND TRANSFORMATION, AND IT ALSO MEANS PLAYING AN ACTIVE ROLE IN THE DEBATES THAT WILL LEAVE A LASTING IMPRINT ON THE CITY OF TOMORROW.**

### **PUBLICATION OF “LES CAHIERS DE L’OFFICE.”**

In June 2008, the OCPM launched a new publication, “Les Cahiers de l’Office,” which will appear periodically. Under the theme “S’appropriier la Ville [Taking part in the City],” the publication is designed to disseminate information about various experiences and ideas pertaining to the place and role of public consultation and participation in the future of cities in general and Montréal in particular. Taking part in the City means being involved in its development and transformation, and it also means playing an active role in the debates that will leave a lasting imprint on the city of tomorrow.

The first edition of “Les Cahiers” presents the proceedings of the colloquium organized by the Office last fall on the occasion of its fifth anniversary. The event, attended by more than 200 people, focused on the issue of public consultation in Montréal’s land-use planning process, specifically in terms of the need for consistency. The proceedings provide the essentials of the discussions that took place throughout the day, making it possible to review, compare and understand the views of public officials, developers, experts and representatives of civil society.



# 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 the methods of operation of the OCPM. The external activities of the Office promote skills dissemination, development, and the sharing of Montrealers' experiences. The Office is also involved in the work of the Democracy Undertaking, stemming from the Sommet de Montréal in 2002.**

In 2008, the OCPM welcomed foreign organization and government representatives, notably from Norway and Benin, seeking to learn more about the practices of the Office. Moreover, the President of the Bordeaux urban community, Mr. Vincent Feltesse, and Ms. Fabienne Brugère, chair of the Bordeaux urban community sustainable development committee, met with OCPM representatives twice in the month of October. Also in October, the president of the Office met with representatives of the urban planning management of the City of Barcelona, and with an executive of the Observatoire international de la démocratie participative (OIDP). Earlier in the year, she was a panelist at the annual convention of the Ordre des urbanistes du Québec in Rimouski.

For his part, the secretary general participated in a round table on territorial appropriation at a forum held by the Université du Québec à Chicoutimi (UQAC). He also had the opportunity to present and overview of the Office and public consultation mechanisms in Montréal, on a panel presented during one of the opening plenaries at the world conference on sustainable development, attended by more than 3,000 delegates, in Porto Alegre, Brazil, in February. This mission was organized with the support of the Bureau des affaires internationales de la Ville de Montréal, thanks to Ms. Michèle Bernier,

an international affairs consultant, who also helped to arrange the president's meetings with the Barcelona and OIDP representatives.

Over the course of the year, the Office was also invited to make presentations in a number of boroughs to groups of students and citizens interested in public consultation.



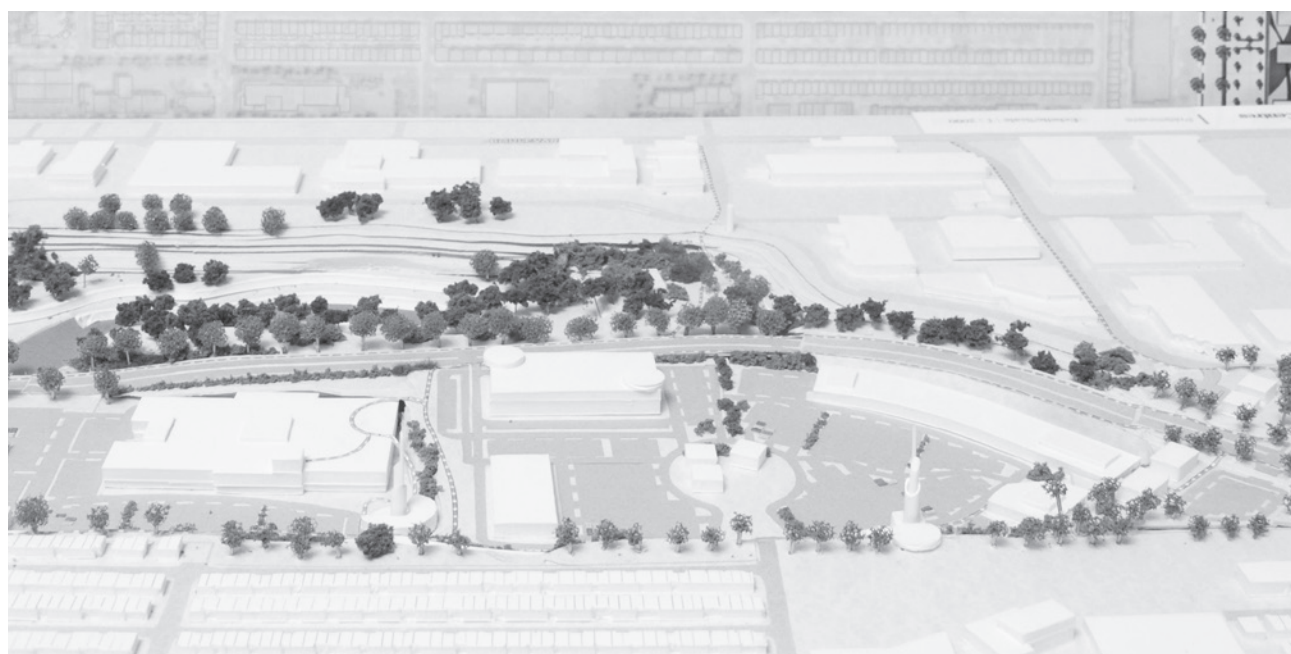
**THE OFFICE WAS ABLE TO  
OPERATE WITHIN BUDGET.**

# BUDGET OF THE OFFICE

In compliance with the *Charter of Ville de Montréal*, the city council provides the Office with the funds required to carry out its functions. Under section 83 or 89 of the Charter, the Office must hold all consultations requested by the executive committee or city council.

In 2008, 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 operate within budget. This amount covered all budgetary items: the remuneration of commissioners and 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

## PRESIDENT AND PART-TIME OR AD HOC COMMISSIONERS

### **LOUISE ROY** **PRESIDENT**

Louise Roy is a graduate of the Faculté des Lettres of the Université de Montréal. She has worked as an independent public consultation, participatory management and problem resolution expert for over 25 years, in Québec, Canada, and abroad. During all of those years, she focused her attentions on the processes of consensus-building, consultation, and mediation.

From 1981 to 1986, Ms. Roy held the positions of commissioner and then vice-president of the BAPE. Throughout her career, Louise Roy has managed and participated in many consultation processes pertaining to energy generation, water and waste management, and land-use management, among others, at the municipal, regional, provincial and federal levels. She was also closely involved in the implementation of the Plan Saint-Laurent, and in watershed management.

Since 2000, she has focused more specifically on urban issues. She led the public consultation commissions on the Plan métropolitain de gestion des matières résiduelles of the Montréal Metropolitan Community, the cultural development policy of the City of Montréal, the Mount Royal Master Protection and Enhancement Plan, and the development project for the site of the old CN shops in Pointe-Saint-Charles.

She has been president of the Office de consultation publique de Montréal since June 19, 2006.

### **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 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 25 years' experience in various areas related to the environment, 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.

Since 1995, she has acted as chair, commissioner or member on public hearing mandates for all levels of government and worked as an environmental commu-

nication consultant. In 1995, she joined the Tecsuit inc. team as senior environmental communication consultant until 1998, and then worked as project director in the company's department of communications and public affairs from 2002 to 2004.

From 1995 to 1998 and 1999 to 2007, Ms. Beaudet was 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 as 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.

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

## **BRUNO BERGERON**

### **COMMISSIONER**

Bruno Bergeron has been a member of the Ordre des urbanistes du Québec and the Canadian Institute of Planners since 1980, and holds a Bachelor's degree in environmental design as well as a Master's in urban analysis and management from the Université du Québec. He has extensive experience in the field of municipal urban planning. Having managed the urban planning departments of Saint Hyacinthe, Boucherville and Longueuil, he now works as a consultant for various municipalities and real estate development companies. Among other accomplishments, he was responsible for producing the Ahuntsic/Cartierville and Côte-des-Neiges/Notre-Dame-de-Grâce borough chapters of the Montréal Master Plan.

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



of the Rivière aux Pins in Boucherville, by the Canadian Waterfowl Management Plan.

Public consultation has always played a key role in Mr. Bergeron's projects. His professional planning practice is geared to an integrated approach, bringing together the various players involved in shaping the municipal landscape. He is also known for his ability to propose solutions in mediation and problem-resolution activities surrounding urban integration and development.

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

### **JEAN-CLAUDE BOISVERT** **COMMISSIONER**

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

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

During that time, he managed a number of projects, including: the master development plan for the campus of the Université de Montréal, 1993-95; the master plan for the redevelopment of the Faubourg des Récollets, 1990-93; the planning of the commuter train stations of the Montréal-Rigaud line, 1982-85; the Canadian Chancellery in Belgrade, in the former Yugoslavia, 1980-81; and the Centre olympique Claude Robillard in Montréal, 1974-76.

Mr. Boisvert was a member of the Commission Jacques-Viger, 1996-2000; the design committee for several pavilions of the Université de Montréal, 1990-

2000; the architectural quality evaluation committees for architectural contests of the new Faculté de l'aménagement of the Université de Montréal, 1995; the Musée de la Civilisation, 1981; and the Québec Palais de Justice, 1979.

### **JEAN BURTON** **COMMISSIONER**

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

From December 2003 to June 2007, he worked for the Canadian International Development Agency (in secondment) 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 is a member of the Ordre des ingénieurs du Québec, and 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.

Between 1982 and 1988, Ms. Chauvin was involved in various research and development projects, both in universities and in advanced technology companies. Since 1989, she has worked in the fields of the environment and engineering, acquiring extensive experience in project management, public consultation, and public affairs.

Between 1989 and 1997, Catherine Chauvin managed a number of projects in consulting and engineering consulting firms, notably for the rehabilitation of contaminated sites, air quality control, follow-up studies in aquatic environments, and the treatment of hazardous materials.

Having sat as a councillor on the Verdun city council from 1997 to 2001, Catherine Chauvin has hands-on municipal affairs management experience. She has worked on committees on the revision of the Montréal Master Plan and planning by-laws, local roads and traffic management, housing development project follow-up, and natural habitat protection.

Between 1990 and 2007, Ms. Chauvin reviewed almost a dozen major industrial projects in various regions of Québec, as an additional commissioner with the Bureau d'audiences publiques sur l'environnement du Québec (BAPE). In 1998-1999, she participated in the work of the Commission scientifique et technique sur la tempête de verglas de janvier 1998, and submitted a sectoral report on advantages and inconveniences of underground electrical network development in urban environments.

Catherine Chauvin has been a commissioner with the Office de consultation publique de Montréal since 2002, and has chaired approximately 30 commissions on various municipal projects.

### **IRÈNE CINQ-MARS** **COMMISSIONER**

Irène cinq-Mars is currently Professeur titulaire at the École d'Architecture de paysage of the Faculté de l'aménagement at the Université de Montréal. She holds a Bachelor's in landscape architecture and a Master's in planning. Her 30 years of experience have been divided among her teaching and research responsibilities as a professor, and those stemming from academic mandates. Being active on a number of institutional committees responsible for the development of studies, strategic planning and the promotion of women, she was also the Université's first female professor to be appointed vice-rector of studies in the 1990s, and then dean of the Faculté de l'aménagement, from 2000 to 2006.

In her duties as a research professor, she participated in a number of local, national and international scientific and professional events, both as a speaker and guest expert. She has been an invited professor at the University of British Columbia, a member of the IOF steering committee for the evaluation of Senghor University in Alexandria, and an invited professor at the Hanoi University of Architecture. More recently (2000 to 2004), she sat on the advisory committee on the Montréal Master Plan, and on the Montréal ad hoc committee on architecture and urban planning (2002 to 2006).

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

### **ARIANE ÉMOND** **COMMISSIONER**

Independent journalist Ariane Émond has touched all aspects of communication. She worked as a columnist for *Le Devoir* (1990-1995) and the *journal Alternatives* (2001-2008), and still contributes to the *Gazette des femmes*. She was a radio and television host, commentator, and reporter with Radio-Canada for almost 20 years, and worked as a host, writer and researcher with Télé-Québec (1974-1987). Co-founder and figurehead of the feminist news magazine *La Vie en rose* (1980-1987), she was one of the artists of the *Hors-Série* 2005. Ms. Émond has contributed to some 15 Québec documentaries, and earned a number of awards for her work in both film and journalism.

Her interest in social and cultural issues infuses her professional dedication. She was the first executive director of Culture Montréal (2003-2005), and still does consulting work for various cultural organizations. For more than 20 years, she has been much sought after as a host for events, colloquia, conventions and public debates organized by ministries, universities, municipalities and associations, among others. Notably, she moderated the four national forums of the Commission Bouchard-Taylor, organized in collaboration with the Institut du nouveau monde (INM).

Ms. Émond is the sponsor for the young foundation *60 millions de filles*, which supports major projects to educate girls in developing countries. As an author, Ariane Émond published *Les Ponts d'Ariane* (VLB 1994), a series of chronicles on the rapprochement between men and women, the generations and cultures. And, more recently, in the photo album *ÉLOGES* (Éditions du passage, 2007) documenting the preparations of artists in their dressing rooms, she published 14 interviews with actresses.

### **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. 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 and again since 2008, 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 consultations on the cultural development policy for the City of Montréal, the development of a new Université de Montréal campus on the site of the former Outremont rail yards, and the draft Mount Royal Master Protection and Enhancement Plan.

### **CLAUDE FABIEN** **COMMISSIONER**

A lawyer and member of the Barreau du Québec since 1966, Mr. Fabien is an honorary professor of the Faculté de droit of the Université de Montréal. 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 (1979-2008). He was dean of the Faculté de droit of the Université de Montréal from 1995 to 2000, after serving as its vice-dean and secretary. He has taught and published mainly in the area of civil law: contracts (mandates, service contracts, employment contracts), civil liability, proof, the protection of adults under a disability, and civil law reform. He has been a grievance arbitrator certified by the Ministre du Travail and a mediator certified by the Barreau since 1975.

In terms of community service, he has worked 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.

Mr. Fabien lives and works in Montréal, where he practises law, primarily as a grievance adjudicator. 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 a Professor of Landscape Architecture at the École d'architecture de paysage, in the Faculté de l'aménagement of the 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 125e 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 also 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 B.A. in Geography/Economic Science from the Université Laval, as well as a Master's in Urban Planning and a Doctorate in Planning from the Université de Montréal, and a Doctorate in Planning from the Université de Montréal. She was also awarded two post-doctoral fellowships (INRS-Urbanisation and CRSH).

Specializing in urban planning, strategic planning and heritage development and enhancement, Ms. Laperrière operates a private urban planning practice, while having also managed the Groupe Culture et Ville since 1998. From 2000 to 2003, she was involved in the construction of the Bibliothèque Nationale du Québec as a member of both the architectural jury and construction committee. Between 1999 and 2009, she sat as vice-president of the board of directors of Montréal, Arts Interculturels (MAI). She was also a member of the Comité éditorial d'Urbanité, the *Ordre des Urbanistes du Québec* magazine, from 2005 to 2008. She is the author of historical and heritage guides for various regions of Québec.

Ms. Laperrière has been a member of the *Ordre des urbanistes du Québec* and the Canadian Institute of Planners since 1982. She was also a member of the Canadian Real Estate Association, the Association de l'immeuble du Québec, and the Chambre d'immeuble de Montréal from 1984 to 1985. Between 1990 and 1996, she acted as secretary of the Association des étudiants du doctorat en aménagement of the Université de Montréal. Co-founder of the group Culture et Ville (university sector), established in 1992, she also chaired the board of directors of the CIRQ (Centre d'Intervention et de Revitalisation des Quartiers, now Convercité). In 1997, she designed and was responsible for the scientific content of the Quartiers Culturels du Monde Web site.

## **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 of 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, Mr. 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 many committees and boards, including the Conseil Consultatif d'Urbanisme (CCU) of the borough of Villeray–Saint-Michel–Parc Extension, and the boards of directors of the CIDICHA and the Groupe FITHAC, a financial group belonging to the Association des Ingénieurs Canado-Haïtiens (AIHC).

Weber Laurent was appointed ad hoc commissioner in 2007. Among other projects, he was involved in the consultation on the Plan d'action famille pour le grand Montréal.

### **CLAUDE LAVOIE** **COMMISSIONER**

Urban planner Claude Lavoie holds a Bachelor's degree in Sociology and a Master's in Urban Planning from the Institut d'urbanisme of the Université de Montréal.

He has been in private practice for over 35 years, and has worked in all areas of the discipline, including design, municipal legislation, management, redevelopment, development, consultation and dissemination, in large cities as well as in smaller agglomerations and rural environments. In 1996, he completed a training course at the Institut d'arbitrage et de médiation du Québec.

Mr. Lavoie is the author of "*L'expert : son rapport, son témoignage*," published by Éditions Yvon Blais in fall 2008, a reference work on writing expert reports and presenting them before the courts, and of "*Initiation en urbanisme*," a book written in laymen's terms that is employed in city halls and lecture halls alike. He is also co-author of "*Développement et aménagement du territoire*." He taught urban planning at the Université de Montréal, the UQAM, and the Association d'immeuble du Québec.

Claude Lavoie has worked as a syndic for the Ordre des urbanistes du Québec since 2003, and is very active in continuing education programs. He has been an ad hoc commissioner with the OCPM since 2004.

### **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 to the assistant deputy minister for planning, evaluation and quality, and coordinator of the action plan pertaining to chronic diseases, with the 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.

In her role as manager of various health and social service organizations engaged in consultation, evaluation, policy-making, program management, and making recommendations to political leaders, Hélène Morais was very involved with issues of democratization, public participation and community development. At present, in addition to her public consultation activities, she works as a professional coach with executives and managers of private and public organizations.

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.).

### **LUBA SERGE** **COMMISSIONER**

Luba Serge holds a Bachelor's in Sociology and a Master's in Urban Planning from McGill University, and is currently working towards a Ph.D. at Concordia University. She has been a consultant for 25 years,

conducting studies on the issues of homelessness, social exclusion, and affordable and community housing. Over that time, she participated in a variety of community initiatives, including the Fonds foncier communautaire Benny Farm; innovative approaches to affordable housing, such as community land trusts and dedicated funds; and green energy.

She has taught about public and community affairs in Québec, and about housing from a perspective of community economic development and the history of urban development at Concordia University. Moreover, she sat on a number of selection panels, notably the Canada Mortgage and Housing Corporation award for excellence in housing and External Research Program, and the Affordability and Choice Today Program of the Federation of Canadian Municipalities.

Ms. Serge worked at the municipal level from 1990 to 1993, including at the Service de l'habitation during the drawing up of the policy statement on housing, and at the Société d'habitation et de développement de Montréal, where she was responsible for the follow-up and evaluation of the rental housing acquisition program, including its impact on neighbourhood revitalization and safety.

Luba Serge was appointed ad hoc commissioner in april 2008.

### **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.

### **ARLINDO VIEIRA** **COMMISSIONER**

Arlindo Vieira is a graduate of the UQAM faculty of political science and law, and holds a Master's degree from the faculty of law of the Université de Montréal.

In addition to his many years as a lawyer in private practice, Mr. Vieira has extensive experience working in various areas of government. Over the course of his career, he has held the positions of chief of staff for a minister's office, president of the Conseil des relations interculturelles (C.R.I.), and administrative law judge with the Régie des alcools, des courses et des jeux.

During his term as president of the C.R.I., Arlindo Vieira had the opportunity to work as a mediator and to manage several consultations on issues surrounding intercultural relations and diversity management, both for Québec society as a whole and the agglomeration of Montréal.

As a member of the Groupe conseil sur la politique du patrimoine culturel du Québec, Mr. Vieira has also acquired public consultation experience in matters pertaining to heritage.

Arlindo Vieira is known for his community involvement, having worked on many community committees and organizations. Among others that have enjoyed the benefit of his leadership and commitment over the years, he sits on the Ligue des droits et libertés, the Centre

Multiethnique Saint Louis, the Caisse Populaire des Portugais, the Centre sociocommunautaire de Montréal, the Centre Justice et Foi, the Comité des communautés culturelles du Barreau du Québec, and the Fondation de la Tolérance.

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

### **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*.



# APPENDIX II

## EXTRACTS

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

## OFFICE DE CONSULTATION PUBLIQUE

### PUBLIC CONSULTATION OFFICE.

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

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

### PRESIDENT.

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

### TERM OF OFFICE.

The president shall be appointed for a term of 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. 1, 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. 1, 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. 1, s. 82.*

### FUNCTIONS OF OFFICE.

**83. The functions of the Office shall be:**

- 1° to propose a regulatory framework for the public consultations carried out by the official of the city in charge of such consultations pursuant to any applicable provision so as to ensure the establishment of credible, transparent and effective consultation mechanisms;
- 2° to hold a public consultation on any draft by-law revising the city’s planning program;
- 2.1° to hold a public consultation on any draft by-law amending the city’s planning program, except those adopted by a borough council;

- 3° to hold public hearings in the territory of the city, at the request of the city council or the executive committee, on any project designated by the council or the committee.

### PROVISIONS NOT APPLICABLE.

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

### REPORT ON ACTIVITIES.

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

*2000, c. 56, Sch. 1, s. 83; 2003, c. 19, s. 61; 2003, c. 28, s. 23.*

## DIVISION

### 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 m<sup>2</sup>;
- 4° housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the Act respecting the Société d'habitation du Québec (chapter S-8);
- 5° cultural property recognized or classified or a historic monument designated under the Cultural Property Act (chapter B-4) or where the planned site of the project is a historic or natural district or heritage site within the meaning of that Act.

## BUSINESS DISTRICT.

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

## CONTENT OF BY-LAW.

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

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

## APPROVAL BY REFERENDUM.

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

## PUBLIC CONSULTATION.

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

## INTERPRETATION.

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

## APPLICABLE PROVISIONS.

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

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

## PROVISIONS NOT APPLICABLE.

However,

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

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

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

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

*O.C. 1213-2005, s. 7  
(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.

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 14<sup>th</sup> 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, a number of part-time commissioners are appointed by city council to hold consultations. The latter 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, Bruno Bergeron, Jean-Claude Boisvert, Jean Burton, Catherine Chauvin, Irène Cinq-Mars, Louis Dériger, Ariane Émond, Claude Fabien, Judy Gold, Michel Gariépy, Peter Jacobs, Hélène Laperrière, Weber Laurent, Claude Lavoie, Hélène Morais, Antoine Moreau, Luba Serge, Nicole Valois, Arlindo Vieira 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 and two analysts. Mr. Doray is a permanent employee of the Ville de Montréal, assigned to the OCPM by the executive committee in the fall of 2002. Contract employees are also hired as needed. The Charter of Ville de Montréal stipulates that Office employees are not employed by the City, but that the city council may assign any employee it designates to the functions of the Office (section 80).

## COLLABORATORS

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

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

## PRACTICES OF THE OFFICE

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

## COMMISSIONERS' CODE OF PROFESSIONAL CONDUCT

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

### GENERAL PROVISIONS

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 taking a public position on any project that is the subject of a mandate of the Office.

## **PUBLIC CONSULTATION**

- 14.** The commissioner has no special interest in the file entrusted to him. He has not participated in the development of the project, nor publicly voiced an opinion about it. He has no decision-making function in any organization participating in the consultation.
- 15.** The commissioner acquires as much information as possible about the project, and completes his analysis of it within the prescribed timeframe.
- 16.** The commissioner avoids all private meetings with those in charge and with resource persons, except in cases provided for under the rules of procedure of the Office.
- 17.** In public meetings, the commissioner promotes the full and complete participation of all interested parties. He facilitates citizens' access to information, helps them to fully understand the projects, and encourages them to express their opinions without reservation.
- 18.** The commissioner applies the procedure equitably to all participants. He acts as transparently as possible at all times.
- 19.** The commissioner displays discretion, courtesy, composure and consideration towards all participants in a public consultation, regardless of their opinions and without discrimination. He promotes mutual respect among those who assist or participate in the work of the commission.
- 20.** For his analysis and for the recommendations to be included in the report of the commission, the commissioner uses only documentation available to the public within the framework of the public consultation, and the information provided in or following meetings or hearings, as provided for under the rules of procedure of the Office. He may also use common knowledge of the subjects addressed and existing literature on relevant topics.
- 21.** The commissioner respects at all times the confidential nature of the proceedings of the commission. He also respects the confidentiality of the report of the commission until such time as it is made public.

## **SETTING UP A PUBLIC CONSULTATION**

When a consultation mandate is entrusted to the Office, the president appoints a commission formed of one or several commissioners. The 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**

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

## THE DOCUMENTATION FILE

### USUALLY CONTAINS:

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

## PREPARATORY MEETINGS OF THE COMMISSION

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

## PUBLIC CONSULTATION

The public consultation may take the form of a public meeting or public hearing.

## 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 to another day.

## 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 21 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 the discussions are usually 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.

### **STANDARD PUBLIC CONSULTATION MEETING PROCEDURE**

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

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

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

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

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

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

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

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

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

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

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

# APPENDIX IV

## LIST OF EMPLOYEES AND COLLABORATORS IN 2008

### EMPLOYEES

Mercedes Auguste  
Marc Breton  
Luc Doray  
Stéphanie Espach  
Simon Langelier  
Éric Major  
Alexis Musanganya  
Faustin Nsabimana  
Anik Pouliot  
Gilles Vézina

### COLLABORATORS

Michel Agnaïeff  
Lazar Aguiar  
Hélène Bilodeau  
Richard Brunelle  
Léa Cousineau  
Mélissa De Cristofaro  
Marie-Michèle Dubeau  
Delphine Dusabe  
Henri Goulet  
Nhat Tan Le  
Marie-France Leblanc  
Gabriel Lemonde-Labrecque  
Sharon Leslie  
Marilena Liguori  
Jimmy Paquet-Cormier  
Diane Piché  
Catherine Vandermeulen







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