



OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

2010 ANNUAL
REPORT



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May 1, 2011

Mrs. Elsie Lefebvre
Vice-President of the City Council
Ville de Montréal
Montréal (Québec)

Madam Vice-President:

In keeping with the *Charter of Ville de Montréal*, (R.S.Q., c. C-11.4), I am pleased to enclose the 2010 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, 2010.

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

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 2010.

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

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

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

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PRESIDENT'S MESSAGE



In 2010, the Office de consultation publique de Montréal received mandates to consult Montrealers on five projects, two special planning programs (SPPs), and one development statement. The revitalization of large urban areas or sites featured in three of the projects: the Quartier Bonaventure in the borough of Ville-Marie; the site of the old Norampac plant in Rosemont – La Petite-Patrie; and the conversion of the Institution des Sourds-Muets in Villeray – Saint-Michel – Parc-Extension. Moreover, the Montréal Charter of Rights and Responsibilities was the object of a consultation in anticipation of its five-year review. The Office also studied the issues involved in upcoming consultations on the SPPs for the *Quartier des grands jardins* and the *Quartier Sainte-Marie*, and on the *Énoncé du Centre-ville*, in the borough of Ville-Marie.

The Office has added to its communication tools by launching a newsletter, the *Bulletin de l'Office*, as well as a new, more user-friendly and efficient version of its Website. Our site now attracts an ever increasing number of users, while the new *Bulletin* publishes brief news items about our activities.

In terms of research, we focused on major municipal projects as prime times for public consultation, both here and in other cities, and the year proved rich in reflection and the sharing of experiences on noteworthy practices. The Office also organized a conference, in June 2010, to present and discuss the results of its research, with the participation of the Vice-President of the Communauté urbaine de Lyon, Mr. Gérard Claisse. Furthermore, two issues of *Les Cahiers de l'OCPM* were produced.

CONSULTATION HAS PROVEN TO BE AN OPPORTUNITY FOR GREATER EFFICIENCY AND THE CONSTRUCTION OF BETTER ADAPTED URBAN COMPLEXES, AS LONG AS IT FOLLOWS THE DEVELOPMENT OF MAJOR PROJECTS THROUGH ALL THEIR STRATEGIC PHASES.

EFFICIENCY IMPROVEMENTS

Our research activities have shown us that, in many large cities throughout the world, public consultation on major projects is no longer considered a hindrance to projects or an obstacle to progress. On the contrary, consultation has proven to be an opportunity for greater efficiency and the construction of better adapted urban complexes, as long as it follows the development of major projects through all their strategic phases. This type of **continuing consultation** does not mean **continuous consultation**, but rather a monitoring of known facts and discussion of issues at various stages in the development of major projects, from the planning phase to the monitoring process, including analysis, final design and construction.

FINE TUNING OF PRACTICES

In Montréal, developers and citizens alike have expressed their frustration with the consultation process on major projects being carried out either too early or too late. Although an increasing number of developers now recognize that major urban projects must provide an opportunity to negotiate benefits for the host communities, they also ask that their constraints be taken into account, more specifically the short windows of opportunity for action in their market.

For their part, citizens realize that major projects often undergo substantial changes throughout their planning and construction. There may be a world of differences between the project brief and final design, raising questions of fairness, as new impacts crop up along the way without the people most affected having a chance to discuss them.

In our opinion, we must review our practices to counter this situation, by determining, as is done in other cities, the best times for public consultations better synchronized with the phases of project development.

- > *The Office reiterates its suggestion to try out a formal two-steps consultation model for major projects. A first, shorter procedure early in the project development phase would identify concerns raised by site neighbours and interest groups concerning the developers' initial plans. Later, the final design should be the object of a second consultation focusing on legislative amendments, as required..*



For the past few years, the OCPM has held public consultations on the redevelopment of large urban sites. Some of these consultations focused on master development plans, while others addressed detailed development concepts. Whether for the Quartier Bonaventure, involving the redevelopment of a major transportation infrastructure, the site of the old CN Shops, the Radio-Canada site, or the old Norampac plant, consultation has consistently served its citizen information function. It has also served as a forum for the expression of metropolitan and local issues, and controversies frequently associated thereto. Plans and projects have been enhanced with the suggested improvements.

- > *The Office recommends that the plans or Special Planning Programs (SPPs) that often apply to urban areas earmarked for revitalization or redevelopment always be submitted for a major independent, transparent and credible consultation.*

The OCPM has now been consulting Montrealers on major and other urban projects for almost ten years. Its unique role as a neutral third party has become, in a way, one of the cornerstones of its identity. In the coming years, we will continue to devote all of our energies to the task of helping decision-makers and elected officials and serving the Montréal community.

Louise Roy,
President



MISSION AND MANDATE OF THE OFFICE

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

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.
- > Shared or institutional equipment, such as cultural equipment, a hospital, university, college, convention centre, house of detention, cemetery, regional park or botanical garden;
 - > Major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
 - > A residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, such an establishment the floor area of which is greater than 25,000 m²;
 - > Cultural property recognized or classified or a historic monument designated under the Cultural Property Act (R.S.Q., c. B-4) or where the planned site of the project is a historic or natural district or heritage site within the meaning of that Act.

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

On June 12, 2008, draft By-law 82 was 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, draft By-law 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 2010, the Office de consultation publique de Montréal was entrusted with a number of mandates, both in the area of real estate development and in the examination of land-use planning proposals in large areas of Montréal. The Office examined a project involving the expansion of the Tennis Canada facilities in Parc Jarry, a vast real estate project on the site of the old Norampac plant in the borough of Rosemont – La Petite-Patrie, and a residential conversion project for the old Institution des Sourds-Muets. The Office also held a consultation on the revision of the Montréal Charter of Rights and Responsibilities. Moreover, several mandates pertaining to land-use planning issues were given to the Office, but the consultations could not be held in 2010. In fact, the Office was mandated to hold a consultation on two Special Planning Programs in the borough of Ville-Marie. The first involves an area known as the “Grands Jardins”, at the western extremity of the borough, while the second consists of the territory of the Sainte-Marie district. The OCPM was also asked to assist the borough with a consultation on a development statement for the downtown area. However, consultations on those three mandates have not yet been held, as the projects were not progressing as expected.



Throughout the consultations, the Office, while remaining loyal to practices on which its credibility is founded, has striven to employ a variety of instruments to reach a greater number of Montrealers and better serve the various implementation contexts for municipal projects and policies.

In total, over 2000 Montrealers participated in the public consultations of the Office this year, attending 55 public meetings where 362 briefs were presented.

DESIGNATION

Redevelopment of the Bonaventure Expressway (Final design – Phase 1).

RESOLUTION

It is resolved that the Office de consultation publique de Montréal (OCPM) shall be mandated to hold a public consultation on the project, including the Dalhousie public transportation corridor.

KEY DATES

Information sessions: November 24, 26 and December 1 and 2, 2009
 Presentation of briefs: January 12, 13, 18 and 19, 2010
 Report filing: March 18, 2010
 Report release: March 31, 2010

TERRITORY

Ville-Marie and Sud-Ouest boroughs.

PURPOSE OF THE CONSULTATION

In 2004, the Société du Havre de Montréal (SHM) published a report regarding the future of Montréal and its river. At the time, the transformation of the Bonaventure Expressway was already identified as a key factor in enhancing the surrounding area. The proposal suggested a redevelopment.

Phase 1 of the project covers the area bounded by Duke Street to the east, Dalhousie Street to the west, Saint-Jacques Street to the north, and de la Commune Street to the south. It bridges two boroughs, Sud-Ouest and Ville-Marie, separated by the Bonaventure Expressway. In its Quartier Bonaventure redevelopment project, the SHM proposes to lower the expressway, to create blocks for residential development set up between two arterial roads, and to establish a corridor reserved exclusively for public transportation. The project aims to contribute to the transformation of the area, qualified as destructured, into a gateway to the city and an inhabited and vibrant neighbourhood. Although most of the land freed up is already owned by Montréal, the proposed development concept calls for the acquisition of several lots along the future Dalhousie corridor, between Ottawa and William Streets, and between Saint-Paul and Saint-Maurice Streets.

THE COMMISSION BELIEVES THAT THE CONSULTATION SHOULD ADDRESS, INITIALLY, ALL DEVELOPMENT PHASES OF THE FINAL DESIGNS PRESENTED AS AN OVERALL VISION AND, LATER, EACH OF THE PHASES INDIVIDUALLY, WHEN THEY ARE COVERED BY A PROPER BY-LAW.

As submitted, the final design for the Quartier Bonaventure proposes a downtown gateway of monumental impact, prestigious, lived-in, and alive. The keystone of the Quartier Bonaventure is the lowering of the elevated expressway. The SHM plans to convert it into an urban artery integrating the existing, but widened, Duke and Nazareth Streets. As a complement to public transit, the SHM aims to provide an environment conducive to active transportation. To that end, it plans to build a link with Montréal's underground pedestrian network, as well as wider sidewalks, in proportion with the size of adjacent traffic lanes. The project's real estate development is based on the development and enhancement of the central and de la Commune blocks, and the repurposing the CN railway viaduct, not to mention the appreciation of adjacent lots resulting from the benefits of the project. The public and green spaces dotted with works of art will add further prestige to this downtown gateway, while re-establishing links with surrounding areas. Two small urban parks will also grace this masterpiece, calling for the relocation of the Wellington snow dump to another site.

The SHM indicated to Montréal that it would like to submit the final design of the Quartier Bonaventure for public consultation. The request was well received, and the executive committee gave the Office de consultation publique de Montréal the mandate to hold a consultation on the SHM's final design for the project, including the Dalhousie corridor. Consequently, unlike in cases where development projects are structured by draft by-laws and development agreements, there were no monitoring requirements on the part of the Comité *ad hoc* d'architecture et d'urbanisme, the borough Planning Advisory Committees, or the Conseil du patrimoine de Montréal.

SUMMARY OF THE COMMISSION'S REPORT

It was agreed that a larger territory than that suggested by the SHM should be taken into consideration, including all areas in direct interaction with the project, with a view to reconciling the various territorial scales involved. The commission therefore addressed the ÉTS and Cité Multimédia as a significant whole, and thought it unfortunate that this notion was not reflected in the mandate entrusted to the Société du Havre, as part of a larger plan to revitalize the old city.

In order to free up land for development, the public transit corridor had to be pushed outside of the Bonaventure axis, which lacked the space to accommodate it. Although studies conducted on where to relocate the corridor found that, among seven possible options, Dalhousie Street was best suited to meet the needs of such equipment. Citizens expressed concerns to the commission regarding the incompatibility of metropolitan equipment with an area slated for residential and institutional revitalization. The commission shared the concerns expressed regarding safety, air quality, feeling of community, and heritage development and enhancement. Consequently, in keeping with STM proposals, the commission recommended that public and active transportation modes be given priority in the Bonaventure axis, thereby reconciling urban transportation and development. In its opinion, the temporary integration of a bus corridor may lead, as with du Parc Avenue's reconfiguration to hold a future tramway, to a development incorporating high standards of urban aesthetics.

According to the commission, the idea of regarding the gateway to downtown as a transition area between different urban scales, especially when it incorporates the "public transit" component, offers a variety of important advantages. The commission therefore believes that it would be preferable to



concentrate, in the Bonaventure Boulevard right of way, the functions of gateway to downtown, rather than impose on it a constraining form of real estate development whose profitability has not been clearly demonstrated, neither in adjoining areas nor in its insertion environment.

In analysing the project's various components, the commission noted that the proposed heritage integration fell short of the area's true potential. The form of the Quartier Bonaventure project seems to be more in line with a real estate vision than a concern for the history of the area. In the commission's opinion, attractive design should not detract from the uniqueness of the insertion environment, much to the contrary. Recognizing that the area, with the Griffintown neighbourhood constituting one of the cradles of industrialization in North America, is rich in heritage, the commission concurred with suggestions to develop a project better harmonizing with the history of the insertion environment. In that respect, the commission welcomed suggestions it received to develop the area in a contemporary, attractive manner, while distinguishing it through its wealth of heritage, both tangible (the remains of the Hay Market, the New City Gas, the Rodier building, the forge Cadieux, etc.) and intangible (archaeological discovery, artistic and fresh air corridors, etc.). In this way, heritage becomes an identifying factor contributing to the uniqueness of the site.

Lastly, with respect to opinions expressed regarding the public consultation process focusing on only one phase of the redevelopment of the Bonaventure Expressway, which is divided into three phases, the commission has taken into account the suggestions it received. Thus, in the case of long-term metropolitan projects whose subsequent phases are dependent on the first, the commission believes that the consultation should address, initially, all development phases of the final designs presented as an overall vision and, later, each of the phases individually, when they are covered by a proper by-law. This overall vision could, for example, be entrenched in the Montréal Master Plan, which, as it happens, is due for revision in the near future.



DESIGNATION

Expansion of Tennis Canada facilities.

RESOLUTION

It is resolved that the Office de consultation publique de Montréal (OCPM) shall be mandated to hold a public consultation on the expansion project for the Tennis Canada facilities.

KEY DATES

Information session: May 18, 2010
 Presentation of briefs: June 15, 2010
 Report filing: July 30, 2010
 Report release: August 12, 2010

TERRITORY

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

PURPOSE OF THE CONSULTATION

The Centre de tennis du parc Jarry (CTPJ), located in the south-west portion of the park, was inaugurated in 1996. The Stade Uniprix, at the centre of the CTPJ, hosts the Rogers Cup, featuring athletes of the Association of Tennis Professionals (ATP) and the Women's Tennis Association (WTA). In 2003, Tennis Canada was looking to expand its site to add a secondary stadium, four new indoor courts and a new public area, and to relocate five

outdoor tennis courts. A first public consultation proposed that Tennis Canada make a few changes in the design of public spaces and the perimeter of CTPJ surface rights.

In terms of the 2010 public consultation, Tennis Canada wants to add new clay courts that can be used year round. The objective is to increase the number of courts available to Montréal users, and to better train Canadian athletes. To that end, the proposed project calls for the new courts to be laid out on the roof, with a covering structure. The new project would raise the height of the facility to 22.6 metres, while the by-law covering the construction, transformation and occupation of the CTPJ (P-03-093) provides for a maximum height of 15 metres. Draft By-law P-03-093-1 would amend it by raising the maximum height to 23 metres.

SUMMARY OF THE COMMISSION'S REPORT

Most of the participants recognized the need to add new clay courts in order to better prepare Canadian athletes. However, some feared that the recreational/sports aspects of Jarry park may take too much space away from leisure areas. The commission believes that the project does not pose a threat to the park's leisure areas, since the space devoted to sports would maintain the same square footage. However, the commission recommends that the master plan for the park, which must remain public, guarantees that a balance will be maintained among the provision of space for leisure, sports and recreation.

Another sensitive issue was the project's impact on the views onto Mount Royal. Mount Royal is a very sensitive issue with Montrealers, and any

THE COMMISSION INVITES MONTRÉAL TO STUDY THE POSSIBILITY OF REQUIRING THE DEVELOPER TO INTEGRATE ENVIRONMENTAL MEASURES, SUCH AS A WHITE ROOF, AND ADDITION OF GREENERY ON THE REMAINING PART OF THE ROOF OF THE INDOOR COURTS.

plans for the construction of high buildings must be thoroughly examined. Nonetheless, given the fact that the new construction does not significantly reduce views onto the mountain, the commission recommends that the height limit be raised to 23 metres solely for the clay courts on the roof structure designed to support such a height.

Lastly, in keeping with Montréal’s battle against heat islands, the commission invites Montréal to study the possibility of requiring the developer to integrate environmental measures, such as a white roof, and addition of greenery on the remaining part of the roof of the indoor courts.



DESIGNATION

Development of the Norampac site.

RESOLUTION

It is resolved that the Office de consultation publique de Montréal (OCPM) shall be mandated to hold a public consultation on the redevelopment project for the Norampac site.

KEY DATES

Information sessions: September 14, 15 and 16, 2010
 Presentation of briefs: October 12, 13 and 14, 2010
 Report filing: December 14, 2010
 Report release: January 11, 2011

TERRITORY

Borough of Rosemont – La Petite-Patrie.

PURPOSE OF THE CONSULTATION

The site of the old Norampac plant, covering an area of 41,500 m², is located in the borough of Rosemont – La Petite-Patrie, facing the parc du Pélican. Built in the 1950s, the Norampac plant closed down in May 2005. Given its proximity to community services, businesses, and public transit, the borough believes that the site has strong potential for residential redevelopment. In 2008, the developer, Gestion Réseau Sélection, submitted a request to the borough for a zoning change in order to build a residential development.

THE BOROUGH OF ROSEMONT - LA PETITE-PATRIE HAD JUST SUBMITTED A PROJECT TO RESTRUCTURE ITS PLANNING LEGISLATION WITH A VIEW TO FURTHER PROMOTING SUSTAINABLE DEVELOPMENT.

The developer, specializing in the construction of seniors' housing, plans to build 1163 housing units, as well as a polyclinic, day care service, and 125-room care centre for people with decreasing independence. The project would house retirees, families, and households without children in a variety of housing types on the site, and provide commercial space on the ground floor. In keeping with its density principle, the developer plans to erect buildings of up to ten stories in height, with a low building coverage ratio, leaving 70% of the land free for public and community spaces. The developer's plans also include indoor and outdoor bicycle stands for all of the buildings, and pedestrian paths traversing the site.

The development project for the Norampac site requires variances to the Montréal Urban Plan and the urban-planning by-law of the borough of Rosemont - La Petite-Patrie. The main variances have to do with height and land use. Before the project can go ahead, city council must adopt a by-law allowing the determination of conditions for construction, occupancy, and land development.

SUMMARY OF THE COMMISSION'S REPORT

The project was well received by public hearing participants. However, they had various suggestions on how to improve the overall project. The commission believes that the project submitted by the developer for the site meets important housing needs for the borough, but also raises important concerns in three areas.

Community integration challenges

The commission was sensitive to fears expressed regarding the project becoming a seniors' city isolated from community life in the neighbourhood, and made a number of recommendations aimed at opening up the site socially and encouraging joint-action with local community organizations

in planning cultural and recreational activities in appropriate premises on the site. With the accelerated aging of the population, projects similar to that submitted by the Groupe Réseau Sélection will emerge in Montréal over the coming years, and the Norampac site project may well become a model to follow.

Physical opening up of the site

To physically open up the site, the commission suggests taking advantage of the opportunity presented by the project to develop the network of bicycle paths and establish a safe pedestrian and bicycle link with the borough of Plateau-Mont-Royal, via an overpass, leading to the Centre du Plateau complex, among other locations. The commission also recommends that some of the pedestrian paths on the site be made public.

Sustainable development

In that same vein, the commission also believes that the project should be developed according to the sustainable neighbourhood approach emerging in various cities implementing the latest sustainable development technologies, and recommended this in its report. It should be noted that, as the commission was in the process of drawing up its report, the borough of Rosemont - La Petite-Patrie had just submitted a project to restructure its planning legislation with a view to further promoting sustainable development.



DESIGNATION

Residential conversion of the Centre 7400.

RESOLUTION

It is resolved that the Office de consultation publique de Montréal (OCPM) shall be mandated to hold a public consultation on the conversion project for the Centre 7400.

KEY DATES

Information session: November 15, 2010
 Presentation of briefs: December 9 and 16, 2010
 Report filing: February 22, 2011
 Report release: March 8, 2011

TERRITORY

Borough of Villeray – Saint-Michel – Parc-Extension.

PURPOSE OF THE CONSULTATION

The Centre 7400, the former Institution des Sourds-Muets founded by the Clerics of St. Viator, is located at 7400 Saint-Laurent Boulevard, between Faillon Street West and De Castelnau Street West, in the borough of Villeray – Saint-Michel – Parc-Extension. The area is identified in the Montréal Master Plan, in the section on City-wide issues, as a “Secteur mixte - requalification des secteurs. Diversification et intensification des activités.” In term of built heritage, the property is identified in the Master Plan as an “immeuble de valeur patrimoniale exceptionnelle” and as a “grande propriété à caractère institutionnel.” It is the only property in the borough with such a designation. The establishment offers various services to charitable, religious and educational organizations. The Clerics of St. Viator put it on the market in 2009.

The group Thibault Messier Savard et Associés Inc. and Développement McGill plans to create 302 housing units divided amongst four buildings, including the original main building. The architectural scheme rests on the predominance of the original main building, with all annexes being demolished. The developer outlines the housing offering as follows: 36% studio and one-bedroom units; 41% two-bedroom units; 22% three-bedroom units; and 1% four-bedroom units. Prices would range from

\$150,000 to \$650,000, and 40% of the units would be below the \$250,000 mark. As the developer has not included any social housing in the project, it was agreed with the Direction de l'habitation de la Ville de Montréal that the group would provide a financial compensation of \$300,000 to finance the construction of social and community housing off-site.

Two draft by-laws are submitted for consultation:

- > The *Règlement autorisant la transformation à des fins résidentielles de l'Institution des Sourds-Muets*, which aims to authorize residential use exclusively for the property located at 7400 Saint-Laurent, currently zoned "Équipements culturels et éducatifs;"
- > The *Règlement modifiant le Plan d'urbanisme de la Ville de Montréal*, concerning the change in land-use designation from "couvent, monastère ou lieu de culte" to "résidentielle."

SUMMARY OF THE COMMISSION'S REPORT

The commission applauds the high quality treatment of the original main building and the buildings added behind it. However, beyond the loss of an employment pole for that area of the borough and the necessary relocation of the Centre's existing tenants, it is the loss of a community heritage, especially that of the deaf community, which was

bemoaned during the hearings. Furthermore, the piecemeal treatment, through legislative amendments, worries the community, which sees it as another opportunity to avoid overall planning based on a global development vision.

The determination of a precise amount as compensation for the absence of social housing on the site, the lack of a draft development agreement, the non-realization of a social impact study, and partial results regarding traffic studies are, in the commission's opinion, irritants that should be addressed from this point forward. Moreover, the commission is of the opinion that representatives of the deaf community as well as appropriate resources for social and affordable housing could help provide a better project, harmonized to the neighbourhood's needs.

Despite the above-mentioned reservations, the commission supports the adoption of the project and the two by-laws submitted for public consultation, subject to the recommendations on various aspects of the project as proposed.



DESIGNATION

Revision of the *Montréal Charter of Rights and Responsibilities*.

RESOLUTION

It is resolved that the Office de consultation publique de Montréal (OCPM) shall be mandated to hold a public consultation on the revision of the *Montréal Charter of Rights and Responsibilities*.

KEY DATES

Information sessions: November 15, 16
and 17, 2010
Presentation of briefs: December 13, 14
and 15, 2010
Report filing: March 30, 2011
Report release: April 14, 2011

TERRITORY

Ville de Montréal.

PURPOSE OF THE CONSULTATION

The *Montréal Charter of Rights and Responsibilities*, a Ville de Montréal initiative, came into effect on January 1, 2006. As its name indicates, the *Charter* defines the rights and responsibilities of citizens in areas where Montréal exercises jurisdiction under Québec municipal law. The *Charter* rests on a common commitment to promoting greater communal well-being founded on values supporting basic rights: respect for human dignity, equality, inclusion, tolerance and justice. It is divided into four parts, preceded by a preamble:

- I- Principles and Values
- II- Rights, Responsibilities and Commitments
- III- Scope, Interpretation and Implementation
- IV- Final provisions

In June 2009, the Québec government added to the *Charter of Ville de Montréal* a provision (section 86.1) to reinforce the prescriptive status of the *Montréal Charter of Rights and Responsibilities*.

Article 42 of the *Montréal Charter of Rights and Responsibilities* provides that:

*“Within four years of the date this Charter comes into force, and periodically thereafter, Montréal will conduct public consultations aimed at assessing the **effectiveness**, the **relevance** and the **coverage** of the rights and responsibilities defined in this Charter, as well as in the monitoring, investigative and complaint procedures that it provides.”*

As this revision deadline is approaching, Montréal has given the OCPM the mandate to carry out a public consultation on the revision of the *Charter*. Montréal has also made amendments to the *Charter*, which are included in the subject of the consultation.

SUMMARY OF THE COMMISSION'S REPORT

The Commission's analysis identified four highlights of the public consultation on the revision of the *Montréal Charter*.

First and foremost, the *Charter* seems to enjoy a high level of acceptance and support from the Montréal community. Most of the participants' suggestions focused on strengthening the *Charter*, on making it more effective, rather than on diminishing or weakening it. In other words, we want more, not less, of the *Charter*.

Montréal's proposal to make adjustments to the *Montréal Charter* was also well received. The participants' numerous suggestions aimed primarily to clarify, explain, or reinforce the terms of the proposed amendments, not to contest their content. The Commission recommended, in principle, the adoption of the 14 proposed amendments, while incorporating suggestions it considers useful.

The hearing brought to light the Ombudsman's essential and strategic role in the application of the *Charter*. The answers to questions posed at the hearing, the annual reports, and the written results of the monitoring of the Ombudsman's activities all attest to this. Little by little, a concrete image of the *Charter* at work in Montréal is emerging. In relation to an approach focusing on rights

THEY WANT ALL CITIZENS TO ENJOY THE BENEFITS OF THE CHARTER EQUALLY, REGARDLESS OF THEIR BOROUGH OF RESIDENCE.

and legal recourse, the complaints procedure and mediation and investigative functions of the Ombudsman make this office the key player in the *Charter's* institutionalization, distinctive character, and success.

The general consensus emerging from the consultation is that the *Charter* should be made even more effective. The participants want elected officials, managers, employees and citizens to become more familiar with the *Charter*. They would like Montréal to draw up an implementation plan and to report annually on its execution and

progress achieved. They want all citizens to enjoy the benefits of the *Charter* equally, regardless of their borough of residence. They would like the institution of the ombudsman to be reinforced. They would also like the police and public transit departments, both major municipal departments, to be subject to the principles and values of the *Montréal Charter*.





OFFICE
DE CONSULTATION PUBLIQUE
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 Website.

In 2010, the Office published 32 public notices and advertisements in 11 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 current consultation project.

Usually, the Office distributes flyers to citizens that will be affected by a given project. Depending on the consultation, this distribution may cover between 150 and 30,000 households. The flyer is also made available at various locations, such as municipal libraries, Maisons de la culture, and borough offices.

Last year, 63,500 flyers were distributed in areas neighbouring projects that were the subject of consultation, and in many Montréal service points.

When a consultation report is produced, a news release is issued to the media and to individuals and organizations that have expressed an interest in the project.

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

The site underwent a major transformation in 2010. Following an in-depth study, the new format of this communication tool essential to the realization of the mission of the Office is more dynamic, user-friendly, and accessible.

To offer the public a more user-friendly surfing experience, the Office chose Drupal software to build its new platform. In addition to a more modern interface and more attractive visuals, this choice also allows the site to evolve with new technological trends and the contributions of talented programmers.

Since its launch, the OCPM Website has become an indispensable source of information on various urban development projects in Montréal. It contains almost 7,000 files pertaining not only to consultations held by the Office, but also to reference documents and links to useful sites.

The OCPM is also following the social media curve. In one year, its Facebook page has doubled its number of fans.

The Office also launched a number of new publications in 2010. The first, released with the 2009 annual report, is a report on Office activities for 2006-2009. The document examines the activities of the Office in reference to a number of values, including solidarity and coherence. A more complete version of the report, incorporating examples of public consultations on major projects, was published in an issue of "Les Cahiers de l'Office," released at an OCPM seminar on the same subject held on June 8 last. More than 200 participants learned about consultation procedures both here and abroad, benefiting, notably, from the experience of the Ville de Lyon, presented by Mr. Gérard Claisse, Vice-President of that city's Communauté urbaine. The official records of the seminar were published in another issue of "Les Cahiers de l'Office" in December. We also produced a new version of the consultation procedures document available in all of our public consultations. Lastly, the Office launched a new communication tool at the end of the year, the "Bulletin de l'Office," with four issues a year to provide updates on our ongoing activities. A dozen issues of the Office newsletter were also released, and 24 Facebook postings were made.

Throughout the year, the Office enjoyed significant media coverage, with over 150 mentions noted. The president also gave two important interviews to "Espace" magazine, whose readership consists primarily of members of the Montréal real estate community.



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 Task Force on Democracy, stemming from the Sommet de Montréal in 2002.

THE OFFICE WAS ALSO INVITED BY A NUMBER OF BOROUGHS TO MAKE PRESENTATIONS ABOUT ITS ROLE AND ACTIVITIES TO GROUPS OF STUDENTS AND MEMBERS OF CITIZENS' GROUPS INTERESTED IN PUBLIC CONSULTATION.

Throughout 2010, the OCPM has pursued its discussions with representatives of agencies and foreign governments interested in learning more about the practices of the Office. A delegation of the Brest Océane region came to visit us to learn about the OCPM's prevailing consultation processes. Brazilian academics from the City of Salvador de Bahia also requested a presentation of our practices. The office also had the honour of welcoming the Permanent Secretary of the Association internationale des maires francophones, the AIMF. This association brings together some sixty mayors of French-speaking cities throughout Africa, Europe and the Americas. A very productive working session was held with the President of the Office and its Secretary General; cooperation projects between the AIMF and the OCPM should emerge in the near future.

At the seminar held on June 8, the Office hosted a mission of Mr. Claisse, Vice-President of the Communauté urbaine de Lyon. In addition to his participation in the event, Mr. Claisse also had the opportunity to meet with senior executives of various Montréal organizations, and to discuss a cooperative initiative between his city and the Office. A joint project should be carried out in 2011.

The Secretary General participated in the World Assembly of CIVICUS, a major gathering of organizations representative of civil society on the five continents, where he gave a presentation on the Office and its work in a conference workshop.

The OCPM was also involved in an activity of the Association des étudiants en urbanisme of the Université du Québec à Montréal (UQÀM), consisting in a contest on urban and land-use planning ideas. A commissioner from the OCPM sat on the jury that chose the best ideas, and a grant was awarded by the Office.

Lastly, over the course of the year, the Office was also invited by a number of boroughs to make presentations about its role and activities to groups of students and members of citizens' groups interested in public consultation.





BUDGET OF THE OFFICE

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

THE FINANCIAL STATEMENTS OF THE OCPM ARE AUDITED BY THE AUDITOR OF THE CITY AND PRESENTED TO CITY COUNCIL.

In 2010, 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. This amount is meant to cover 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.

However, over the course of the year, it became apparent that the number of consultations actually carried out would be lower than in 2009. In fact, three of the mandates received could not be carried out owing to the projects' state of advancement. Consequently, we managed to close out the year with a surplus of approximately \$200,000. This situation is unusual and is not expected to reoccur in 2011. The current budget of the Office allows us to hold approximately nine consultations per year. Beyond that number, we would usually have to request additional credits, as we did in 2008.





OFFICE
DE CONSULTATION PUBLIQUE
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APPENDIX I

PRESIDENT AND PART-TIME OR *AD HOC* COMMISSIONERS IN 2010

LOUISE ROY

PRESIDENT

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

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

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

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

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

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 some 25 years' experience in various areas related to the environment, public participation and environmental communication.

From 1985 to 1989, Ms. 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, Ms. Beaudet has acted as chair, commissioner or member on public hearing mandates

for all levels of government and worked as an environmental communication consultant. In 1995, she joined the TecSult inc. team as senior environmental communication consultant, a position she held 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 on the Federal Environmental Assessment Panel for the Eastmain-1-A and Hydro-Québec Rupert [River] diversion project.

Ms. Beaudet 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 St-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 St-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.

NICOLE BOILY

COMMISSIONER

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

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

She held the position of General Manager of the Fédération des femmes du Québec for four years. In that capacity, she was responsible for the planning and coordination of all Fédération activities, including the organization's presence at parliamentary commissions, the organization of conventions and seminars, and the writing of briefs on behalf of the Fédération.

She later became Chief of Staff of the Ministre de la Condition féminine and Vice-President of the Conseil du trésor, where she was responsible for coordinating all ministerial activities. She then returned to the institutional arena as director general of the Institut canadien d'éducation des adultes.

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

Nicole Boily has also written numerous articles that have been published in various magazines and newspapers.

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

JEAN-CLAUDE BOISVERT

COMMISSIONER

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

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

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

Mr. Boisvert has been an *ad hoc* commissioner with the OCPM since 2004. He served as Vice-President of the Commission de réaménagement urbain et de développement durable du Plateau Mont-Royal, 2003-2004; and as a member of the Commission

Jacques-Viger, 1996-2000; the design committee for several pavilions of the Université de Montréal, 1990-2000; the architectural quality evaluation committees for architectural contests of the new Faculté de l'aménagement of the Université de Montréal, 1995; and the Musée de la Civilisation and Québec Palais de Justice, 1981 and 1979.

NICOLE BRODEUR

COMMISSIONER

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

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

She then worked for approximately ten years at the Ministère des Relations avec les Citoyens et de l'Immigration, first as associate deputy minister, and later as deputy minister. She actively participated in setting up this new ministry which, at the time, was just replacing the Ministère de l'Immigration et des Communautés culturelles. She held the position of associate secretary general at the Secrétariat à la réforme administrative, and later acted as President-director general of the Centre de référence des directeurs généraux et des cadres du réseau de la santé et des services sociaux.

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

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

JEAN BURTON

COMMISSIONER

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

From December 2003 to June 2007, he worked for the Canadian International Development Agency (on 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. Mr. Burton began his career as a visiting professor at the Université de Montréal's Département de Sciences biologiques, and as a research associate for the Centre de recherches écologiques de Montréal, from May 1974 to June 1982.

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

JEAN CAOQUETTE

COMMISSIONER

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

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

buildings. His work has taken him to the United States and Algeria, among other places.

In terms of community involvement, he served on the board of directors of the Hôpital Jean-Talon, and currently sits on the board of the Corporation de développement économique communautaire de Rosemont - La Petite-Patrie. He is also a member of the borough's urban planning advisory committee.

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, Ms. 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, Ms. 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.

VIATEUR CHÉNARD

COMMISSIONER

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

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

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

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

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

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

IRÈNE CINQ-MARS

COMMISSIONER

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

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

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

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 chair, in several inquiry and public hearing commissions on various projects: transforming stations, hydro-electric complexes, wind farms, oil storage tanks, road networks, and channel dredging. Among others, he reviewed projects involving the modernization of Notre-Dame Street in Montréal, and the construction of additional storage tanks for liquid products in Montréal-Est. 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, the redevelopment of the Séville block, and the draft Mount Royal Master Protection and Enhancement Plan.

ALAIN DUHAMEL

COMMISSIONER

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

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

Alain Duhamel is very active in the cooperative movement. He has been an elected leader of the Caisse populaire Desjardins Ahuntsic-Viel since 1982, and has served as chairman of its board of directors for the past six years.

HABIB EL-HAGE

COMMISSIONER

Mr. Habib El-Hage holds a Ph.D. in sociology from the UQAM and a Master's in Social Intervention (UQAM). His interests focus on the problem of identity in a migratory context, intercultural mediation practices, psychosocial intervention and institutional adaptation. Mr. El-Hage has been an Associate Fellow with the Chaire de recherche sur l'immigration, l'ethnicité et la citoyenneté since 2003.

From a professional standpoint, he is a social worker with the Collège de Rosemont, dealing with young people and the numerous problems affecting scholastic achievement, including mental health, youth suicide, violence and harassment. He has been involved in the organization of numerous seminars on intercultural and citizenship-related issues.

He is very involved with the issue of intercultural relations and plays a key role in its volunteer applications. Until recently, Mr. El-Hage served as vice-president of the Conseil interculturel de Montréal, where he coordinated, co-wrote, and publicly presented a number of opinions and briefs to Montréal political officials. He is also a member of several organizations, including the Canadian Mental Health Association.

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. Over more than 20 years, she has often been invited to host events, colloquia, conventions and public debates organized by ministries, universities, municipalities and associations, among others. She also works with the Institut du Nouveau monde, a non-partisan institute devoted to the renewal of ideas and citizen participation.

She is the sponsor for the young foundation *60 millions de filles*, which supports projects helping to provide girls with access to education 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. More recently, she published 14 interviews with actresses in the photo album *É LOGES* (Éditions du passage, 2007) documenting the preparations of artists in their dressing rooms.

CLAUDE FABIEN

COMMISSIONER

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

Early in his career, he was a litigator 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* since 1975 and a mediator certified by the Bar.

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, as well as chair of the commission on the redevelopment of the site of the former Viger station and hotel, the commission on the development and modernization project for the *Maison de Radio-Canada*, and the commission on the 2-22 Ste-Catherine Est project.

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 then dean of the 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.

Mr. Gariépy has directed or contributed to the writing of 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 2006.

JUDY GOLD

COMMISSIONER

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

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

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

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

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

MICHEL HAMELIN

COMMISSIONER

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

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

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

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

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

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

PETER JACOBS

COMMISSIONER

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

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

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

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

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

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

LUC LACHARITÉ

COMMISSIONER

Luc Lacharité headed major organizations for almost 35 years, during which time he developed professional relationships at the highest levels of both the private and public sectors. His reputation as an effective, conscientious manager as well as his expertise in matters pertaining to public affairs and government relations are favourably recognized.

Since his departure from Groupe CGI inc., where he was vice-president of public affairs for five years, he has worked as a consultant as a senior partner with Nereus Conseils Stratégiques. For a period of six months in 2010, he was also Acting President and CEO of Montréal International.

Earlier, Luc Lacharité had worked in the top echelons of various organizations with a high strategic profile. Notably, he was executive vice-

president of the Board of Trade of Metropolitan Montréal for more than 15 years. His leadership and team-mobilization skills have allowed him to make a significant contribution to many initiatives benefiting both the economy and quality of life in the metropolitan area.

Previously, he had been director general of the Union des municipalités du Québec, after holding the same position at the Société des Jeux du Québec. He had also worked as a senior municipal executive, following a few years spent in the field of education.

He still plays an active role in community and cultural life, as a member of the board of directors of Boulot vers..., a social reintegration organization.

He is an educational science graduate of the Université Laval.

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

HÉLÈNE LAPERRIÈRE

COMMISSIONER

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

Specializing in urban studies, strategic planning and heritage development and enhancement, Hélène Laperrière operates a private urban planning practice, while also managing the Groupe Culture et Ville, which she founded in 1998. Since 2009, she has made a number of trips to China, where she teaches urban planning as well as development and enhancement of the social and built heritage.

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

des urbanistes du Québec magazine, from 2005 to 2008. She is the author of historical and heritage guides for various regions of Québec.

Ms. Laperrière has been a member of the Ordre des Urbanistes du Québec and the Canadian Institute of Planners since 1982. She was also a member of the Canadian Real Estate Association, the Association de l'immeuble du Québec, and the Chambre d'immeuble de Montréal from 1984 to 1985. Between 1990 and 1996, she acted as secretary of the Association des étudiants du doctorat en aménagement of the Université de Montréal.

She also chaired the board of directors of the CIRQ (Centre d'Intervention et de Revitalisation des Quartiers, now Convercité). In 1997, she designed and was responsible for the scientific content of the Quartiers Culturels du Monde Website.

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

He sits on many committees and boards, including the Comité 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 et scientifiques haïtiano-canadiens (AIHC).

Mr. Laurent was appointed *ad hoc* OCPM 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.

He 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 and expert with the OCPM since 2004.

HÉLÈNE MORAIS

COMMISSIONER

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

As a manager of some ten different administrative units and public organizations responsible for planning, evaluation, coordination and consultation, Hélène Morais is very involved in public participation, public consultation and public communication, moderating groups composed of citizens and experts, focusing on their advisory role with political decision-makers. She also works with organization executives and managers as a professional coach.

Hélène Morais holds a Master's in Business Administration and a B.A. in Social Services from the Université Laval. She is also a Certified Integral Coach™ with Integral Coaching Canada®.

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

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 is skilled in social impact evaluation.

He has worked as a specialist for engineering firms and public and private sector 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.).

DOMINIQUE OLLIVIER

COMMISSIONER

Dominique Ollivier studied civil engineering before obtaining a Master's in Public Administration from the École nationale d'administration publique.

She also held various positions in social organizations and Québec ministers' offices before becoming Directrice adjointe des communications et conseillère spéciale en matière de citoyenneté with the office of the Bloc québécois leader in Ottawa. Since 2006, she has been director general of the Institut de coopération pour l'éducation des adultes (ICEA).

Ms. Ollivier's career is marked with volunteer work in numerous community organizations and participation in a number of cultural juries.

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

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

JEAN PARÉ

COMMISSIONER

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

Before beginning his studies in urban planning, Mr. Paré practised law as an assistant in the legal department of Expo '67. In 1970, he was hired by the land-use planning consultants firm of Jean-Claude La Haye et Associés. In 1974, he became director of planning for the Société d'aménagement de l'Outaouais, where he later held the position of director of development.

In 1980, he joined the Montréal Coopers & Lybrand Consulting Group. In 1986, he established the strategic planning department of Raymond Chabot Grant Thornton. He then opened his own firm in 1988.

A part-time additional commissioner at the Bureau d'audiences publiques sur l'environnement (BAPE) since 1990, Jean Paré has been involved in major projects. In 1992-1993, he was assistant secretary of the Groupe de travail sur Montréal et sa région. In 1998-1999, he coordinated social and environmental projects for the Commission scientifique et technique portant sur la tempête de verglas de janvier 1998. Between 2000 and 2002, he worked as a government assistant in Outaouais for the municipal reorganization, and as secretary of the Outaouais Transition Committee.

A commissioner with the Office de consultation publique de Montréal from 2002 to 2008, Mr. Paré was hired, in March 2008, to work as a technical consultant at the Tangiers Wilaya, in Morocco, where he remained until January 2010. Jean Paré rejoined the OCPM as a commissioner in October 2010.

MICHEL SÉGUIN

COMMISSIONER

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

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

He has also been active in the field of education and research, as an Associate Fellow at the Université de Sherbrooke, among other positions, and he is the author of numerous books and publication, primarily on the environment.

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 doctorate at Concordia University. She has almost 25 years' experience in various areas related to housing and neighbourhood revitalization, having been involved in setting up housing cooperatives in Montréal neighbourhoods, planning and developing the Milton-Parc project in the 1980s, and developing the Benny Farm Community Land Trust from 1997 to 2001. From 1987 to 1990, she worked at the Montréal Service de l'habitation during the drawing up of the political statement on housing and the establishment of the policy on the conversion of rental housing units into condominiums. Between 1990 and 1993, she worked at the Société d'habitation et de développement de Montréal, where she was responsible for the monitoring and evaluation of the Programme d'acquisition de logements locatifs, including its impact on neighbourhood revitalization and security improvement and crime prevention.

As a consultant for the past 15 years or so, she has conducted studies on the issues of homelessness, housing for seniors, social exclusion, and affordable and community housing. During that time, she participated in a variety of projects, such as the introduction of Canadian housing construction methods in Russia, and a pilot project for the establishment of community land trusts in two Montréal neighbourhoods. From 1992 to 1998, she was a member of the CCU in Montréal West. In addition to her consulting work, she also teaches at the CEGEP and university levels.

She was appointed *ad hoc* commissioner with the OCPM in April 2008, and sat on the commissions for the public consultations regarding the redevelopment projects for the old CN shops (1) and for the Séville block.

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. As an expert project reviewer, she sat on several juries and committees, including those of the Conseil des Arts et des Lettres du 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 an Associate Fellow of the Chaire en paysage et environnement and of the Canada Research Chair on Built Heritage, and in her practice, she has a long list of achievements, including the study of the value of the Université de Montréal campus; the landscape surrounding highway entrances to Montréal (Ministère des Transports); the insertion of technical objects in sensitive environments (Hydro-Québec); Mount Royal landscapes (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. She also 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, Arlindo 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, he has also acquired public consultation experience in matters pertaining to heritage.

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

A native Montrealer, Mr. Wolfe spent over five years in California, where he conducted environmental impact studies and prepared planning programs for various municipalities and other public organization in the regions of San Francisco and San Diego. From 1998 to 2000, he worked on the *Policy Guide on Planning for Sustainability* of the American Planning Association. In Montréal, he was director general of the Héritage Montréal foundation, and contributed on a regular basis to the architectural and urban planning column of the newspaper *The Gazette*. The book *Découvrir Montréal*, published by Libre Expression, was co-written by Mr. Wolfe and Cécile Grenier. Furthermore, he is the author of some fifty articles, book chapters and scientific papers. He also set up the Comité du patrimoine bâti juif, and sat on the board of the Fondation du patrimoine religieux du Québec. He was one of the founders of the housing cooperative Les Tourelles, in Milton-Parc, where he lived for over 15 years. Having formerly been a member of the national board of directors of the Canadian Parks and Wilderness Society (CPAWS), he currently sits on the board of its Québec section, SNAP-Québec.

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



OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

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 not exceeding four years. The office of president is a full-time position.

TERM OF OFFICE.

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

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

ADDITIONAL COMMISSIONER.

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

LIST.

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

CANDIDATES.

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

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

DISQUALIFICATION.

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

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

REMUNERATION AND EXPENSES.

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

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

PERSONNEL.

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

ASSIGNMENT OF CITY EMPLOYEE.

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

TREASURER.

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

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

FISCAL YEAR.

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

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

SUMS MADE AVAILABLE.

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

MINIMUM AMOUNT.

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

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

FUNCTIONS OF OFFICE.

83. The functions of the Office shall be:

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

PROVISIONS NOT APPLICABLE.

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



REPORT ON ACTIVITIES.

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

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

(...)

DIVISION II SPECIAL FIELDS OF JURISDICTION OF THE CITY

§ 1. — GENERAL PROVISIONS

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

COMPLEMENTARY DOCUMENT.

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

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

BY-LAW.

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

- 1° shared or institutional equipment, such as cultural equipment, a hospital, university, college, convention centre, house of detention, cemetery, regional park or botanical garden;
- 2° major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- 3° a residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, a commercial or industrial establishment the floor area of which is greater than 25,000 m²;
- 4° housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the Act respecting the Société d'habitation du Québec (chapter S-8);
- 5° cultural property recognized or classified or a historic monument designated under the Cultural Property Act (chapter B-4) or where the planned site of the project is a historic or natural district or heritage site within the meaning of that Act.

BUSINESS DISTRICT.

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

street, by Saint-Antoine Ouest street to Lucien-Lallier street, by Lucien-Lallier street to René-Lévesque Ouest boulevard, by René-Lévesque Ouest boulevard to De La Montagne street, by De La Montagne street to the land fronting the north side of René-Lévesque boulevard, from the land fronting the north side of René-Lévesque boulevard to Drummond street, from Drummond street to Sherbrooke Ouest street and from Sherbrooke Ouest street to Saint-Urbain street.

CONTENT OF BY-LAW.

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

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

APPROVAL BY REFERENDUM.

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

PUBLIC CONSULTATION.

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

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)



OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

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 14th floor. In addition to spaces for its secretarial staff, the Office also has rooms for preparatory meetings for consultations, and for public hearings.

HUMAN RESOURCES

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

Commissioners

In June 2010, the city council appointed Ms. Louise Roy as president of the Office for a second four-year mandate. On the recommendation of the Office president, a number of part-time commissioners are appointed by city council to hold consultations. The latter cannot work as City employees or as municipal elected officials.

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

President

Louise Roy

Ad hoc commissioners

André Beauchamp, Jocelyne Beaudet, Bruno Bergeron, Nicole Boily, Jean-Claude Boisvert, Nicole Brodeur, Jean Burton, Jean Caouette, Catherine Chauvin, Viateur Chénard, Irène Cinq-Mars, Louis Dériger, Alain Duhamel, Habib El-Hage, Ariane Émond, Claude Fabien, Michel Gariépy, Judy Gold, Michel Hamelin, Peter Jacobs, Luc Lacharité, Hélène Laperrière, Weber Laurent, Claude Lavoie, Hélène Morais, Antoine Moreau, Dominique Ollivier, Jean Paré, Michel Séguin, 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 now smaller general secretariat is composed of a secretary general, Mr. Luc Doray, supported by a small team of employees. Mr. Doray is a permanent employee of the Ville de Montréal, assigned to the OCPM by the executive committee in the fall of 2002. Contract employees are also hired as needed. The Charter of Ville de Montréal stipulates that Office employees are not employed by the City, but that the city council may assign any employee it designates to the functions of the Office (section 80).

Collaborators

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

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

PRACTICES OF THE OFFICE

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

COMMISSIONERS' CODE OF PROFESSIONAL CONDUCT

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

General provisions

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.
10. The commissioner exercises discretion in publicly expressing his political opinions or thoughts about a controversial project.
11. The commissioner does not comment publicly on the reports of the Office. However, the chair of a commission or a commissioner delegated by him may present and explain the report of that commission.
12. During his mandate, the commissioner refrains from taking a public position on any project that is the subject of a mandate of the Office.
13. During his mandate, the commissioner refrains from commenting publicly on decisions relating to projects that have been the subject of an Office report. Even after the expiration of his mandate, he refrains from commenting publicly on decisions relating to projects entrusted to the Office during his mandate.
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.

Duty to act in a reserved manner

Public consultation

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 Website, 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 Website.

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 question pertaining to the impact, spin-offs, and future phases of the project. The reports on these preparatory meetings are made available on the Office Website.

PUBLIC CONSULTATION

The public consultation takes the form of a public hearing which includes two separate sessions. The first is 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, a representative of the developer or of the municipal department 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 Website. The chair states that in order to ensure a peaceful debate, no form of

demonstration, disagreeable remark or defamatory comment will be tolerated.

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

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

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

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

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

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

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

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

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



OFFICE
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APPENDIX IV

LIST OF EMPLOYEES AND COLLABORATORS IN 2010



EMPLOYEES

Louis-Alexandre Cazal
Luc Doray
Stéphanie Espach
Simon Langelier
Lizon Levesque
Alexis Musanganya
Faustin Nsabimana
Jimmy Paquet-Cormier
Anik Pouliot
Gilles Vézina

COLLABORATORS

Michel Agnaïeff
Brunelle-Amélie Bourque
Diane Brodeur
Richard Brunelle
Delphine Dusabe
Mathieu Fournier
Henri Goulet
Félix-Olivier Hébert
Gabriel Lemonde Labrecque
Nhat Tan Le
Line Leclerc
Laurent Lussier
Élise Naud
Simon Saint-Pierre
Claire Tousignant
Gabrielle Tremblay
Catherine Vandermeulen



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