



# 2015

## ANNUAL REPORT



 OFFICE  
DE CONSULTATION PUBLIQUE  
DE MONTRÉAL



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Legal deposit - Bibliothèque et archives nationales du Québec, 2016

Legal deposit – Library and Archives Canada, 2016

ISBN 978-2-924002-81-0 (Print)

ISBN 978-2-924002-82-7 (PDF)

Electronic version available at :

**[www.ocpm.qc.ca](http://www.ocpm.qc.ca)**

Version française papier disponible sur demande

Version française PDF disponible sur le site Internet





May 1, 2016

Mr. Frantz Benjamin  
President of the City Council  
Ville de Montréal  
Montréal (Québec)

Mr. President:

In keeping with the Charter of Ville de Montréal (R.S.Q., c. C-11.4), I am pleased to enclose the 2015 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, 2015.

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

Yours sincerely,



Dominique Ollivier,  
President of the Office de consultation publique de Montréal

## 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 2015.

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

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

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

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# PRESIDENT'S MESSAGE

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It is with great enthusiasm and pride that the Office de consultation publique de Montréal presents its report for 2015, a year marked by revitalization and renewal.

Over the course of the year, the executive committee and city council entrusted us with five mandates to consult Montrealers: a special planning program (SPP) for the Quartier des gares; two real estate projects in the boroughs of Ville-Marie and LaSalle; a statement ensuring consistency between the Montréal Master Plan and the development plan adopted in the spring by the agglomeration council; and, last but not least, a mandate on reducing Montrealers' dependence on fossil energies.

The projects provided opportunities to try out new approaches, such as auto-organized activities and citizens' debates, to reach a greater number of participants. We used various tools to support those innovations, including online questionnaires, 3D viewing and an online participation platform. Combining those various methods generated major successes in citizen participation, particularly with respect to the first consultation phase on reducing dependence on fossil energies, where more than 1000 people expressed their opinions on the subject.

It is important to note that those methods are not intended to replace traditional Office methodology. Rather, they are complementary steps that allow an increasing number of citizens to become informed, and to debate and participate. After more than 13 years in existence, we believe that it is essential to make our processes even more accessible and easier to use. In parallel with existing tools, we are seeking to diversify our methods in order to include groups that are harder to reach, such as immigrant citizens and vulnerable people, less comfortable with the written word or living in precarious situations. We seek to ensure that diverse points of

view are always heard from all parties concerned to make our discussions more inclusive, participatory, fair and enlightening, with a view to facilitating the decision-making process of elected officials.

## Sharing experiences: the main focus of our work plan

Over the years, we have both witnessed and taken part in the evolution of democratic life and, more particularly, in the transformation of consultation practices in Montréal. The expertise and credibility of the Office now extends far beyond the cases prescribed in the Charter. We have sought to share our expertise, largely through the organization of various events. The sharing of good practices, constant discussion and subsequent networking allow us to properly fulfil our role of accompanying and supporting Montréal officials who organize consultation activities that fall to us under section 83 of the Charter.

As modes of interaction are evolving, in 2015 we paid particular attention to documenting our practices and analyzing them with a single purpose in mind: to guarantee the mechanisms' credibility and shape them into inclusive debating tools.

To that end, we developed, with the Bureau de la Présidence du Conseil, training sessions for elected officials and municipal bodies responsible for consultations at various levels. Those activities, in which more than one-third of city council members participated, were a huge success.

The discussion day Consultation, concertation et co-design : *L'art de planifier avec les communautés locales* [Consultation, consensus-building and co-construction: The art of planning with local communities], held before a packed hall last April, is another good example of the spirit that drives us. The ensuing findings speak volumes: the articulation of



what constitutes the general interest, the common good, calls for it to be increasingly determined with the population, and no longer only in its name. Cases are becoming more complex. The means of bringing forth and confronting ideas, contributions and demands are constantly multiplying and reinventing themselves. In that sense, it is important that the Office keep abreast of best practices to ensure that new methods do not generate new social fractures.

### **Feedback: an essential element of the consultation cycle**

In a city where debates are enlivened by the number of citizens taking part in them and by the quality of their contributions, it is important to periodically evaluate and review the uses made of public consultation and the means allocated to it in order to ensure and promote its continuity.

In preparing the report on citizen participation and questions posed to the Office, we came to realize that it was no longer enough for us to merely enlist the participation of citizens and to report our findings. In order to restore the citizens' confidence in their democratic bodies, they must be informed of how their opinions are used and what recommendations are made as a result of them.

We are pleased to note that an ever increasing number of boroughs are spontaneously providing us with information pertaining to follow-up on Office recommendations, which we post online and would henceforth hope to consider an intrinsic part of the consultation file. In addition to ensuring the mechanism's credibility, such practices allow prolonged dialogue between citizens and decision makers.

In many respects, Montréal may be considered exemplary owing to the diversity of participatory democracy and the importance accorded to it. However, while tools are multiplying and subjects becoming more complex, the Office's expertise could and should be increasingly drawn upon, both to support upstream and major-project-development mandates, policy revisions, and innovative decision-building activities, and to update documents such as Montréal's Public Consultation and Participation Policy and the Montréal Charter of Rights and

Responsibilities, which are the cornerstones of our participatory model. There will be no shortage of opportunities over the next few years, and we will happily continue to help to make our metropolis a living laboratory of participation placing citizens at the heart of its processes.

Dominique Ollivier



President



# MISSION AND MANDATE

## **Mission**

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

## **Mandate**

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

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

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

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

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

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

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

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





# ACTIVITIES

The work of the Office de consultation publique de Montréal is carried out in light of two sections of the Charter of Ville de Montréal, sections 83 and 89. They provide that the Office must hold consultations on mandates it receives according to criteria provided for under the Charter. They also stipulate that the Office must promote best public consultation practices, notably with Montréal authorities.



In 2015, the Office de consultation publique de Montréal completed consultations initiated in 2014, and undertook and carried out other mandates, including consultation projects to be continued in 2016.

Firstly, we completed two ongoing projects. One involved [the establishment of a closed-building composting facility in the borough of Rivière-des-Prairies–Pointe-aux-Trembles](#). The new site in question is located north-east of the intersection of Saint-Jean-Baptiste Boulevard and the Metropolitan Boulevard (Highway 40), in an industrial sector.

The consultation became necessary following the Montréal administration's decision to withdraw its approval for the establishment of a composting centre on the site of the Saint-Michel environmental complex, located in the northern sector. It was therefore proposed that it be relocated to the eastern sector, on the territory of the borough of Rivière-des-Prairies–Pointe-aux-Trembles.

Although the overall project involving the treatment of organic material on an agglomeration-wide scale was well received by the majority, and despite the fact that the chosen site meets the technical criteria for the establishment of that type of infrastructure,

the project examined during the consultation was, in general, not welcomed by residents and owners of businesses surrounding the site. The main reasons given were the non-respect of the territorial equity principle, the nuisances associated with the operation of the centre, and its economic repercussions in the host sector, notably owing to the new use restrictions allowed within the 500-metre protection radius of such a centre.

Nonetheless, the commission recommends that the project proceed. However, taking into account the reservations expressed by neighbouring citizens and business owners, and the large number of elements of the project that are not well documented, its recommendation must be guided by two major objectives: minimizing the risks of the project and maximizing its benefits for the community. Consequently, it sets out a number of conditions required to make the project acceptable.

The second file has to do with [the development and renewal of the Plateau Est employment sector](#). The Plateau Est had developed in the past around the operations of the Angus workshops, the east end slaughterhouses, the manufacturing industry and the Cadbury Company, in connection with the presence of the Canadian Pacific railway

tracks. Over the years, the sector changed. Many companies closed, some moved, and some of the buildings were repurposed. Running along the railway tracks, the area now comprises more than 300 companies providing almost 4500 jobs, mostly in the service industry. It also includes residential zones.

It should be noted that the consultation was held at the request of the Plateau-Mont-Royal borough, with a view to undertaking a participatory process aimed at developing a special planning program (SPP) for the area.

The area in question has numerous assets making it a site of exceptional economic vocation on a Montréal-wide scale. Its location, the nature of the proposed rental spaces, the complementarity of some of the businesses established there and the stability of existing institutional jobs are seen, both by citizens and the commission, as important assets to build on.

Despite those advantages, one of the issues permeating the consultation involved providing the neighbourhood with its own identity, marked by structuring architectural elements, original developments of public property, and originality in terms of how to live and travel within it.

The individuals consulted all subscribe to the idea of having the sector emerge, in time, as a “complete neighbourhood,” a notion referring to a spatial organization fostering a mix of functions, where employment-generating, residential, commercial, recreational and educational activities harmoniously interweave.

To that end, and taking into account the physical and psychological barriers existing in the neighbourhood, the commission suggests that the area’s layout be reviewed to create three distinct zones: an industrial zone running along the railway tracks; a buffer zone comprising a variety of uses; and a residential zone in continuity with the existing one. Under this hierarchy of functions, jobs and current and potential nuisances would be concentrated in the east end, and residences in the west.

Two other files were undertaken and completed in 2015. The first involved the realization of the [Carré des Arts](#), a real estate project north of the old Saint-Jacques market, for which the consultation was held last spring.

The project consisted in expanding the old church, built in 1924 and located to the north of the Saint-Jacques market, in the Centre-Sud neighbourhood. The building, converted into commercial spaces in the mid-20th century, would comprise, once expanded, some 33 housing units as well as commercial premises on five floors. Fifteen underground parking spaces would be constructed. Element of the old church would also be preserved and integrated into the new building, whose main entrance would be located on Square-Amherst Street.

After examining the project, the commission found that the Carré des Arts project could play a significant role in consolidating and developing an urban core around the Saint-Jacques market. However, to ensure the harmonious integration of any new project within the area, it believes that it is important to respect the principle of the market’s predominance over its immediate environment and to ensure the preservation of views of the market.

Following the consultation, the commission considers the predominance of the Saint-Jacques market to be adequately ensured from a regulation standpoint, and therefore recommends the requested height increase. Nevertheless, to counter





some of the nuisances associated with the Carré des Arts project, such as the loss of mature trees, sunshine and views, it makes various recommendations to lessen the impact of those nuisances, increase the acceptability of the project, and improve the living environment of the neighbourhood's residents. The recommendations include the possibility of redeveloping Square-Amherst Street into a shared street, thereby evoking the public square located there at the beginning of the 20<sup>th</sup> century, which enlivened the Saint-Jacques market established on its southern flank.

The second file relates to a broader planning exercise: [the special planning program \(SPP\) for the Quartier des gares](#). The project involves an urban requalification process, comprising 11 strategic objectives. Five of those objectives pertain to the redevelopment of public property, and three to the development and quality of private real estate projects. The last three objectives concern the improvement of public transit as a lever to ensuring a better quality of life for the neighbourhood's residents, workers, students and visitors.

The commission found the special planning program proposed by the borough to be a timely

and important gesture that was received rather favourably by consultation participants. The proposed redevelopment of public property that is the basis for the submitted project is in line with citizens' expectations and should have visible and positive spinoffs in the neighbourhood in the very short term. The commission believes that the draft SPP meets a need and should be adopted quickly, taking into account certain recommendations. However, it would like some aspects of the SPP to be revised, including:

*The structuring of real estate projects.* The commission is well aware of the importance of major downtown real estate projects for Montréal. It also thinks that the developers' calls for greater flexibility in terms of planning their projects are to be expected in a development dynamic.

The draft SPP proposes a change to the Master Plan's heights map, raising the maximum height from 120 metres to 210 metres on a specific quadrangle, without examining the question of heights from a more global perspective. The issue raised controversy. Several participants asked for an expansion of the proposed area, while others were opposed to it for various reasons. In the commission's opinion, it is not a good idea



to repeatedly make changes to the heights map on a case-by-case basis; it would be preferable to examine the area in question as a whole. Consequently, it recommends that the proposed modification to the heights map be withdrawn from the draft SPP and that a comprehensive exercise be diligently undertaken to examine heights, densities and sitings for the entire Quartier des gares.

*The Parc Ville-Marie.* The SPP calls for the creation of a new park on the right-of-way of the Ville-Marie expressway. The commission recommends that the borough conduct a thorough review of the development plan for Parc Ville-Marie with a view to incorporating the existing community gardens and dog run. Moreover, in a context of urban agriculture in full expansion, the borough should also ensure that there is no net loss of community gardens in the area.

*Affordable housing and social housing.* The commission believes that there is no valid reason for not fully applying the affordable housing inclusion strategy for new residential projects in the Quartier des gares. It recommends that the borough adopt a vigorous proactive approach in that respect and an action plan based on quantitative objectives, as well as follow-up indicators for the implementation of the affordable housing inclusion strategy.

The commission also made a series of other recommendations, notably on the issues of travel, living environment, heritage, safety, cleanliness and the implementation of the SPP.

Lastly, the Office undertook the examination of three projects that will be concluded in 2016. The first relates to [a draft by-law amending the Master Plan to bring it into conformity with the Schéma d'aménagement de l'agglomération de Montréal](#).

The Montréal agglomeration council adopted its development plan last spring, and the Act respecting land use planning and development provides that the agglomeration's municipalities must ensure that their master plans are in conformity with it.

The legal necessity of bringing the Montréal Master Plan into conformity with the agglomeration's development plan is the basis for this consultation. It is therefore not an exercise aimed at examining amendments as such to the Master Plan. The comprehensive revision of the Master Plan, which will also be submitted to the Office, should take place next year.

The second file concerns [a real estate project for the Wanklyn block](#) in the borough of LaSalle.



The project requires variances to the Zoning By-law of the LaSalle borough, notably with respect to the construction and occupation of a residential complex and the development of a park. The By-law is not subject to approval by referendum.

Located on a former industrial lot that has been vacant for many years, in the future neighbourhood of the LaSalle borough station, the Wanklyn block project involves the construction of 786 housing units, including 119 community housing units, 230 condo units associated with the access to property program, and 437 rental or joint-ownership units. The proposed buildings would be spread out around a central park and comprise between three and eight storeys. The project also includes 727 underground parking spaces.

The commission recommended that the by-law allowing the construction of the project not be adopted in its current form. The conclusions of the consultation brought to light the fact that the assumption of the existence of a TOD (Transit Oriented Development) neighbourhood was unfounded. Moreover, the project was based on a much greater density than is found in the present environment and, furthermore, the draft by-law in question allowed the eventual construction of a project of even greater density and height.

Lastly, the third file concerns a very important issue: **Reducing Montrealers' dependence on fossil energies**. On that occasion, the Office proposed to Montrealers an innovative process combining traditional consultation methods and collaborative technologies.

It was in the wake of requests by a coalition of committed citizens seeking to take advantage of the attention surrounding the United Nations Climate Change Conference (COP21), scheduled for the end of November in Paris, that the City asked the OCPM to hold a public consultation on the problem.

The Office then began a process offering everyone user-friendly means to examine their individual and collective choices. Under the theme "Let's fill up on new energies!" the OCPM relied on the community's intelligence to identify solutions for Montréal with respect to those issues.

The Office therefore offered consultation activities in the spirit of crowdsourcing. For the first time, the Office also proposed the testing of an online

consultation platform allowing multidirectional discussions among citizens. The online consultation was launched during the information session on October 29, and the exercise would continue until the end of public activities in March 2016.

Moreover, citizens' contributory activities, organized in partnership with groups, citizens and institutions, were held in November. They culminated in a major citizens' activity held by the Office on November 21. The citizens' contributory activities were made possible by a "ready-to-consult" kit produced by the Office. At the end of 2015, the two means had allowed more than 1 150 players (experts, companies, groups, citizens, etc.) to present initiatives, hold discussions, enrich points of view and enlighten us about their expectations and solution paths.

A summary of citizens' ideas was submitted to the mayor of Montréal prior to his departure for the United Nations Climate Change Conference (COP21) in Paris, which was held in early December and attended by more than 1000 mayors from all over the world.

Along the same vein, it is important to note the one-day consultation on climate changes, which took place on June 6. The day was held within the framework of a global event, "World Wide Views on



Climate and Energy,” where 100 citizens in each of 100 different countries from all corners of the world discussed the issue, addressing the same themes and having their views heard by the negotiators preparing the Climate Change Conference in Paris. The Office was responsible for the Montréal portion of the exercise, which was a great success.

Throughout the winter of 2016, other public events will be held, including a creative marathon in February, during which the Office will call on technology and environment buffs to identify solutions. After the hearing of opinions sessions in March, the commission will analyze the proposals, opinions and references provided. It will then submit a report and its recommendations to elected officials to be used in their decision-making process.

The year 2015 also saw the realization of activities aimed at promoting best practices, which is part of the mandate of the OCPM. Among those, it is important to mention our **training activities**. A first, addressed to Office commissioners, focused on Special Planning Programs (SPP). However, the most comprehensive was public consultation training for municipal elected officials. In partnership

with the Bureau de la Présidence du Conseil, the Office offered, in the spring, a training program on public participation and consultation for Montréal elected officials. The goals of the program were to improve conditions for discussions between elected officials and citizens, to strengthen the skills required for elected officials in that area, to promote the appropriation of consultation tools at their disposal, and the recognition of the value of the role of elected officials in the practice of participatory democracy.

Moreover, the training provided an opportunity to better acquaint elected officials with the principal tools for citizen participation in Montréal, for example, the Public Consultation and Participation Policy, the Charter of Rights and Responsibilities, the right of initiative, the council committees and, of course, the Office de consultation publique de Montréal.

The program comprised three half-day segments: *From information to consensus-building: the role of elected officials in participatory democracy*, *Strategic analysis of situations leading to consultations*, and *The process of a successful consultation*.



Still on the subject of the promotion of best practices, the Office held, on April 28, within the context of the 100<sup>th</sup> anniversary of Montréal-Nord, a one-day reflection seminar under the theme, **“Consultation, consensus-building and codesign: The art of planning with local communities.”** Various reflection and training workshops were held over the course of the day. We also relied on the contributions and statements of the mayor of Lac-Mégantic, Mrs. Colette Roy Laroche, who spoke about citizen participation in terms of the reconstruction of her city’s devastated downtown area, and of Mr. Pierre Houssais, Directeur de la Prospective et du Dialogue Public du Grand Lyon, who reported on the thought processes taking place in this major French city on that theme. More than 100 citizens and group representatives from Montréal-Nord, and from all areas of the city, took part in the activity.

A webcast of the activity is available on the Office Web site and provides an account of the discussions

that took place on that occasion in addition to offering path-breaking content.

In closing, it is important to mention the two mandates that are still pending. The first involves the planned light rail transit system (LRT) that may be established as part of the construction of the new Champlain Bridge. The second pertains to a consultation on the interministerial committee’s report on the use of the redundant buildings of the university hospitals of the Université de Montréal (CHUM) and McGill University (MUHC). In the absence of the report that is to be the object of the consultation, no action has been taken regarding that mandate.

Again this year, thousands of Montrealers participated in Office activities, either by attending consultations, asking questions, filing briefs, or participating through the digital tools increasingly used by the Office.





# 2015

## IN NUMBERS

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**35** PRESS RELEASES  
AND MEDIA NOTICES

**98** ORAL OR WRITTEN  
OPINIONS WERE PRESENTED  
DURING HEARINGS

**38,000**

FLYERS WERE DISTRIBUTED IN AREAS  
NEIGHBOURING PROJECTS

**12 + 24**

**PUBLIC  
SESSIONS**

**CITIZENS'  
CONTRIBUTORY  
ACTIVITIES**

**6110** **LIKES FOR OUR FACEBOOK  
PAGE (AS AT DEC. 31)**

**2331**

**MONTREALERS PARTICIPATED IN  
OFFICE CONSULTATIONS**

**49,250** **VISITS ON  
OCPM.QC.CA**

**144** **VIDEOS AVAILABLE ON  
OUR YOUTUBE CHANNEL  
(AS AT DEC. 31)**







# COMMUNICATIONS OVERVIEW

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



In 2015, the Office published 8 public notices and advertisements in daily and weekly newspapers and issued 35 press releases and media invitations. Five advertising campaigns on Facebook as well as one radio and one television advertising campaign were also conducted. In some cases, in addition to the notices, the Office also sends special invitations to citizens and organizations directly concerned by the ongoing consultation project.

Usually, the Office distributes information flyers announcing the consultation to citizens that will be affected by a given project. Depending on the consultation, the distribution may cover between 1500 and 40,000 homes. Last year, some 38,000 flyers were distributed in sectors neighbouring projects that were the subject of consultations. Flyers and posters were also distributed to

concerned organizations and in Ville de Montréal service points.

The OCPM Web site continues to regularly inform citizens and groups interested in public consultations. In 2015, almost 29,500 people visited Web pages on our site, for a total of almost 49,250 visits. The year 2015 was a year of reflection and work for the Office in terms of the future of our Web site. Test groups were organized with site users and citizens who had never visited us in order to determine needs and priorities with a view to redesigning the Web site in early 2016. Those activities established the necessity of offering a more accessible and user-friendly site, better adapted to the new realities of users visiting the site from a mobile device (telephone or tablet), who account for 20% of visits to the site.

The social networks are playing an ever greater role in terms of traffic on the Office Web site and now represent 15%, more than double the 2014 figure of 6%. Facebook is still the majority player, ahead of Twitter and LinkedIn, increasing its share to 90% of the traffic coming from social networks.

The Office is increasingly using social networks to promote its activities with Montrealers. We regularly use Facebook, Twitter, LinkedIn, YouTube and Flickr. However, Facebook is the one that stands out, owing to its popularity and the effectiveness of our interactions with the community on that network. The number of subscribers to our page has grown by more than 1000 people this year, reaching 6 110 by the end of 2015. Over 20,000 people have interacted with our page, while the total reach of our publications is approximately 1.5M for 2015, i.e. the number of people who saw any type of content associated with our page (the last two statistics compile unique users/day).

In April 2015, we proposed a new teaching tool: THE Guide to the MASTER PLAN, which was very well

received on our social networks with a number of Likes and Shares unprecedented for that type of publication. The English and French versions are available at [ocpm.qc.ca/publications](http://ocpm.qc.ca/publications). The guide is also available in print.

Wishing to remain at the forefront of the citizen consultation experience, in 2015, for the first time, the Office tried out a real online consultation platform with [vertMtl.org](http://vertMtl.org), as part of the consultation on reducing Montreal's dependence on fossil energies. The digital tool, a veritable opinion hub, allowed citizens to interact around the proposals, to affirm their agreement or disagreement, to support arguments and to provide references. It received almost 4000 unique visitors in 2015. Launched on October 29, the online consultation received more than 4000 interventions (new proposals and support for listed proposals) before the end of the year. The consultation continues in 2016.







# **NEW TECHNOLOGIES**

In 2015, innovation initiatives at the Office focused on access to technologies suggested during public consultations. Furthermore, within the framework of the mandate on fossil energies, an innovative methodology and tools adapted to various types of publics were established in order to link activities in real time and online.



### **Online consultation**

As part of the consultation on reducing Montreal's dependence on fossil energies, an online consultation platform allowing discussions was used for the first time at the OCPM to gather suggestions from a broader public on ways of reducing our dependence on fossil energies.

At the same time, kits allowing auto-organized consultation workshops were designed and made available. The new tool aims to reduce obstacles to participation. Thus, groups of all sizes can discuss the themes of the consultation from their own activity centres. The results are then integrated into the online consultation platform.

### **Modèles 3D**

As part of the consultations on the Carré des Arts and Quartier des gares SPP projects, models of 3D environments were created to allow participants to visualize the proposed changes. For the first time, the 3D models were presented at the information sessions. For the project involving the SPP for the Quartier des gares, the 3D models made it possible to view the numerous height and density changes authorized for the sector, while for the Carré des Arts project, they showed the impacts of the proposed project on surrounding residences.

Innovative consultation techniques using 3D models and augmented reality were also employed during the consultation on the Plateau Est employment sector for the public activities held in 2014 (please see the 2014 annual report for more information).









# EXTERNAL RELATIONS

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



Firstly, let us mention the interactions of the Office with the City of Gatineau. OCPM Secretary General Luc Doray continued his meetings with elected official and citizens of that city with a view to creating within it an organization inspired by the activities of the OCPM.

The Office was also present at the annual meeting of the International Observatory on Participatory Democracy (IOPD) in Madrid. On that occasion, Office President Dominique Ollivier presented the consultation model of the Office and, more specifically, advances involving the use of new technologies in our consultation practices. The IOPD is one of the only international networks bringing together municipal players involved in citizen participation. OCPM executives have actively participated in the annual conferences for a number of years.

In 2014, the Office rejoined the ranks of the International Association for Public Participation (IAP2). The network primarily establishes contacts among public participation practitioners active in public, private or institutional communities. The OCPM had already been a member of the association during its first years of operation. Its return was materialized through its participation in the 2015 conference in Portland, Oregon. On

that occasion, the president, accompanied by Mr. Jimmy Paquet-Cormier, a consultant in innovation, new technologies and communications for the Office, made a presentation on the theme “The art of combining physical and digital public participation.” The central theme of that presentation was the articulation of consultation methods in meeting halls and online. We were also presented the traditional methods and their digital evolution, as well as case studies, notably the Wikicité event organized by the Office in February 2014.

In the month of March, Ms. Ollivier made a short trip to Paris and Strasbourg to meet with various stakeholders. The mission enabled her to renew ties with the Commission nationale du débat public (CNDP) and its president, Mr. Christian Leyrit. The discussions between the CNDP and the Office enabled the OCPM to be given the mandate to organize Montréal's participation in the World Wide Views on Climate and Energy event, held on June 6, in preparation for the Paris Climate Change Conference (COP21) that took place in December.

Her visit to Paris also provided the president with an opportunity to meet the directors of “Décider ensemble,” an association for reflection on citizen participation, headed by Mr. Bertrand Pancher, elected member for Meuse. It should be noted that

the association had included the creation of public consultation bureaus based on the Montréal model in its questions submitted to candidates in France's last presidential elections.

Links were also established with the people responsible for the department of local and regional democracy and good governance at the European Council in Strasbourg. Lastly, Ms. Ollivier ended her sojourn by participating in the Journée internationale de la Francophonie at the city hall in Paris.

In September, Ms. Ollivier also traveled to Washington to meet new partners with whom the Office had had little previous contact. Several promising meetings were held, including discussions with representatives of the World Bank, the State Department, and the Government of the District of Columbia. In the latter case, the meetings gave Ms. Ollivier the opportunity to discuss the consultation processes that take place in the District of Columbia, notably from the standpoint of the use of technology serving citizen participation.

Similarly, contacts were re-established with the Association internationale des maires francophones and its permanent secretary, Mr. Pierre Baillet. It was agreed that the public consultation training activities that the Office had led in 2011 with Senegalese cities members of the AIMF would be reactivated. In that context, the secretary general of the Office participated in the association's conference and general assembly in Tunis in October.

Among the numerous other meetings, it is important to note the one with the executive director of the National League of Cities, a major organization linking American cities, and the one with the leaders of the National Democratic Institute, an organization whose mandate is, notably, to promote good governance practices in emerging countries or the developing world. Possibilities for co-operation with that organization were brought up during the discussions.

Lastly, the Office was one of the partners involved in the 6<sup>th</sup> meetings of the Réseau Villes Régions Monde (VRM), held at the Office premises and dealing with the professionalization of public participation, a subject of high interest for the OCPM.

Throughout the year, the Office is also invited to present its role and activities to various groups. Firstly, to the committee of the Présidence du conseil municipal, before which the Office president presents the report of activities and discusses the work of the OCPM and its future orientations with members of the committee. Meetings are also held with a variety of groups: students and groups of citizens interested in public consultation, in several boroughs, and external groups. It is in that context that the secretary general met with a group of representative of U.S. cities, who were visiting Montréal under the aegis of the Urban Land Institute and its research centre. He had the opportunity to discuss the mandate and practices of the Office with them.





# BUDGET

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





In 2015, the Office was allocated a budget of \$1.8 million, an amount that has remained unchanged since 2003. This amount is meant to cover all budgetary items: the remuneration of commissioners and permanent staff; the fees of analysts/researchers and other professional resources required to hold public consultations; the publication of public notices; the printing of commission reports; rent for the offices; and general administrative expenses.

The amount was sufficient to carry out all of the mandates and activities of the Office in 2015. That was only possible because the Office's rent for 2015, as in 2014, was paid by the central city, a contribution amounting to \$232,000. That will no longer be the case in 2016. The funds allocated to the Office have therefore been adjusted accordingly.

<b>OFFICE BUDGET FOR 2015</b>	
REMUNERATION	\$732,000
EMPLOYEE BENEFITS	\$118,000
TRANSPORTATION AND COMMUNICATIONS	\$159,000
PROFESSIONAL AND ADMINISTRATIVE SERVICES	\$725,000
RENT AND MAINTENANCE	\$268 000
NON-DURABLE GOODS	\$28,000
<b>TOTAL</b>	<b>\$2,030,000</b>



# APPENDIX



# APPENDIX I

## BIOGRAPHICAL NOTES ON THE PRESIDENT AND COMMISSIONERS IN 2015



### DOMINIQUE OLLIVIER PRESIDENT

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

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

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

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

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

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

*« Every consultation held by the OCPM is an important exercise in value communication. Projects are improved when citizens become informed and express their opinions and decision-makers take those opinions into account. »*

## PART-TIME OR AD HOC COMMISSIONERS IN 2015

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### MARYSE ALCINDOR COMMISSIONER

Maryse Alcindor holds a Bachelor's degree in Education (1966) from the Université de Montréal and a Master's in History (1978) from the UQAM, as well as a Licence in Law (1980) from the Université de Montréal. She was admitted to the Barreau du Québec in 1981, and awarded the Ordre National du Québec for her exceptional contribution to Québec society in 2010.

Her rich and diverse background brought her from practising law to the senior public service, where she was the first

black woman to occupy the position of Deputy Minister. Her time as director of education at the Commission des droits de la personne du Québec led her to develop a keen interest in training and consultation, notably with respect to the promotion and defense of women's rights. Having retired from Québec public service in 2012, she remains active in several Montréal social organizations and in organizations dedicated to international cooperation.

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### ISABELLE BEAULIEU COMMISSIONER

Isabelle Beaulieu has a Doctorate in Political Science from the Université de Montréal, as well as many years' experience in strategic consulting and conducting studies. Her professional and academic career is rich and varied: author, professor, lecturer and director of studies, she taught at the political science department of the Université de Montréal from 2001 to 2006. She was also a member of Québec's Conseil supérieur de la langue française from 2002 to 2007.

Ms. Beaulieu has solid professional experience at the international level; from 1995 to 1999, she was director of studies for the firm of Taylor Nelson Sofres, in Kuala Lumpur, Malaysia. More recently, she worked in the United

States where she was Director of the Québec Bureau in Washington.

Over the course of her career, she has carried out research projects for various organizations, including the Conseil interprofessionnel du Québec and the Institut de Coopération pour l'éducation des adultes. She successfully conducted a number of consultations and studies on economic development in Montréal, access to employment for minority groups, and social-economy challenges in Montréal, among other things. She is actively involved in the production of teaching and communication tools aimed at various publics, and with the citizen, political and social participation of groups at risk of exclusion.

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### BRUNO BERGERON COMMISSIONER

Bruno Bergeron has been a member of the Ordre des urbanistes du Québec (OUQ) since 1980, and holds a Bachelor's degree in Environmental Design as well as a Master's in Urban Analysis and Management. He has extensive experience in the field of municipal urban planning and, owing to his interest in conciliation and mediation with large groups in matters pertaining to urban planning and the environment, he recently pursued graduate studies in dispute prevention and resolution at the Université de Sherbrooke faculty of law.

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

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 repurposing. He is a member of the Institut de médiation et d'arbitrage du Québec, and has been a commissioner with the Office de consultation publique de Montréal since April 2008.

Mr. Bergeron has served as president of the Association des coordonnateurs municipaux en rénovation urbaine and of the OUQ, and as vice-president of the Association des urbanistes municipaux du Québec. He was awarded the OUQ's Médaille du mérite, as well as the merit award of the Conseil Interprofessionnel du Québec.

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## NICOLE BOILY COMMISSIONER

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

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

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

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

arena as director general of the Institut canadien d'éducation des adultes.

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

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

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

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## 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.

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## JEAN BURTON COMMISSIONER

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

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

associate for the Centre de recherches écologiques de Montréal, from May 1974 to June 1982.

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

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

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## JEAN CAOUCETTE COMMISSIONER

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

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

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

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

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## PIERRE-CONSTANTIN CHARLES COMMISSIONER

Pierre-Constantin Charles is educated in social work and holds an MBA from the UQAM's school of sciences and management (ESG). He has worked in the field of community and social action for over 30 years, in managing organizations for new immigrants and in management consulting for diversity and philanthropic activities. Issues of territorial and human development are the focus

of his professional work. His current duties as a planning consultant and person responsible for community relations with Centraide du grand Montréal have allowed him to develop a specific expertise in social and territorial analysis, project evaluation and consensus-building.

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## VIATEUR CHÉNARD

### COMMISSIONER

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

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

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

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

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

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

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## IRÈNE CINQ-MARS

### COMMISSIONER

Irène Cinq-Mars is retired from the École d'Architecture de paysage de 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.

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## ALAIN DUHAMEL COMMISSIONER

Mr. Duhamel worked as a journalist for many years. He holds a Bachelor's in political science from the University of Ottawa, as well as a degree in communications from Saint Paul University.

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

Alain Duhamel was active in the cooperative movement. He was an elected leader of the *caisse Desjardins Ahuntsic*.

Viel for almost 32 years, and was chairman of its board of directors for ten years. He was also a representative with the *Conseil régional des caisses* for the western region of Montréal of the *Mouvement Desjardins* and a training teacher at the *Institut coopératif Desjardins*.

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

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## HABIB EL-HAGE COMMISSIONER

Habib El-Hage is a practitioner and researcher in the field of intercultural relations. He holds a Ph.D. in Sociology from the UQAM, and his interests focus on prevention, intervention and diversity management practices in companies and public institutions. He is an associate researcher with the Centre de recherche sur l'immigration, l'ethnicité et la citoyenneté (CRIEC) and a member of the team *Migration et ethnicité dans les interventions en santé et en services sociaux (METISS)* of the CSSS de la Montagne. He is also a social worker with the Collège de Rosemont, and a lecturer for the Master's program in intercultural mediation at the Université de Sherbrooke.

He has been a member of several bodies, including the Conseil interculturel de Montréal, where he coordinated,

co-wrote, and publicly presented a number of opinions and briefs to Ville de Montréal political officials. He was also involved in the Comité sur les services aux nouveaux arrivants et aux communautés culturelles of the Bibliothèque et Archives nationales du Québec and the Intercultural Committee of the Canadian Mental Health Association. He is involved in a number of research projects pertaining to radicalization. He recently published the results of a study on the multiple barriers faced by LGBTQ members of visible minorities in Montréal, and his work on intercultural intervention in the college community will be released shortly. Mr. El-Hage collaborated on the OCPM's public consultation on Urban Agriculture.

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## ARIANE ÉMOND COMMISSIONER

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

Her interest in cultural and social issues (inequality, education and the drop-out rate, immigration and integration, issues involving cities and the renewal of their living environment, etc.) infuses her professional dedication. She was the first executive director of Culture Montréal, and continues to advise various cultural and community organizations. For more than 25 years, she

has acted as a host for events, colloquia, conventions and public debates organized by ministries, universities, municipalities and associations.

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

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## 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, the redevelopment project for the Namur–Jean-Talon Ouest area, the Operation *Carte Blanche* for Montréal's 375th anniversary, and the development of the Saint-Raymond area and the area surrounding the future MUHC.

She was a part-time member of the Bureau d'audiences publiques sur l'environnement (BAPE) from 2003 to 2009,

and sat on the project commissions for the extension of the Du Vallon axis in Québec City and the improvement of ground transportation infrastructures near the Montréal-Trudeau airport.

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

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

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## MICHEL HAMELIN COMMISSIONER

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

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

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

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

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

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

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## PETER JACOBS

### COMMISSIONER

Mr. Jacobs is a full professor of the Faculté de l'aménagement of the Université de Montréal. He has also taught as an invited professor and lecturer throughout North America, Europe and Latin America.

Following his architectural practice, he focused on landscape planning and urban design. As a consultant to the Ville de Montréal, he participated in the development of urban open space networks, the restoration of Mount Royal Park, the rehabilitation of St. Helen's and Notre-Dame Islands, and the design of the Place Émilie-Gamelin in downtown Montréal. He has collaborated on urban design projects throughout Canada, and several of those projects have been recognized by and received awards from professional associations.

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 a Fellow and Past President of the Canadian Society of Landscape Architects (CSLA), and a Fellow of the American Society of Landscape Architects (ASLA). He was appointed Chair of the College of Senior Fellows, Landscape and Garden Studies, at Dumbarton Oaks, Washington, D.C. and, more recently, as a member of the Royal Canadian Academy of Arts.

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## DANIELLE LANDRY

### COMMISSIONER

Danielle Landry has 30 years' experience in educational and social intervention aimed at promoting voluntary civil service, leadership and democratic action within civil society. She has acquired solid experience in program management, both in Québec public service and at the community level.

Having received a number of major Montréal and Canadian honours, her range of activity has led her to act as a catalyst for community capabilities and social inclusion in public participation and educational projects. She is also actively involved in nature conservation and environmental protection movements.

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## HÉLÈNE LAPERRIÈRE

### COMMISSIONER

Hélène Laperrière holds a B.A. in Geography/Economic Science from the Université Laval, as well as a Master's in Urban Planning and a Doctorate in Planning from the Université de Montréal. She was also awarded two post-doctoral fellowships (CRSH and INRS-Urbanisation). Ms. Laperrière has been a member of the OUQ and the CIP since 1982.

Specializing in urban studies, strategic planning and cultural and heritage development and enhancement, Hélène Laperrière operates a private urban planning practice, while also managing the Groupe Culture et Ville, a non-profit organization founded in 1998 and involved in applied research. In 2009, she taught in China and advised university authorities in urban development. Her professional practice is founded on listening, the establishment of innovative and targeted methodologies, and the search for solutions aimed at

constant improvement of sustainable urban development to benefit communities.

From 2000 to 2003, she was a member of the architectural jury and then of the construction committee of the BnQ. Between 1999 and 2009, she was vice-president of the board of directors of MAI. From 2005 to 2008, she sat on the editorial committee of the magazine *Urbanité*. She is the author of historical and heritage guides for various regions of Québec, writes numerous articles, and regularly speaks at conferences.

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



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## MARIE LEAHEY

### COMMISSIONER

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

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

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## GAÉTAN LEBEAU

### COMMISSIONER

Gaétan Lebeau has a long-standing interest in life problems in urban environments. In 1974, he was involved in founding the Montréal Citizens' Movement. He served as an elected municipal councillor (1974-1978), and has a special interest in issues surrounding development, citizen participation and the exercise of democracy.

In the 1980s, he worked in a CLSC and helped to set up various community and joint-action organizations.

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

As a member of the Board of Directors of the Institut d'administration publique du Grand Montréal (IAPGM-

IAPC), from 1992 to 2004, he held the positions of secretary and then president of the programming committee. In 2000, he initiated the establishment of the organization Jeunes Fonctionnaires d'un jour, and shaped its destiny until 2008. This non-profit organization helps to keep young people in school, while enhancing the public service quality by offering stages in public organizations for young people in secondary school.

Gaétan Lebeau studied for a Master's in Sociology and holds a Master's in Public Administration.

He worked as an associate educator with the École nationale d'administration publique (ENAP), and then with the École de technologie supérieure (ÉTS), where he still teaches. He currently operates his own consulting business.

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## RENÉE LESCOPI

### COMMISSIONER

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

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

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

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

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## HÉLÈNE MORAIS

### COMMISSIONER

Hélène Morais has been an ad hoc commissioner with the Office since 2008. Since that time, she has also carried out professional coaching activities, working with public sector senior executives, managers and groups, in addition to being a coaching teacher.

She 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 manager of those various organizations and departments holding research, planning, evaluation, coordination and consultation mandates, she has been very involved in public consultation, citizen participation and public communication projects pertaining to health, wellbeing and economic and social development.

Hélène Morais holds an MBA and a Bachelor's in Social Services from the Université Laval. She is a professional Certified Integral Coach™ with Integral Coaching Canada®, and a team coach with Team Coaching International. She is also certified as a coach by the Fédération internationale des Coachs.

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## 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. In addition to his studies in public law and political science, he received training in international development, project management and geomatics.

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

He was involved in major projects, in 1992-1993, as assistant general secretary of the Groupe de travail sur Montréal et sa région. He coordinated social and environmental projects for the Commission scientifique et technique sur la tempête de verglas de 1998. Between 2000 and 2002, during the municipal reorganization in Outaouais, he worked as a government assistant and then as secretary of the Outaouais Transition Committee.

Jean Paré has been a part-time commissioner with the Bureau d'audiences publiques sur l'environnement since 1990. He worked with the Office de consultation publique de Montréal from 2002 to 2008, and from 2010 until today. From March 2008 to December 2009, he was a technical consultant at the Tangiers Wilaya, in Morocco.

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## 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. From 2005 to 2015, he coordinated the C-Vert project of the Claudine and Stephen

Bronfman Family Foundation, a project that was awarded a Phénix de l'environnement in 2012. In 2015, he chaired the independent public consultation commission on the Proposed metropolitan waste management Plan of the Communauté métropolitaine de Montréal.

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

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## LUBA SERGE

### COMMISSIONER

Luba Serge holds a Master's in Urban Planning and a doctorate in Social Sciences. She is a member of the Ordre des urbanistes du Québec and has experience in various areas related to housing and neighbourhood revitalization. She was involved in setting up housing cooperatives in Montréal neighbourhoods, planning and developing the Milton-Parc project, and developing the Benny Farm Community Land Trust. She worked at the Montréal Service de l'habitation during the drawing up of the policy statement on housing and at the Société d'habitation et de développement de Montréal, where she was responsible for the monitoring and evaluation of the Programme d'acquisition de logements locatifs and its impact on neighbourhood revitalization and security improvement and crime prevention.

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

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

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## FRANCINE SIMARD

### COMMISSIONER

Francine Simard has an MBA from the HEC. She is currently Chief Executive Officer of Repère communication et recherche, a firm specializing in qualitative and quantitative research, moderation of group and individual discussions, development of consultation methodologies, and project and team management.

The main part of her career took place over the last 25 years, as vice-president of research at Léger Marketing (1990-2000) and at Baromètre (2000-2002), and as CEO

at Repère communication et recherche (2002-...). Her client list includes government agencies, media, ministries, cultural enterprises and professional associations. Her vast experience with a wide range of clienteles allows her to use different techniques to explore the needs and expectations of a variety of groups, and to evaluate their interest in new services, innovative policies, existing projects, or projects needing to be improved.

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## JOËL THIBERT COMMISSIONER

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

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

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

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

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

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

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## NICOLE VALOIS COMMISSIONER

Nicole Valois is a landscape architect and professor at the École d'urbanisme et d'architecture de paysage of the Université de Montréal, where she teaches landscape heritage, project methodology, and a workshop on urban spaces.

As an Associate Fellow with the Canada Research Chair on Built Heritage, she was involved in many studies on landscape heritage, including the campus of the Université de Montréal, published at the Presses de l'Université de Montréal and the Presses universitaires de Perpignan. Owing to a subsidy from the Social Sciences and Humanities Research Council of Canada (SSHRC),

she recently conducted research on the value of modern Canadian public spaces. With the Chaire en paysage et environnement, she was also involved in research on highway landscapes in Montréal, and conducted an important characterization study on Mount Royal landscapes for the Ville de Montréal.

She sat as an expert on several juries and committees, notably at the Conseil des Arts et des Lettres du Québec, where she received awards on two occasions for her research. She was recently appointed to the Conseil du patrimoine de Montréal for a three-year mandate.

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## 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 as a decision-maker and director in various areas of government and at the community level. 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.), administrative law judge with the Régie des alcools, des courses et des jeux, and chief executive officer of Radio Centre-Ville.

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 also acquired public consultation experience in matters pertaining to heritage.

Arlindo Vieira is known for his community involvement, having worked on many community committees and organizations. Among others that have enjoyed the benefit of his leadership and commitment over the years, he sits on the Ligue des droits et libertés, the Centre Multiethnique Saint Louis, the Caisse Populaire des Portugais, the Centre sociocommunautaire de Montréal, the Centre Justice et Foi, the Comité des communautés culturelles du Barreau du Québec, and the Fondation de la Tolérance.

He was appointed ad hoc commissioner with the OCPM in 2015.

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## 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 works as a sustainable development consultant for municipalities and NGOs. In 1990, he became a member of the American Institute of Certified Planners. 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 also lived 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. 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. 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 was also vice-president of SNAP – Québec from 2013 to 2015.

# APPENDIX II

## EXTRACTS CHARTER OF VILLE DE MONTRÉAL L.R.Q., c. C-11.4

### DIVISION I OFFICE DE CONSULTATION PUBLIQUE

#### Public consultation office.

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

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

#### President.

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

#### Term of office.

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

#### Term of office.

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

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

#### Additional commissioner.

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

#### List.

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

#### Candidates.

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

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

#### Disqualification.

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

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

## Remuneration and expenses.

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

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

## Personnel.

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

## Assignment of city employee.

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

## Treasurer.

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

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

## Fiscal year.

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

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

## Sums made available.

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

## Minimum amount.

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

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

## Functions of Office.

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

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

## Provisions not applicable.

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

## Report on activities.

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

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

(...)

# DIVISION II

## SPECIAL FIELDS OF JURISDICTION OF THE CITY

### § 1. – GENERAL PROVISIONS

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

#### Complementary document.

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

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

#### By-law

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

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

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

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

#### Business district.

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

#### Content of by-law.

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

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



## Approval by referendum.

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

## Public consultation.

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

## Interpretation.

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

## Applicable provisions.

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

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

boroughs affected by the project.

## Provisions not applicable.

However :

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

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

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

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

O.C. 1213-2005, s. 7

# APPENDIX III

## ORGANIZATION, PRACTICES AND CODE OF PROFESSIONAL CONDUCT

### ORGANIZATIONAL STRUCTURE OF THE OFFICE

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

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

#### Physical resources

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

#### Human resources

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

#### Commissioners

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

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

#### President

Dominique Ollivier

#### Ad hoc commissioners in 2015

Maryse Alcindor, Isabelle Beaulieu, Bruno Bergeron, Nicole Boily, Nicole Brodeur, Jean Burton, Jean Caouette, Pierre-Constantin Charles, Viateur Chénard, Irène Cinq-Mars, Alain Duhamel, Habib El-Hage, Ariane Émond, Judy Gold, Michel Hamelin, Peter Jacobs, Danielle Landry, Hélène Laperrière, Marie Leahey, Gaétan Lebeau, Renée Lescop, Hélène Morais, Jean Paré, Michel Séguin, Luba Serge, Francine Simard, Joël Thibert, Nicole Valois, Arlindo Vieira, Joshua Wolfe.

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

#### Staff

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

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

## Collaborators

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

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

## PRACTICES OF THE OFFICE

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

## COMMISSIONERS' CODE OF PROFESSIONAL CONDUCT

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

### General provisions

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

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

### Independence

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

### Duty to act in a reserved manner

10. The commissioner exercises discretion in publicly expressing his political opinions or thoughts about a controversial project.
11. The commissioner does not comment publicly on the reports of the Office. However, the chair of a commission or a commissioner delegated by him may present and explain the report of that commission.

12. During his mandate, the commissioner refrains from taking a public position on any project that is the subject of a mandate of the Office.
13. During his mandate, the commissioner refrains from commenting publicly on decisions relating to projects that have been the subject of an Office report. Even after the expiration of his mandate, he refrains from commenting publicly on decisions relating to projects entrusted to the Office during his mandate.

## Public consultation

14. The commissioner has no special interest in the file entrusted to him. He has not participated in the development of the project, nor publicly voiced an opinion about it. He has no decision-making function in any organization participating in the consultation.
15. The commissioner acquires as much information as possible about the project, and completes his analysis of it within the prescribed timeframe.
16. The commissioner avoids all private meetings with those in charge and with resource persons, except in cases provided for under the rules of procedure of the Office.
17. In public meetings, the commissioner promotes the full and complete participation of all interested parties. He facilitates citizens' access to information, helps them

to fully understand the projects, and encourages them to express their opinions without reservation.

18. The commissioner applies the procedure equitably to all participants. He acts as transparently as possible at all times.
19. The commissioner displays discretion, courtesy, composure and consideration towards all participants in a public consultation, regardless of their opinions and without discrimination. He promotes mutual respect among those who assist or participate in the work of the commission.
20. For his analysis and for the recommendations to be included in the report of the commission, the commissioner uses only documentation available to the public within the framework of the public consultation, and the information provided in or following meetings or hearings, as provided for under the rules of procedure of the Office. He may also use common knowledge of the subjects addressed and existing literature on relevant topics.
21. The commissioner respects at all times the confidential nature of the proceedings of the commission. He also respects the confidentiality of the report of the commission until such time as it is made public.

## SETTING UP A PUBLIC CONSULTATION

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

### Public notice

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

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

### Communications

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

## Documentation file

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

### The documentation file usually contains:

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

## Preparatory meetings of the commission

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

## Public consultation

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

The first part allows participants and the commission to hear a description of the project submitted for public consultation and a presentation of the regulatory

framework, and to ask questions about the project. During the first part, representatives of the developer and municipal departments present the various elements of the project and answer the questions of the participants and commissioners. Workshops or thematic meetings may also be held during the first part of the consultation to examine specific aspects of the project in question.

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

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

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

Toutes les séances d'une consultation sont publiques. Elles doivent être tenues dans un lieu approprié et accessible à la population. Les séances sont enregistrées et, généralement, les débats sont pris en notes sténographiques rendues publiques avec la documentation.

Selon la nature ou la complexité des dossiers faisant l'objet des consultations, d'autres formules peuvent être utilisées telles des colloques, conférences, séminaires, journées portes ouvertes, consultation en ligne, etc.

## Analysis and report of the commission

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

## STANDARD PUBLIC CONSULTATION MEETING PROCEDURE

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

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

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

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

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

The chair ensures that all questions are answered. If an answer cannot be given during the session, it must be

provided in writing as expeditiously as possible. This answer will be included in the documentation file.

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

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

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

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

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

# APPENDIX IV

## LIST OF EMPLOYEES AND COLLABORATORS IN 2015



### Employees

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

### Collaborators

Raphaëlle Aubin  
Matthieu Bardin  
Estelle Beaudry  
Alain Benoit  
Brunelle-Amélie Bourque  
Richard Brunelle  
Elisabeth Doyon  
Julie Dubé  
Louis Garneau  
Alexis Gourde-Lamontagne  
Guy Grenier  
Félix Hébert  
Félix Jobin

Laurent Maurice Lafontant  
Philippe Leclerc  
Christelle Lollier-Théberge  
Patrice Martin  
Denise Mumporeze  
Youla Pompilus-Touré  
Constance Ramacieri  
Olivier Rinfret  
Michael J. Simkin  
Ginette Thériault  
Nicole Uwimana  
Stéphanie Wells









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