



Annual report
2016

 OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

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May 1, 2017

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 2016 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, 2016.

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



THANK YOU!

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 2016.

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

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

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

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PRESIDENT'S MESSAGE

The year 2016 marked a significant turning point for the Office de consultation publique de Montréal in terms of the population's participation in our processes. The three non-regulation consultations entrusted to us by the executive committee and city council, i.e. the continuation of the consultation on reducing Montréal's dependence on fossil energies, which was the product of the Right of Initiative, the upstream consultation on the Urban, Economic and Social Development Plan (PDUES) for areas surrounding the Turcot interchange, and the one on the Downtown Strategy, have allowed us to carry on our digital approach and inclusion innovations. Those files have set citizen participation records. The high level of interest was apparent both in real-time participation and online processes. This year, the voices of over 6000 people and organizations were heard regarding important issues for the future of Montréal.

Locally and internationally recognized expertise

Our participation successes have not gone unnoticed. In 2016, the OCPM received more requests than ever before to share its experiences and know-how at the local, national and international levels. The recognition of its expertise and credibility now extends far beyond the cases prescribed in the Charter and the boundaries of the Metropolis. In addition to an award for good public participation practices, bestowed by a Brazilian network of cities, and a special

mention from the International Observatory on Participatory Democracy (IOPD) for the Vert Mtl process, organizations like the Association internationale des maires francophones (AIMF) and the Organization for Economic Co-operation and Development (OECD) call on us to participate in their decision-making processes and experiments pertaining to the configuration of participatory and representative democracy. Some newly established bodies, such as Paris Métropole, a collaboration of more than 100 Île-de-France communities, are also developing processes inspired by Montréal's approach to structure their elected officials' thinking on citizen participation mechanisms. Some citizens and elected officials of other cities in Québec, such as Gatineau and Québec City, are asking for their own version of an "office de consultation." All of this contributed to Montréal's being appointed to the presidency of the International Observatory on Participatory Democracy for 2016-2017, and to its being entrusted with the responsibility of organizing the IOPD's international conference, to be held in Montréal in June 2017.

The sharing of good practices, constant discussion and ensuing networking help to make us better equipped. They allow us to better document our processes, to enrich our practices, and to structure our role in assisting and supporting Montréal bodies responsible for organizing consultation exercises that fall to us under section 83 of the Charter.

Participation without exclusion

The growing complexity of the projects entrusted to us, the lightning-quick evolution of our methods for interacting with citizens, and the express wish of elected officials to integrate into our processes new tools, such as 3D modelling, demand extra effort on the part of the Office to ensure our mechanisms' accessibility and credibility.

We strive to reach the groups furthest removed from our processes as well as citizens who previously did not participate owing to lack of time, information or resources. We seek to ensure that a variety of opinions is always heard from stakeholders in order to conduct

more inclusive, fair and illuminating debates and to facilitate the decision-making process of elected officials.

Such objectives require commitment and imagination to increase our public visibility and presence in a context where resources are stagnant. The contributing citizen and collective intelligence are taking more and more space in the public arena. It is therefore important to periodically evaluate and review the use of public consultation and the means allocated to it in order to ensure its long-term future. To that end, the budget of the Office, which has remained the same since its inception, must be indexed to the cost of living to allow it to face new challenges created by the context in Montréal and to preserve the skills that we have developed to serve the institution and, on a broader scale, the city as a whole.

2017: a year of celebration, an opportunity not to be missed

I cannot conclude this introduction to our 2016 annual report without underscoring the importance of the year 2017, both for Montréal and for the Office. Not only is it the 375th anniversary of Montréal, it is also the 15th anniversary of the creation of the OCPM. Our activities in 2016 also aimed to prepare for our part in the celebration and outreach of our metropolis.

More and more people are recognizing the importance that Montréal places on participatory democracy. However, the expertise of the Office could and should increasingly be put to good use to support all sorts of innovative public decision-building activities. This extends far beyond carrying out mandates that involve upstream planning activities. The consultations stemming from the Right of Initiative have brought to light the citizens' wish to hold more generic debates upstream of major activities surrounding the development and review of public policies and urban planning.

The year 2016 ended with the introduction of draft by-laws on the new status of Metropolis

and the recognition of the status of cities as local governments. Those issues will certainly give rise to many debates over the coming months. This could serve as an opportunity, should our elected officials wish to do so, to spell out, or even expand, the range of cases where consultations by the Office are automatic, especially given the planned elimination of citizens' recourse to referenda in Montréal. For our part, we will be happy to continue to help to make our metropolis a modern and open environment whose peaceful citizen debate practices ensure social cohesion and togetherness.



Dominique Ollivier,
President



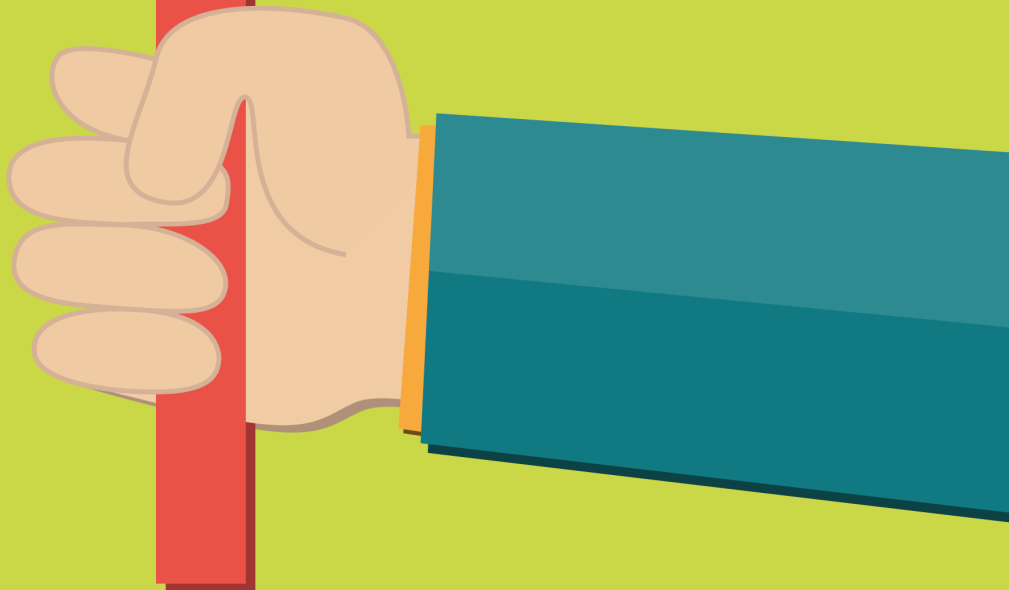
MISSION AND MANDATE

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:

SECTION 83

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

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:

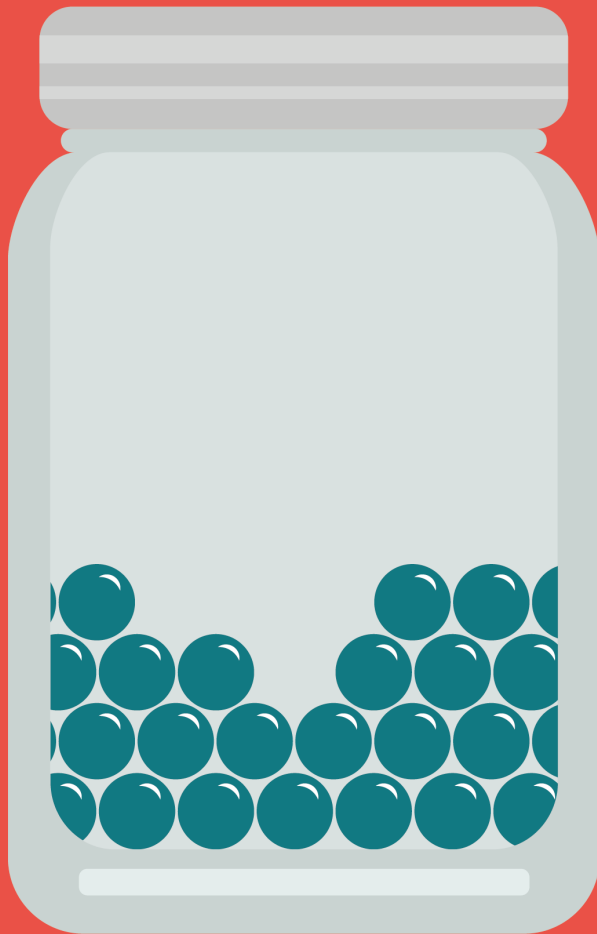
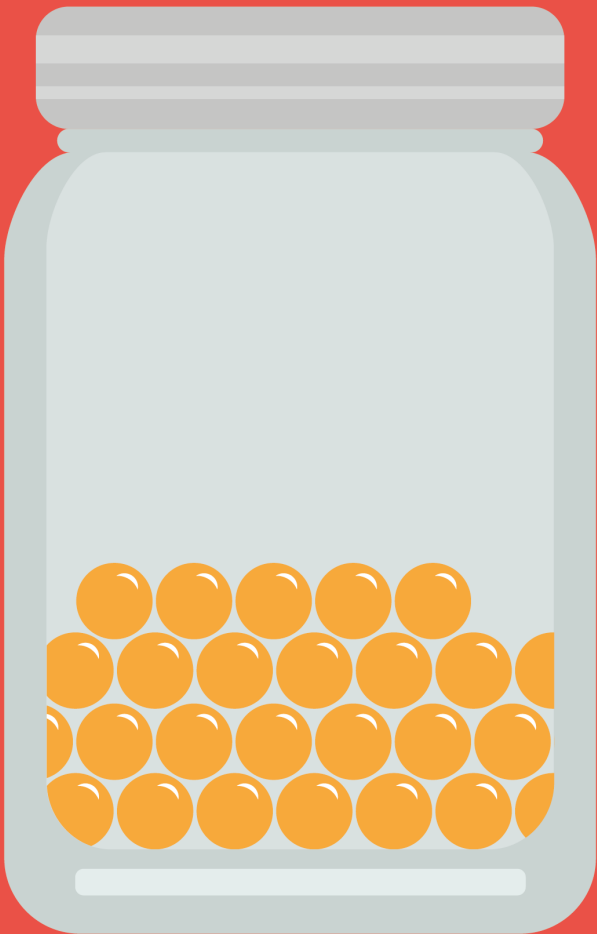
On December 7, 2005, the government adopted decree 1213-2005 amending the Charter of Ville de Montréal. This decree allows the agglomeration council, under the Act respecting the exercise of certain municipal powers in certain urban agglomerations, (R.S.Q., c. E-20.001), to authorize projects related 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.

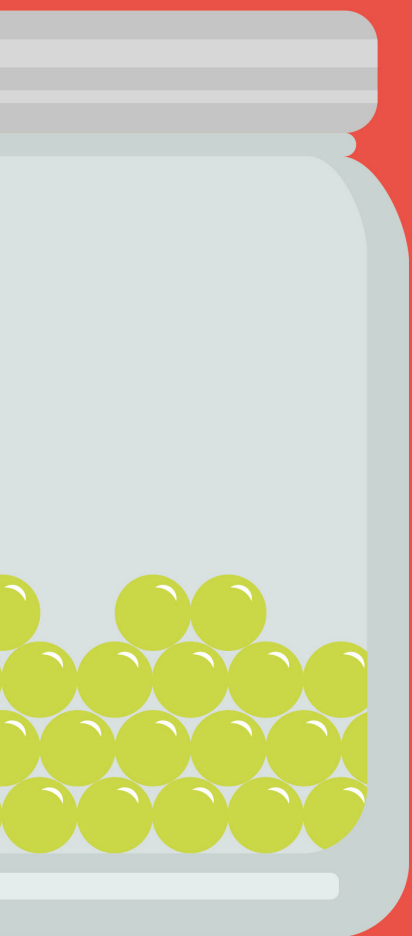
On June 15, 2012, draft By-law 69 was enacted. Among other things, it redefined the criteria under which mandates could be given to the Office pursuant to section 89 of the Charter of Ville de Montréal. The draft By-law replaced, in sub-paragraph 1 of the first paragraph of the section, the words "university, 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 consultations practices, notably with Montréal authorities.

In 2016, the Office de consultation publique de Montréal completed a consultation initiated in 2015, and undertook and carried out three mandates, as well as two consultation projects to be continued in 2017.

The project completed in 2016 dealt with a very important issue: Montrealers' dependence on fossil energies. For this consultation, the Office offered Montrealers an innovative process, marrying traditional consultation methods with collaborative technologies, thereby achieving a success in participation that reached over 3500 people.

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 2015 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 proposed consultation activities conducted in the spirit of crowd-sourcing. 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, 2015, and the exercise continued until the end of public activities in March 2016.

Other public events were held in the winter of 2016, including a creative marathon in February, where the Office called on technology and environment enthusiasts to identify solutions. After the hearings of opinions in March, the commission drew up its report comprising a series of recommendations addressed to the

More than 3500
people contributed
to the search for
solution






VERT
MTL
In Hackathon
mode

City as well as its citizens and businesses. The report was made public on June 15, 2016.


Furthermore, three files were undertaken and completed in 2016. The first was carried out in cooperation with the Bureau des relations internationales of the Ville de Montréal and involved a consultation exercise aimed at developing a new international relations strategy. Some 15 meetings were organized, bringing together participants from all sectors of Montréal life with activities or missions comprising an international component. More

than 100 people were reached. A summary of the discussions that were held was presented to the Bureau.

The second file involved a vast planning exercise for a large area neighbouring the Turcot interchange. Under the theme “Beyond the construction: rethinking the neighbourhoods,” a series of activities and meetings were held to solicit the advice of residents and organizations of the neighbourhoods of Saint-Henri Ouest, Émard and Côte-Saint-Paul on what should become



A two-day open house, 10 creative workshops and 4 thematic roundtables.



of this important section of the Sud-Ouest borough.

More than 2200 people responded to the online questionnaire, participated in the creative workshops and thematic round tables, or followed the public information sessions. Moreover, the commission received 35 briefs and oral presentations during the hearing of opinions period.

Numerous subjects were addressed and the commission received a significant number of quality opinions. Local organizations submitted briefs and actively participated in the various activities. Following those contributions, the commission proposed the vision of an environment inspired by a rich history and turned resolutely towards the future. An environment with a responsible, open and dynamic future, an environment well ensconced in sustainable development, an environment that has managed to lessen the inevitable inconveniences of having highways running through the city. A green environment, having tempered heat islands through massive greening that will make it a model, an example of how to minimize the presence of invasive infrastructures. An environment having resolved the under-provision of healthy products, and developed active and collective transportation. An environment where

young and old, local traditional populations and new arrivals, workers of the 2.0 world and those of more traditional factories and industrial workshops harmoniously co-exist. An environment comprising various types of housing meeting the needs of a diverse population. An environment with more common denominators than divisions. The review of the commission's report should lead the borough to draw up a formal document, a PDUES (urban, economic and social development program), which should be examined by the Office. Such a process belongs upstream of any project to be undertaken by the borough. The territory covered by the future PDUES is transected by several metropolitan infrastructures undergoing major work, such as the Turcot interchange and Highway 15, or enclosing it, such as the Lachine Canal and Canadian National (CN) railway track.

The third file involved the analysis of a real estate project on the former site of the Franciscan convent on René-Lévesque Boulevard West. The project consists of 360 housing units and 210 parking spaces on the Franciscan land located at 1980 to 2080 René-Lévesque West, at the southern edge of the Quartier des grands jardins, adjacent to the Saint-Jacques cliff. Two 60-metre-high twin towers on a common basilaire are planned

for the site of the former Franciscan convent, which was demolished in 2010 after a fire.

The project also calls for the preservation of the Judah and Masson houses located on either side of the towers, as well as their accommodations and gardens. Lastly, two parks totalling 3363 square metres would be built by the developer and then transferred to the City.

More than 200 participants attended the public consultation meetings, where 50 expressed their opinions, and 42 briefs were filed. The interventions made it possible to fully grasp the issues and challenges involved in the project, in terms of its descriptive elements, integration and impact on the neighbourhood.

The Office believes that the planned change of vocation is acceptable and that it may help to establish the necessary conditions to consolidate the residential function of the neighbourhood and enhance its diversity. However, the interventions brought to light a great deal of disappointment on the part of citizens as to the project's ability to play a role in the realization of major commitments in the Special Planning Program (SPP) for the

Quartier des grands jardins, adopted in May 2012, notably in terms of offering green spaces and community equipment adapted to the needs of families, young people and seniors in the neighbourhood.

The citizens' concerns are well-founded and the project would only be acceptable if the borough was to set up additional green spaces as soon as possible and ensure that needs for community spaces and collective equipment are met in future projects developed in the neighbourhood.

The Office has also undertaken the examination of another project to be completed in 2017: the examination of the proposed Downtown Strategy, which provides a vision for the future and strategic orientations for downtown Montréal for the next 15 years.

It aims to direct urban growth towards the heart of the metropolitan area by making downtown a more accessible place where one can enjoy life, work, school and entertainment.

More than 200 people participated in the consultation on the project for the Franciscan land



It plans to optimize the area's development potential by prioritizing investment in public and active transportation, promoting access to family housing and local services, and enhancing the downtown area's predominant role in the metropolitan economy.

Following the consultation, the City will draw up an action plan proposing targeted initiatives that will impact the vitality and development of downtown.

The consultation brought about a number of meetings and activities. The first meeting, the "Grand rendez-vous du centre-ville," was held on Sunday, September 25, at Place des Arts' Salon urbain. Numerous ideas and projects that will shape the downtown of tomorrow were presented, and the day ended with a formal information meeting on the Downtown Strategy and a public question period. Some 800 people took part in the activity.

The day was followed by four thematic meetings to exchange ideas and offer suggestions involving issues such as transportation, the economy, and neighbourhood life. Several hundred people attended the meetings.

Furthermore, throughout the month of September, citizens were also invited to fill out an online questionnaire, available in both English and French. Close to 2000 people did so.

The hearing of opinions began on November 3. Virtual participation was also made possible through a second online questionnaire. More than 100 people took advantage of the opportunity to share their opinions with the commission.

Lastly, in December, we received new mandates, i.e. the Special Planning Program (SPP) for Assumption Nord and the real estate projects on the sites of the complex Le Bourbon and the Montreal Children's Hospital, at the two extremities of the Ville-Marie borough.

The year 2016 also saw the realization of activities related to the promotion of best practices, which is included in the mandate of the Office. Firstly, it is important to mention our training and information activities. The first was held in March, in cooperation with the Institut de développement urbain (IDU), for its members and real estate developers. The



The priorities chosen during the marbles game are: access to housing, public transit and access to the river.





meeting focused on the best ways to prepare for a public consultation with the Office. Moreover, a training session was held for commissioners, dealing with two issues: the City's Strategy for the inclusion of affordable housing, and results obtained by using new technologies in public consultations. The Office also participated on two occasions in an operation promoting the City's consultation practices, organized by the city council's Bureau de la présidence. The activity, dubbed the "Democracy Caravan," allows a neighbourhood's citizens to learn about the City's public consultation mechanisms and to talk with the people in charge. In addition to the Office, the Caravan includes a number of other participants, such as the Ombudsman, advisory councils, and council commissions.

In closing, it should be noted that, over the course of the year, the executive committee

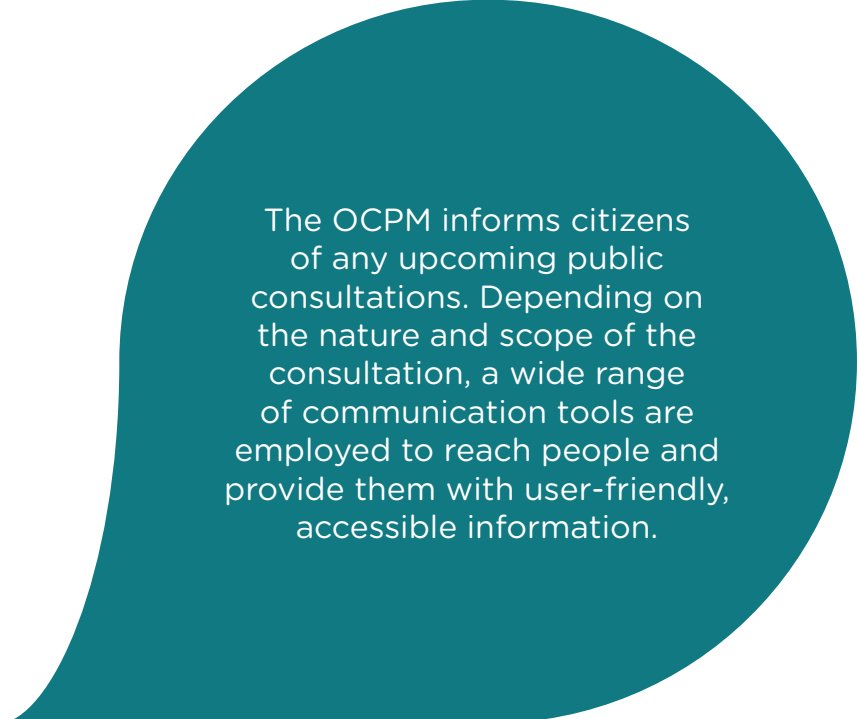
cancelled a mandate it had entrusted to the Office in 2014. It pertains to the planned light rail transit system (LRT) that may be established as part of the construction of the new Champlain Bridge. Also, a second project is still pending, involving a consultation on the interministerial committee's 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 the activities of the Office, either by attending consultations, asking questions, or filing briefs, or through the digital tools increasingly used by the Office.





COMMUNICATIONS OVERVIEW



The OCPM informs citizens of any upcoming public consultations. Depending on the nature and scope of the consultation, a wide range of communication tools are employed to reach people and provide them with user-friendly, accessible information.

As there were few regulation mandates in 2016, the Office published only one public notice in a daily newspaper. It issued a total of 21 press releases and media invitations. For every public consultation, an advertising campaign was conducted on Facebook. In some cases, in addition to the notices, the Office also sends out invitations directly to citizens and organizations concerned by the ongoing consultation project. Usually, the Office distributes information flyers announcing the consultation to those who will be affected by a given project. Depending on the consultation, the distribution may cover between 1500 and 68,000 homes. Last year, 114,000 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. As our Web site received a complete overhaul in 2016, it will be the subject of a special section in this annual report.

The Office is increasingly relying on 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. It also provides us with powerful advertising tools, allowing us to precisely target the citizens concerned with our consultations. The number of subscribers to our page has grown by more than 1500 people this year, reaching 7826 by the end of 2016. Over 32,000 people have interacted with our page (an increase of 60% compared with 2015), while the total reach of our publications is approximately 1.5M, i.e. the number of people who saw any content associated with our page (the last two statistics represent unique users/day).

In terms of print publications, we ended the year with the offer of a new educational tool: The follow-up. A Montrealer's guide to what happens after a public consultation. Available in English and French versions in the Publications section of our Web site, the guide joins our offering of educational resources, all of which are available online and in print.

Every year, we improve our universal accessibility service offer. This year saw the culmination of several years' work with the launch of an improved universal access



section on our Web site and the distribution of an instructional kit to promote the information and participation of publics at risk of exclusion.

More than 150 model kits were provided to organizations, groups and schools involved in francization, integration and literacy, in addition to being distributed in public libraries. Each kit contains documents written in easy to understand language: an introduction to the OCPM, its rules of professional conduct

and an information guide, the OCPM 10-year anniversary brochure and a CD with video presentations designed to inform people about the role of the Office, the public consultation process, and how to participate in a public consultation. To access the above-mentioned resources, or documents in Braille and videos in Québec sign language, all of which are available only in French, follow the pink butterfly on our site.



QUEL AVENIR POUR NOTRE CENTRE-VILLE ?

1 811 responders
to the online questionnaire

116 opinions received online
in the form of thematic mini-memos

Search for solutions on an online consultation platform

750 profiles created (participants or groups)
5056 interventions (proposals, arguments or votes)



**FAISONS
LE PLEIN
D'ÉNERGIES
NOUVELLES**

Online consultation

In addition to the online public consultation questionnaires, for which we have developed an expertise over the years, and which, again this year, gave us major participation successes (Areas neighbouring Turcot: 1574 responders; Downtown Strategy: 1811 responders), we also carried out two new online participation processes.

Our first public consultation experience with a real online consultation platform, which began in 2015 with vertMtl.org as part of the consultation on reducing dependence on fossil energies, continued until the beginning of March. That digital tool allowed citizens to interact around the proposals, to affirm their agreement or disagreement, to support arguments and to provide references. More than 1600 unique visitors came by in 2016 (in addition to the 4000 in 2015). Launched on October 29, 2015, the online consultation gave rise to 5000 interventions (new

proposals and support for listed proposals) in four months. Throughout the experience, the Office gathered a large number of positive impressions from citizens who were enthusiastic about this tool that allowed them to participate in the consultation from anywhere, at any time of day, and as often as they wanted.

Lastly, the consultation on the Downtown Strategy provided us with an opportunity to offer citizens yet another means of contributing to our consultations by expressing their opinions online in a section of our Internet site dedicated to that purpose. Participants were able to send us thematic mini-memos to further explore the priorities brought to light by the online questionnaire administered earlier in the consultation process, and offer suggestions in response to questions drawn up by the commissioners.

Web site

This year, the Office de consultation publique carried out a major redesign of its Web site. The goal of the exercise was not only to raise the platform to the level of Web industry standards, but also to renew and rethink the user experience.

The redesign that began in 2015 culminated in the delivery of the site's final version in March 2016, thereby completing the first major phase of its restructuring. Following the comments and suggestions of users invited to participate in the reflection process, the new structure was designed to be open to additional functionalities more in line with the needs of new consultation methods tried out by the Office.

The new version of the site offers the Office greater flexibility, both in terms of

data organization and public interaction possibilities. With a collection of more than 15,000 documents spanning 15 years of public consultation, and almost 30,000 unique visitors in 2016, the Office platform remains a documentary reference in urban planning and citizen participation in Montréal.


For the past two years, at the request of city council, we have been obtaining 3D models of projects from developers and from the City and making them available on our site. The amalgamation of the 3D model of a project and its environment requires technical work and a new collaboration with the City's geomatics departments.





**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.

Locally and throughout Québec, the Office responds to requests from groups seeking to better understand the OCPM model; we have attended meetings in Montréal, Québec City and Gatineau. We have also met with new contacts within the framework of the World Social Forum, in addition to participating in one of its workshops. We hosted a group of young French participants as well as one of the Forum founders, Mr. Oded Grajew, the director of the organization "Cidades Sustentaveis" in Sao Paulo, Brazil. In 2016, Montréal also hosted the North American conference of the International Association for Public Participation, of which the Office is a member. The OCPM was very involved in the meeting's organizing committee, and participated in the event with an information kiosk and presentations of our activities during workshops. The Office also participated in the activities of the Centre d'écologie urbaine de Montréal, and attended the New Cities Summit, held in Montréal this year.

In the month of April, the Office de consultation publique de Montréal took part, for the third time, in the biennial exposition Le Montréal du Futur, held at Complexe Desjardins from April 20 to 25 last. Organized by BOMA QUÉBEC

(the Association des propriétaires et des administrateurs d'immeubles du Québec) and in partnership with the Caisse Desjardins, the exposition aimed to provide the Montreal public with an architectural vision for Montréal in the future by presenting commercial, residential and institutional real estate projects that could become part of the Montréal landscape over the coming years. Even though some projects showcased in the exposition were already in progress, all the projects presented were not necessarily approved and will not necessarily be realized.

On April 22, in order to better illustrate how the OCPM conducts its creative workshops, an Office moderator gave a workshop that lasted a few hours for visitors who wished to participate. The latter were given a map and Legos to illustrate their ideas. The kiosk was a major success, with an estimated 75,000 visitors for this 6th edition.

The Office also provided a presence abroad in various forums throughout the year, beginning with the presentation in January of the first prize for good public participation practices, international category, awarded by the Brazilian network of participatory budget



OECD Seminar on women's participation in Moroccan politics.


cities. The secretary general accepted the prize in the name of the OCPM at the network's annual meeting, in addition to presenting our model at one of the workshops. The Office, as it has traditionally for many years, also attended the annual conference of the International Observatory on Participatory Democracy (IOPD), held in Matola, Mozambique. The conference was important for the Office in two respects. It received a special mention as a finalist for the IOPD's annual prize for best practices and, more importantly, it secured Montréal's appointment to the presidency of the Observatory for a one-year mandate, which includes the responsibility for the next

conference, to be held in Montréal from June 16 to 19, 2017.

Meetings were held at the General Secretariat of the Observatory in Barcelona in the weeks following the conference to agree on organizational procedures for the Montréal conference, whose theme will be "Participation without Exclusion."

In addition to the IOPD, the Office was called to participate in a few other missions. The first, in Paris, Lyon and Amsterdam, involved meeting with various French partners, including Greater Lyon and Décider ensemble,





and presenting our model within the context of the reflection process on public consultation in Paris Métropole. The latter is interested in the OCPM model, and pursued that interest through discussions with both the Office and Montréal elected officials. The Amsterdam portion of the mission allowed us to discuss digital participation tools with participants in the Design and the City Conference, particularly within the Seminar on Smart City and through a presentation at a workshop entitled “Prototyping for Citizen Engagement: how to empower citizens for social changes.”

Moreover, at the request of the AIMF (Association internationale des maires francophones), Office secretary general Luc Doray participated in a seminar in Yamoussoukro, on the Ivory Coast, addressed to mayors of a number of West African countries. Mr. Doray spoke about practices that allow elected officials to consult the population.

Office president Dominique Ollivier accepted an invitation from the Organization for Economic Co-operation and Development (OECD) to participate in two seminars, held in Morocco in September, dealing with women’s participation in political life and the need for a link between participatory democracy and representative democracy.

In December, she also participated in the 5th national meetings “Accueil et Relations aux Usagers,” [user reception and relations] in Lyon, and in the Open Government Partnership Global Summit at the beginning of the month. She attended both in the name of the IOPD, to present a workshop on public participation using digital means, and in the name of the OCPM, in response to an

invitation from the Commission nationale du débat public (CNDP) to sit on a panel addressing the topic “Participation citoyenne et démocratie mondiale: comment associer les citoyens au respect des engagements pris par les gouvernements dans l’Accord de Paris?” [citizen participation and global democracy: how to involve citizens in respecting commitments made by the governments in the Paris Agreement]. At the same time, she met with representatives of the Council of Europe and the OECD, notably with a view to future cooperation and participation in the IOPD conference in June 2017.

Lastly, Ms. Ollivier and Mr. Doray took part in a virtual seminar with representatives of the Federal District of Mexico dealing with the operations of the Office. The Mexican participants included department directors and the Director of the School of Public Administration of Mexico City. The activity was held within the context of the recent protocol for cooperation between Montréal and the Mexican capital.

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 wide variety of groups: students and groups of citizens interested in public consultation, in several boroughs, as well as external groups. In the latter category, it is important to note the presence, as a special speaker, of Ms. Ollivier at the day of reflection of the newspaper Les Affaires dealing with social acceptance.





BUDGET

Budget

Remuneration	\$ 714 000
Employee benefits	\$ 135 000
Transportation and communications	\$ 159 000
Professional and administrative services	\$ 715 000
Rent and maintenance	\$ 239 000
Non-durable goods	\$ 28 000
TOTAL	\$ 1 990 000



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 2016, the Office was allocated a budget of \$2 million. 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 2016.



APPENDIX

APPENDIX I

Biographical notes of the president and commissioners in 2016



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.

“We strive to reach the groups furthest removed from our processes as well as citizens who previously did not participate owing to lack of time, information or resources. We seek to ensure that a variety of opinions is always heard from stakeholders in order to conduct more inclusive, fair and illuminating debates.”

Part-time or ad hoc commissioners in 2016

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.

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.

Mounia Benalil Commissioner

Mounia Benalil holds a doctorate in Francophone and Comparative Studies from the University of British Columbia. She has carried out many studies subsidized by Québec's Fonds de recherche - société et culture, the Social Sciences and Humanities Research Council of Canada, and the Secrétariat aux affaires intergouvernementales canadiennes on contemporary issues related to living together and interculturalism. She has also written a number of scientific publications.

Her main focus is the interface between research and public action in the field of social sciences. She is also

interested in the application of knowledge to social issues through action research and the evaluation of impacts and legal and political considerations on projects. That implies the mobilization and continuous transfer of knowledge. She has been a business volunteer for several non-profit organizations and has also worked with a number of civil society players in conducting structuring projects for the community, players from Status of Women Canada, the Conférence régionale des élus de Montréal (Concertation Montréal), and the Ville de Montréal.

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.

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.

Nicole Brodeur

Commissioner

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

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

She then worked for approximately ten years at the ministère des Relations avec les citoyens et de l'Immigration, first as associate deputy minister, and later as deputy minister. She actively participated in setting up this new ministry, which at the time was

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

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

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

Jean Burton

Commissioner

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

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

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

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

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

Jean Caouette

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.

Danielle Casara

Commissioner

Danielle Casara has had a rich and varied career of over 20 years in the union environment. She first worked as vice-president of the Laurentian Bank of Canada employees union, and later became secretary general and then president of the Conseil régional FTQ Montréal métropolitain. From 2007 to 2010, Danielle was also a member of the executive of the FTQ, serving as vice-president representing women.

Job development has been the focus of her involvement in Montréal's Conseil emploi métropole and Conseil régional des partenaires du marché du travail.

She is passionate about economic and social development, and has headed a number of local investment committees of the FTQ's Fonds de solidarité.

The issues of social solidarity and the fight against exclusion have inspired Danielle's work as an arbiter

with the Conseil arbitral de l'assurance-emploi du Grand Montréal for more than ten years. She was also a member of the board of directors of Centraide du Grand Montréal from 2005 to 2011.

A proponent of joint-action, she was a member of the steering committee of the Conférence régionale des élus de Montréal and participated in the establishment of Concertation Montréal. She was co-president of the Table de consultation sur le développement social of the Forum montréalais sur la métropole.

Danielle is very involved in her community. She was part of the Conseil des Montréalaises from 2006 to 2012. She also acted as commissioner for the public consultation of the Montréal Metropolitan Community on the Metropolitan Waste Management Plan in 2015.

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.

Viateur Chénard

Commissioner

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

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

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

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

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

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

Irène Cinq-Mars

Commissioner

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

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

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

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

Alain Duhamel

Commissioner

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.

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.

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 a sponsor of the 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.

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.

Peter Jacobs

Commissioner

Mr. Jacobs is a Professor Emeritus 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.

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.

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.

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 de 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 Fondation Béati.

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.

Renée Lescop

Commissioner

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

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

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

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

Hélène Morais

Commissioner

Hélène Morais 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.

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.

Nadja Raphaël

Commissioner

Nadja Raphaël has been a member of the Barreau du Québec since 1995. She has some 20 years of professional experience, during which time she has held a number of strategic positions such as chief of staff for the president of the bar of Québec, representative in charge of media relations and communications coordinator of the program Infrastructures Canada-Québec for the Economic Development Agency of Canada for the regions of Québec. She has a good understanding of the institutional and governmental environments, where political and administrative issues go hand in hand.

With her multidisciplinary legal and public relations background, Nadja is keenly interested in the empowerment of people. That constructive approach

naturally led her, in 2010, to obtain a graduate degree in conflict prevention and resolution and then to pursue a certification program as a professional business coach. She is now self-employed as the latter.

Nadja does volunteer work for her professional order and organizations whose mission or projects are geared towards public participation or the development of feminine leadership.

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.

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.

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.

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.

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.

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 a commissioner with the OCPM from 2008 to 2011, and was reappointed in 2015 for another mandate.

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

SECTION 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 revising 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.

(...)

SECTION II SPECIAL FIELDS OF JURISDICTION OF THE CITY

§ 1. — General provisions

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

Complementary document.

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

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

By-law

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

- 1°** shared or institutional equipment, such as cultural equipment, a hospital, public educational institution, college- or university-level, educational institution, convention centre, house of detention, cemetery, regional park or botanical garden;
- 2°** major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- 3°** a residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, a commercial or industrial establishment the floor area of which is greater than 25,000 m²;
- 4°** housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the Act respecting the Société d'habitation du Québec (chapter S-8);

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

Business district.

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

Content of by-law.

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

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

Approval by referendum.

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

Public consultation.

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

Interpretation.

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

Applicable provisions.

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

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

Provisions not applicable.

However :

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

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

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

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

O.C. 1213-2005, s. 7

APPENDIX III

ORGANIZATION, PRACTICES AND CODE OF PROFESSIONAL CONDUCT

ORGANIZATIONAL STRUCTURE OF THE OFFICE

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

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

Physical resources

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

Human resources

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

Commissioners

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

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

President

Dominique Ollivier

Ad hoc commissioners in 2016

Maryse Alcindor, Isabelle Beaulieu, Mounia Benalil, Bruno Bergeron, Nicole Boily, Nicole Brodeur, Jean Burton, Jean Caouette, Danielle Casara, Pierre-Constantin Charles, Viateur Chénard, Irène Cinq-Mars, Alain Duhamel, Habib El-Hage, Ariane Émond, Judy Gold, Peter Jacobs, Danielle Landry, Hélène Laperrière, Marie Leahey, Gaétan Lebeau, Renée Lescop, Hélène Morais, Jean Paré, Nadja Raphaël, 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 commission

Duty to act in a reserved manner.

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

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

Public consultation

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

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

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

SETTING UP A PUBLIC CONSULTATION

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

Public notice

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

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

Communications

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

Documentation file

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

The documentation file usually contains:

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

Preparatory meetings of the commission

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

Public consultation

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

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

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

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

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

Analysis and report of the commission

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

STANDARD PUBLIC CONSULTATION MEETING PROCEDURE

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

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

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

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

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

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

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

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

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

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

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

APPENDIX IV

LIST OF EMPLOYEES AND COLLABORATORS IN 2016



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
Michèle Bernier
Loïc Bouffard-Dumas
Brunelle-Amélie Bourque
Élisabeth Doyon
Julie Dubé
Louis Garneau
Joanne Gibbs
Guy Grenier
Félix Hébert

Félix Jobin
Laurent Maurice Lafontant
Christelle Lollier-Théberge
Patrice Martin
Francis Miller
Denise Mumporeze
Caio Paquez Lucon
Olivier Rinfret
Karl Skelton
Nicole Uwimana
Akos Verboczy
Stéphanie Wells



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