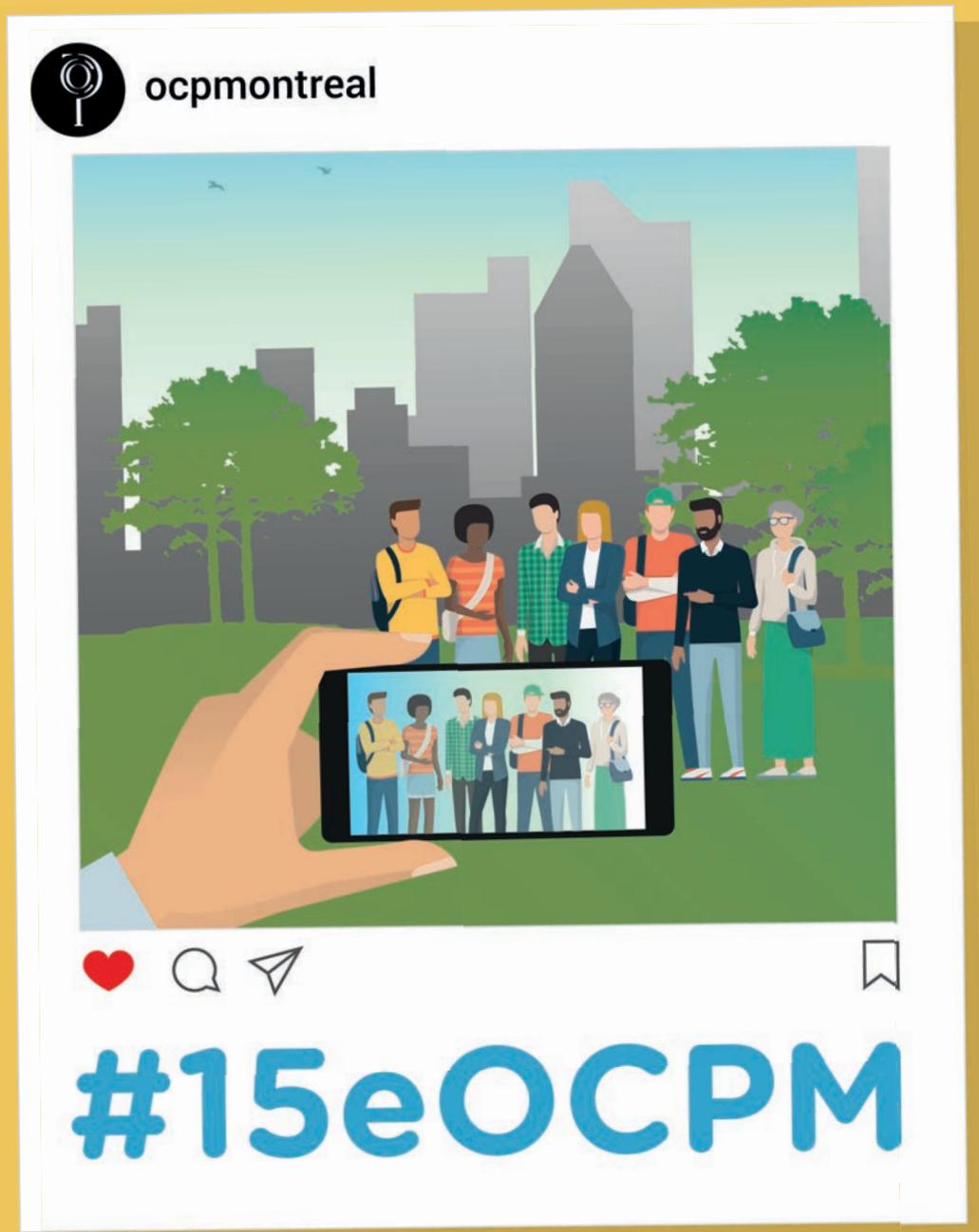


# 2017 Annual report





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May 1, 2018

Ms. Cathy Wong  
President of the City Council  
Ville de Montréal  
Montréal (Québec)

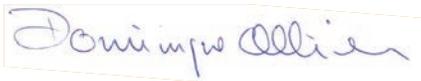
Madam President:

In keeping with the *Charter of Ville de Montréal* (R.S.Q., c. C-11.4), I am pleased to enclose the 2017 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, 2017.

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!

Thank you!

Thank you!

Thank you!

Thank you!

**Thank you!**

Thank you!

Thank you!

Thank you!

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 2017.

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.

# Table of contents

President's message	8
Mission and mandate	11
Activities	15
Communications	27
Outreach	33
Budget	39
Appendix I	44
Biographical notes on the president and commissioners in 2017	
Appendix II	60
Excerpts from the Charter of Ville de Montréal	
Appendix III	64
Organization, practices and Code of Professional Conduct	
Appendix IV	69
List of employees and collaborators in 2017	

The year 2017 will be recorded in the annals of the Office de consultation publique de Montréal as having required major expenditures of energy and ingenuity on our part. In addition to marking an important step in our evolution, our 15<sup>th</sup> anniversary, 2017 was a time of intense reflection, experimentation, sharing and evolution. All aspects of our mission were brought to bear as our work program this year included elements of training, advising of boroughs and City departments wishing to hold consultations, cooperation, and monitoring of best international practices.

The trend towards more complex mandates, which we have observed over the past ten years or so, continued in 2017. The diversity and nature of the files, as well as the level of controversy they raised, called for us to develop new skills in leading citizens to participate. Moreover, those consultations confirmed an evolution in citizen participation and clearly demonstrated the growing role of social acceptance in defining the future of Montréal.

#### **A very busy year**

In 2017, in addition to the major consultation initiated the previous year on the Downtown Strategy, a considerable number of mandates were entrusted to us. Nine new mandates were undertaken and completed, while two others will likely conclude in 2018. Again this year, the voices of several thousands of people and hundreds of organizations were heard directly regarding files that are important both for the future of Montréal as a whole and for projects on a more local scale.

The Office also hosted the 2017 International Conference of the International Observatory on Participatory Democracy, for which Montréal assumed the presidency for the year. The event was a resounding success, bringing together 500 participants and 80 speakers from 35 different countries. The conference was an important time of sharing and reflection. Its theme this year was *Participation without Exclusion* and, among other things, it provided an opportunity to review the path that the Office has travelled over the years to ensure the accessibility and credibility of its participatory mechanisms. Thanks to our efforts, groups far removed from our processes and citizens previously unable to participate owing to a lack of time, information or resources, can now contribute in a number of different ways to the evolution of their living environment.

The past year also allowed us to share our thoughts and practices with other municipal bodies during training events specifically tailored by the OCPM, notably for Montréal civil servants wishing to familiarize themselves with the process of participatory democracy.

Lastly, 2017 saw the attainment of a number of international partnerships, notably with the Organisation for Economic Co-operation and Development (OECD), to further the cause of citizen involvement in the democratic processes of Middle Eastern and North African countries.

It goes without saying that this important work program would not have been possible without the unwavering contribution of the OCPM team. Its efforts have extended far beyond what would be expected in a normal work context, and I wish to commend their dedication.

#### **A year of consolidation...**

As our expertise extends outwards, dialogue with other experiences throughout the world intensifies and new experiences develop, and it becomes increasingly important for the Office to consolidate its assets, formalize its exchanges of information and measure its progress. That is what we sought to achieve by presenting throughout this anniversary year a series of mini-reports on our 15 years of experience. We contributed to university publications and gave a number of conferences on the subject.

All of those activities allow us to increase our visibility, to remain vigilant in terms of the integrity of our processes, and to periodically evaluate and review the use that is made of public consultation and the means employed to ensure its continuity.

#### **...But also a year of change**

In closing this message, I would be remiss not to mention two elements of context that I firmly believe will influence the deployment of the OCPM's expertise in the coming year: the adoption by the Government of Québec of Bill 122, *An Act mainly to recognize that municipalities are local governments and to increase their autonomy and powers*; and the wish expressed by the new municipal administration elected in the fall of 2017 to build a city that gives citizens a voice. The provisions of the Act should acknowledge the beginning of a new era in citizen participation, by promoting municipalities' adoption



of public consultation policies and by-laws, while Montréal's expressed political will could consolidate the important place already afforded participatory democracy by the city.

The current context therefore lends itself very well to an evaluation of Montréal's participatory mechanisms and a definition of the range of cases where recourse to the OCPM, as a neutral, independent third party, is automatic. It is important to note that, although the status of the OCPM is well defined in the Charter of Ville de Montréal, its intervention is predetermined in only a few cases. The current method of operation where the allocation of files to the Office is often governed only by the urgency to address them, reduces the planning of our activities to its most simple form, and often deprives the population of the possibility of conducting more generic debates that could improve social acceptance upstream of the projects.

For 15 years now, the Office has played a leading role in Montréal in connecting representative democracy and participatory democracy. The model has proved itself to the point of becoming a reference in public debates and a special venue for participation.

From that solid foundation, we now can and must go further, by continuing to innovate, and by creating inclusive mechanisms attuned to the people we seek to attract and the projects entrusted to us. The above represents a stimulating challenge and an exciting outlook for the coming years.

Sincerely,

Dominique Ollivier  
President

“

The Office plays a major role in connecting representative democracy and participatory democracy in Montréal.

”





# 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;
  - (2.2) to hold a public consultation on the draft by-law enacting the public participation policy provided for in section 80.1 of the Act respecting land use planning and development (chapter A-19.1), despite section 80.4 of that Act;
- (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;
- (4) to hold a public consultation on any element designated for that purpose in the public participation policy adopted under section 80.1 of the Act respecting land use planning and development.

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

- > shared or institutional equipment, such as cultural equipment, a hospital, university, college, convention centre, house of detention, cemetery, regional park or botanical garden;
- > major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- > a residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, such an establishment the floor area of which is greater than 15,000 m<sup>2</sup>;
- > cultural property recognized or classified or a historic monument designated under the Cultural Property Act (R.S.Q., c. B-4) or where the planned site of the project is a historic or natural district or heritage site within the meaning of that Act.

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

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

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

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



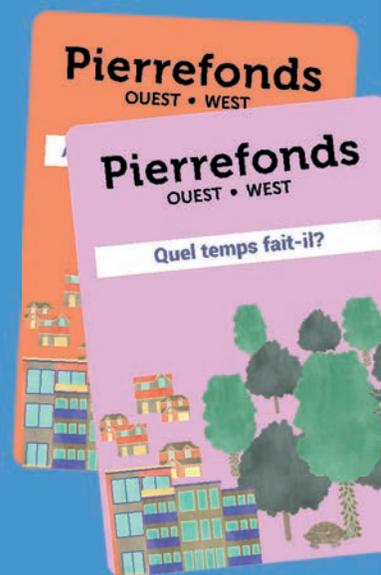
The same draft By-law, under its section 25, allows Montréal to amend, with a by-law and without any other formality, certain provisions of the “Règlement sur la construction, la transformation et l’occupation du Centre universitaire de santé McGill, sur un emplacement situé à l’est du boulevard Décarie,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

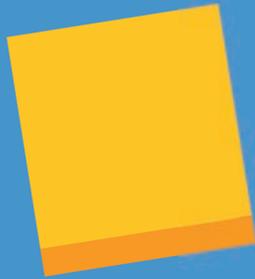
On June 16, 2017, Bill 122 was approved. It aims primarily to recognize that municipalities are local governments. The Act provides for the possibility of a municipality adopting a by-law to enact a public participation policy according to certain criteria. The adoption of the policy invalidates the referendum provisions provided under the Land Use Planning and Development Act. The by-law must be submitted for public consultation. For Montréal, the Act amends the Charter of Ville de Montréal (section 83), which provides that said draft by-law on public participation must be the object of a public consultation before the Office de consultation publique de Montréal. Another amendment to the same section 83 provides that the Office be empowered to hold public consultations on any element designated for that purpose in the public participation policy.

On September 21, 2017, Bill 121, pertaining to Montréal’s status as a metropolis, was adopted. The Act amends a provision of the Charter and reduces from 25,000 square metres to 15,000 square metres the floor area of residential, commercial and industrial establishments for which section 89 of the Charter may be invoked and the consultation required by Law assigned to the Office and thereby be exempted from approval by referendum.

### Municipal by-law on the right of initiative

The city council, during its meeting on August 22, 2017, amended the by-law on the right of initiative to allow recourse to the Office for consultations planned in the boroughs pertaining to the exercise of that right.





CONSULTATION PUBLIQUE

**PROJET IMMOBILIER  
2175, SAINT-PATRICK**



Première séance publique  
9 mai 2017 à 19 h  
Église St-Charles  
2111, rue Centre  
Métro

Consultation publique

**ÉCOLE PRIMAIRE  
SECTEUR CRAWFORD**




Première séance publique  
19 avril 2017, 19 h  
Au bureau d'arrondissement de Verdun  
4555, rue de Verdun

OFFICE  
DE CONSULTATION PUBLIQUE  
DE MONTRÉAL

ocpm.qc.ca

CONSULTATION PUBLIQUE

**MODIFICATIONS  
RÉGLEMENTAIRES AU  
FAUBOURG CONTRECOEUR**



Consultation publique

**ÎLOT CENTRAL DU  
TECHNOPÔLE ANGUS**



Première séance publique  
28 mars 2017, 19 h  
Au bureau d'arrondissement  
5650, rue D'Iberville

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**PLAN DE DÉVELOPPEMENT  
URBAIN, ÉCONOMIQUE ET SOCIAL  
POUR LES QUARTIERS AUX  
ABORDS DE L'ÉCHANGEUR TURCOT**



Première séance d'information  
septembre 2017  
Église Saint-Justin  
55, rue Joffre

OFFICE  
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DE MONTRÉAL

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CONSULTATION PUBLIQUE

**PLAN DE DÉVELOPPEMENT  
URBAIN, ÉCONOMIQUE ET SOCIAL  
POUR LES QUARTIERS AUX  
ABORDS DE L'ÉCHANGEUR TURCOT**



Première séance publique  
15 mai 2017 à 19 h  
Théâtre Paradoxe  
5959, boulevard Monk  
Métro Monk

OFFICE  
DE CONSULTATION PUBLIQUE  
DE MONTRÉAL

ocpm.qc.ca



# ACTIVITIES

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

In 2017, the Office de consultation publique de Montréal completed a consultation that began in 2016, and assumed and carried out nine mandates, in addition to two consultations that will continue in 2018.

The project completed in 2017 was highly significant, involving the examination of the draft development **strategy for downtown**. The consultation attracted a great deal of interest from the population, as attested to by the high level of participation in the consultation process, one of the greatest ever attained by the Office. A total of 3277 people took part in the various consultation activities. Some 1900 people participated online, while a little over 1350 people came out to attend the “Grand rendez-vous du centre-ville,” the information session that followed, or the thematic meetings. The commission received 103 briefs, 53 of which were presented in formal hearings. An additional 116 mini-briefs were submitted online. The above interventions generated a large body of information on a broad range of subjects, in keeping with the importance of the mandate assigned to the commission.

The proposed strategy, a timely, significant gesture, was very well received by consultation participants. The idea of encapsulating into a single document the vision for the development of downtown generated a highly positive response from citizens. However, one general criticism clearly emerged: the territory covered by the downtown development strategy has already been the object of numerous consultations and a great deal of consensus building. It has prompted the adoption of programs and policies that, according to the majority of participants, the document does not adequately take into consideration. It also does not offer the added value of the identity factor, the extra link merging neighbouring areas into a living environment that would leave its mark on the future of Montréal.

Keeping those factors in mind, the commission focused its analysis on elements likely to enrich the strategy statement as well as elements that, in the opinion of participants, should be reconsidered. It also weighed in, as requested by the City, on priority actions for the strategy’s action plan. The list of the resulting recommendations is certainly not exhaustive, given

the scope and variety of the suggestions received. However, the exercise brought to light a number of fundamental values and development principles that should guide the City in drawing up the final version of the strategy and associated action plan.

On that basis, the report outlines opportunities to improve the strategy statement, notably through the inclusion of an identity undertaking for downtown Montréal specifically recognizing Mount Royal, parc Jean-Drapeau and Old Montréal as fundamental identity elements and assets. It also proposes that the digital economy be made its development beacon, that areas earmarked for new residential areas be more clearly identified, and that the underground city be added as a major commercial revitalization axis.

The report also recommends that the proposed vision for the development of the shoreline, which appears inconsistent with the expectations of the population, be reconsidered. Furthermore, the revitalization of the Sainte-Catherine Street commercial structure is not really in line with new consumer trends, which lean towards e-commerce-driven destination shopping and polycentric cores of local stores.

**9** **Public consultations**  
undertaken and completed in 2017

**36** **Public meetings**  
including 1 open-house day  
and 1 prospective workshop



Lastly, the report reiterates the importance of including in the action plan a sequence of commitments already made by various special planning programs already adopted for the territory, notably in terms of community equipment and investment in the public domain. It also sets as a priority the inclusion of an undertaking on affordable housing in perpetuity, including a reflection on tools that cultivate the housing of tomorrow, as well as major interventions in terms of public transit and parking to ensure a true modal transfer towards active and public transportation.

A considerable number of files, nine in total, were also undertaken and completed in 2017. The first involved the construction of a primarily residential building on the site of the old commercial and hotel establishment known as the “**Bourbon Complex**,” in the eastern portion of the village on Sainte-Catherine Street, in the Ville-Marie borough.

The public consultation attracted more than 200 people, mostly from the neighbourhood. In addition to some 40 individuals and groups who spoke at the information session, 29 written and oral opinions were presented by participants.

The commission found that, given the size of the territory, the proposed modifications should provide the community with benefits at least equivalent to those the property owners will enjoy. In that sense, it believes that the City would be depriving itself of important negotiating tools by

incorporating in the draft by-law the TVA properties for which no permit applications have been submitted to date. Its recommendation is therefore to limit changes to the Master Plan to the five Bourbon lots.

Moreover, based on the principle of benefits to the community and of the project’s contribution to the neighbourhood’s distinctive identity, the commission has based its support of the draft by-law on three essential conditions involving the permanent allocation of an entire floor to community activities, the establishment of more daring environmental measures, and a revision of the project’s architectural design.

The second file involved the examination of a **Special Planning Program (SPP) in the l’Assomption-nord area** of the borough of Mercier-Hochelaga-Maisonneuve. The SPP project provided an opportunity to reach a large number of residents, organizations and businesses from the territory in question and from neighbouring areas. Almost 130 people participated in the consultation; the commission received 14 briefs, nine of which were presented orally.

The proposed SPP was an important undertaking that fit in perfectly with the sustainable development objective inherent in all future land-use-planning efforts. The proposal, targeting the requalification of a nerve centre near the Assomption metro, received the approval of the majority of consultation participants and could be adopted quickly.



A number of participants from various spheres nevertheless expressed concerns regarding the insertion of residential uses into a previously almost exclusively industrial area. The apprehensions regarding the co-existence of uses largely dominated the discussions, bringing to light the need to ensure that the project meet expectations voiced regarding the creation of a stimulating living environment, comprising adequate green spaces, services and public equipment, and regarding the inclusion of social and affordable housing for low-income families and households, as well as on the harmonization of the co-existence between businesses and new residential units. The main recommendations of the commission pertain to those issues.



The interventions also revealed a marked interest on the part of the various players in having the next planning and implementation phases carried out with stakeholders. The commission therefore invites the borough to ensure that coordination, mediation and harmonization mechanisms, as well as consensus-building processes, be established.

The third file involved the real-estate project for the site of the **Children's Hospital** in the western portion of the borough of Ville-Marie. The project submitted for consultation would include the construction of over 1400 condominiums and rental housing units, including 174 social and community units, as well as a hotel and commercial and office spaces. Six high-rises would be erected, ranging from 20 to 32 storeys. A municipal community centre would also be added, while the existing Henri-Dunant square would be expanded, notably by closing off a section of Lambert-Closse Street, to become Henri-Dunant park.



It was a major project destined to serve as a model for a number of reasons: because it was the first of the hospitals that became surplus building following the construction of the CHUM and MUHC to be slated for real estate development; because of its sheer size, as it involves the construction of a veritable urban complex on the site of the old hospital; and because, in response to the major mobilization of residents and organizations of the Peter-McGill district, the developers' proposal included public components aimed at meeting the expectations of both the population and the public administration.

The public consultation raised a great deal of interest. More than 300 people participated in the various meetings, and the commission received a total of 58 briefs and oral opinions. Such a broad overview allowed it to fully understand the issues and challenges involved in the project, both in terms of its descriptive elements and of its impact on the neighbourhood.

The construction of social and community housing units on the site, the integration of a community centre to serve the neighbourhood population, and the development of a public park are all positive aspects of the project.

Nonetheless, the construction of six high rise buildings will make the project's insertion into its built environment very difficult. Furthermore, the too small area of the future Henri-



Dunant park will not easily meet local needs, notably in terms of sports and recreational activities for young people, families and seniors in the neighbourhood.

The commission applauded the developer's initiative in seeking to meet local expectations and noted the generally favourable response to the change of vocation, while recommending that the change of use be subject to a revision of some aspects of the project. It made recommendations, notably to reduce the overall outline of the real estate project, to expand the future public park, and to prioritize family housing in the socio-community tower, three important aspects that will serve as the basis for the reconfiguration of a more balanced project.

The commission found that, once it has been reworked, the real estate project could serve as a model, not only in terms of the social and community aspects completing the private component, but also through its special collaborative approach with the environment throughout the process.

The fourth file pertained to a primarily residential development in the **central island of the Technopôle Angus**, in the western section of the borough of Rosemont–La Petite-Patrie. The realization of the project involves the construction of 15 four- to six-storey buildings (spread out over eight blocks), of a maximum height of 20 metres. To facilitate the connection between the residential and employment areas, the buildings would be distributed around a pedestrian walkway diagonally linking two public squares. There would be a wooded area at the centre of the site, and “ecological corridors” intersecting it from east to west and connecting neighbouring biodiversity areas, i.e. parc Jean-Duceppe and the bank running along the CP railway track. The squares, roofing and outdoor areas of the site would be landscaped and offer urban furniture and activities. The widening of sidewalks running along the site and the construction of pedestrian pathways on the site are also planned. The public access to the outdoor spaces, referred to as “common areas,” would be ensured by the registration of easements granted to the City.

# 2459

Participations in a consultation,  
either in person or online

The public consultation attracted strong participation, both on the part of residents of neighbouring areas and of major social and economic players. Over 400 people attended or participated in the information and hearing of opinion sessions. The commission received 94 briefs, many of which were presented, four oral opinions without the filing of briefs, and three petitions.

A strong polarization of opposing opinions emerged from the consultation. On one side were those who strongly supported the project, deemed exemplary in many respects and, on the other, those who were opposed to the project, primarily neighbouring population who feared that the new influx of residents and workers would lower their quality of life.



**620**

**Oral or written opinions  
presented to the commissions**

The commission recommended that the project be favourably received, subject to a few adjustments, notably in terms of the project's insertion into its environment, while affirming that concerns expressed by those opposed to the project should be taken into consideration and deserve a response.

The fifth file was also a primarily residential real estate project in the Saint-Patrick Street area, along the Lachine Canal, in the Sud-Ouest borough. The project called for the demolition of two buildings located at 2155 and **2175 Saint-Patrick Street**, and the construction of a new building, divided into three structures, for residential, commercial and community uses. The three new six-storey buildings would be laid out around a common courtyard running the length of the site. The courtyard represents 24% of the area of the lot and would be accessible by Island and Saint-Patrick Streets, and from the Lachine Canal side. The project would involve approximately 270 housing units, 3000 square metres of space reserved for commercial and community uses, as well as a 225-space underground parking. The plans call for some 25% of the total residential area of the project to be devoted to social and community housing, and 5% to affordable private housing.

The project involves the conversion of an employment zone into a mixed occupation zone. The spaces attached to 2175 Saint-Patrick have been occupied by a succession of commercial and industrial enterprises.

The site in question runs along the Lachine Canal and is located within the perimeter of the Lachine Canal National Historic Site. It also runs along the bicycle path in the north end of the site and, to the south, along Saint-Patrick, is bordered by a line of trees on public property. On the west side, there is a six-storey residential building with some commercial uses, recently built and dubbed *Le Myst*. There is a right-of-way belonging to the land currently earmarked for the project on that property that provides access to the loading dock. The parking is accessible by Saint-Patrick and Island Streets, on the east side. Island Street is a dead end for vehicles and is also bordered by a bike path connecting with the one along the Lachine Canal.

The project, which will be constructed on one of the last properties likely to be redeveloped along the Canal in the Pointe-Saint-Charles neighbourhood, will be the only one incorporating social housing and commercial spaces earmarked for the neighbourhood's community movement. Given the pressing need for such housing in that area of the city, and the approval for the project expressed by a vast majority of citizens, the commission recommended that the by-law be adopted, while requesting that the number and size of the community housing units be maximized by returning to what was provided for in the architectural plan of November 2016. The public consultation attracted the participation of over 300 people, and the filing of 30 written briefs; 15 people and groups came to present their opinions to the commission.

The sixth project was one of the most complex of the year. It involved the examination of orientations proposed by the City for the development of a vast sector of the western portion of the borough of Pierrefonds-Roxboro. The upstream consultation aimed to present to citizens a vision for the future of the **Pierrefond-Ouest sector** proposing to reconcile the conservation of natural environments and the development of new neighbourhoods and living environments in the formerly agricultural sector. The vision was accompanied by 12 development principles. The exercise aimed to validate the vision, enhance orientations, highlight priorities and express citizens' expectations.

More than 400 people attended the various meetings and prospective workshops. We tried out new animation techniques involving role-playing games to facilitate the expression of what the sector could become in the medium- to long-term. Some material was specifically developed for the occasion, such as a game of coloured cards used to enable participants to imagine the future through characters and scenarios assembled haphazardly according to the cards dealt. The techniques can be used again for other files. Moreover, an exceptional number of briefs were filed. The commission received 272 written opinions and heard 73 presenters during the nine hearing of opinions sessions. That broad overview allowed the commission to note that attachment to the area extends far beyond the borders of the borough and to fully understand the issues and challenges inherent to the planning of the territory.

The consultation was held under difficult conditions. Firstly, participants considered the object of the consultation to be poorly defined and unsatisfactory. On one side, the real estate developers, who own a good part of the land in question, claimed to have worked with the borough for the past ten years on a special planning program (SPP) and believed that the latter should have been at the heart of the consultation. On the other, many borough residents, environmental organizations and members of the "Sauvons l'Anse-à-l'Orme" coalition believed that for an upstream consultation, citizens should have been asked to participate in a true reflection process on the vocation of the territory, rather than being presented with the development as a *fait accompli*. The tensions were also exacerbated by spring flooding, which required the postponement of part of the work of the commission and brought to light a number of additional important issues and questions. Significant effort was required to alleviate the overall dissatisfaction, mistrust and polarization of positions, and ensure a healthy, constructive debate.

According to the commission, the project raises a major social acceptability problem stemming from two factors. On the one hand, transparency and governance were lacking in the handling of the project, a fact denounced by supporters and opponents alike. Among other things, the stakeholders,



including civil society representatives, were unequally involved in the planning and joint-action process leading to its formulation. Moreover, the existence of the Cap-Nature real estate project, whose land owners and developers were ostensibly involved for more than ten years in designing the development project for the Pierrefonds-Ouest sector and on which the proposal submitted for consultation appeared to be based, led to confusion about the object of the consultation. The holding of an upstream consultation on the development vision and principles for a borough sector may have seemed paradoxical at a time when a draft SPP had been in production for the same sector for many years. On the other hand, the conservation approach underlying the project for the Pierrefonds-Ouest sector is contested, owing to the fact that a consensus has not been reached regarding the juxtaposition of an ecoterritory and a housing development, and because the City is not considered exemplary in terms of protecting and enhancing its natural environments.

In that context, it is believed that a planning and consensus-building process open to the various stakeholders, as well as the communication of up-to-date and precise information on issues of concern to the majority of participants, notably about the biological characteristics of the targeted territory as a whole, would ideally make it possible to reach a consensus on the development potential of the Pierrefonds-Ouest sector or, at least, allow a better understanding of the issues involved by all interested parties.

The seventh file also had to do with planning, more specifically with a draft Plan de développement urbain, économique

et social, or **PDUÉS, for the area surrounding the Turcot interchange**. It is important to note that the upstream consultation held in 2016 benefited from the contribution of over 2200 participants, and that the borough continued its online dialogue with citizens throughout the development of the planning document. Such a long-running process is unusual, and the document submitted for consultation accurately reflected the path followed and participatory urban planning approach adopted.

The Turcot PDUÉS was developed during the reconfiguration work announced for the interchange in the late 2000s. It provided an undeniable opportunity for a variety of structuring interventions to benefit residents of the Saint-Henri Ouest, Émard and Côte-Saint-Paul neighbourhoods by 2025. The magnitude of the work carried out on the interchange and its immediate surroundings calls for special attention to the resulting impacts with a view to identifying specific interventions to effectively counter them.

The commission applauded the impressive work accomplished by responsible authorities, and also wished to thank participants from whom a long-term commitment had been required. Such a participatory process is unusual, and the commission noted that it could, by its very essence, be successful. Although most of the work has been completed, there are still loose ends to tie up. So close to the goal, the commission believes that the work remaining to be done will ensure the success of the undertaking, which will continue until 2025.

In the eyes of the commission, the in-depth understanding of the territory and involvement of participants in the community life of targeted neighbourhoods are key to progressing from a preliminary version to a final, operational version of the planning document and its action plan. To that end, the commission believes that it is important to maintain the interest of participants throughout the process and beyond.

The eighth file had to do with the construction of **a school in the Crawford sector** of the borough of Verdun. The Commission scolaire Marguerite-Bourgeoys (CSMB) was seeking to build a 14-classroom primary school on the site of the former school known as *Annexe II de l'école Notre-Dame-de-la-Garde*, at the corner of Churchill, Lloyd-George and Clémenceau Streets.

The old school closed down in 2005, and the building was demolished by the CSMB in the summer of 2016 owing to its dilapidated condition and the fact that both the building and the land were contaminated. The site has an area of 4065 square metres, and belongs to the CSMB. According to the Commission scolaire, the new school will alleviate overcrowding in nearby schools, some of which are over capacity, and improve service to the Crawford Park neighbourhood clientele.

The public consultation attracted the participation of approximately 100 people, mostly from the neighbourhood. The commission received 21 briefs and heard six participants who spoke at the hearing of opinions evenings. Most of them focused on the school's architectural concept, traffic and transportation issues, and the school's integration into its living environment.

In agreement with many of the participants, the commission found that, despite voicing some opposition and numerous concerns, the community is interested in having the by-law adopted and quickly proceeding with the construction of the school.

However, it was mentioned that this was the second school project in the borough involving recourse to section 89. In view of development outlooks for the area, the commission drew on opinions expressed during the consultation in making a few recommendations to the borough and the Commission scolaire Marguerite-Bourgeoys to facilitate future communications with citizens and social acceptance of future projects.

The ninth and final file initiated and completed in 2017 was rather unusual. It had to do with a consultation in order to repeal an urban planning by-law adopted under section 89 of the Charter, following a consultation by the Office in 2007 for the **Contrecoeur sector**, at the eastern extremity of the borough of Mercier-Hochelaga-Maisonneuve. It was a first; no other process to repeal a by-law adopted under that framework had been carried out since the creation of the new City in 2002. In addition to providing an opinion





on the relevance of repealing that by-law in particular, the commission also proposed guidelines to make it possible, in general, to evaluate the merits of processes aimed at repealing by-laws adopted under section 89. The guidelines can also be used to enlighten City authorities for future projects.

The Office also received mandates from the executive committee pertaining to two other files. The first was a mandate to accompany the Société du parc Jean-Drapeau (SPJD) in a consultation targeting the adoption of its management plan. The mandate led to preparatory work with the SPJD in the fall. However, the change of administration following the election on November 5 required the mandate to be put on hold. The same applies for the second mandate, involving a consultation on the preliminary economic development and urban planning orientations for a business park devoted to added-value logistics in the Assomption Sud - Longue-Pointe sector, for which the process has been suspended until further notice.

The year 2017 also saw the realization of activities covering the promotion of best practices, which is part of the mandate of the Office. Let us begin by mentioning training and information activities. A two-day session with all the commissioners was held in November, and a training session designed more specifically for new commissioners was held in September. Moreover, a **pilot-project involving public consultation training for civil servants** was carried out at the end of the year in cooperation with the Comité mixte de développement professionnel (CMDP), comprising the Service des ressources humaines and the Syndicat des professionnels et professionnelles de Montréal (SPPM). The project allowed 35 civil servants to take a two-day training course on the ins and outs of citizen consultation processes. That first experience could lead to a more extensive training program in the future.

The Office also continued its participation in an operation to promote the City's consultation practices, organized by the Bureau de la présidence du conseil municipal. The activity, known as the "Caravane de la démocratie," allows citizens of a neighbourhood to familiarize themselves with the City's public consultation mechanisms, and to speak with the people in charge. In addition to the Office, the caravan includes a number of other players, notably the Ombudsman, advisory councils, and council commissions.

The Office also produced a "Cahier" on the occasion of its 15<sup>th</sup> anniversary. It provides an overview of our practices to promote participation without exclusion in public consultation. The publication aims to showcase not only our advances, but also any weaknesses in our approaches, with

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First consultation aimed at repealing a by-law under section 89 since the creation of the new city in 2002.

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a view to improving our practices. Among the advances, we would like to mention that in 2017, for the first time ever, we almost achieved parity between men and women for contributions made in the context of our public consultations. In fact, for last year, 49% of those contributions were made by women, a remarkable increase over recent years.

In closing, it should be noted that one mandate is still pending. It involves a consultation on the report of the interdepartmental committee on the use of surplus buildings of the university health centres 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. The mandate was entrusted to the Office by the executive committee in September 2013.

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





# Communications

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.



In 2017, the Office published eight public notices in a daily newspaper and sent out 25 press releases and invitations to the media. Also, 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, 148,500 flyers were distributed in sectors neighbouring projects that were the object of consultations. Flyers and posters were also distributed to organizations concerned and in Ville de Montréal service points. The OCPM Web site continues to regularly inform citizens and groups interested in public consultations. The annual statistics are presented in the following section of this report.

The Office consistently relies on social networks to promote its activities with Montrealers. We regularly use Facebook, Twitter, LinkedIn, YouTube and Flickr. The year 2017 also marked our beginnings on Instagram, where we posted over 50 photos and videos, including a #15eOCPM series comprising testimonials from local and international personalities highlighting our 15<sup>th</sup> anniversary.

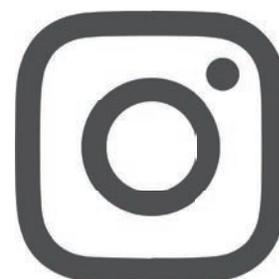
**72%** of Montrealers would like to receive an information flyer by mail if an important project was presented in their neighbourhood.

According to a 2017 Léger survey



Facebook remains our most dynamic community and the most effective channel for interacting with Montrealers, informing them, and soliciting their participation. It also provides us with valuable advertising tools allowing us to precisely target citizens concerned with the objects of our consultations. At the end of 2017, our Facebook page had 8698 followers. This year, more than 29,000 people interacted with our page, while the total reach of our publications is over one million, 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 marked our 15<sup>th</sup> anniversary with a new Cahier de l'OCPM entitled "*Participation sans exclusion : rétrospective des 15 ans de l'OCPM*" [participation without exclusion: a retrospective of the 15 years of the OCPM]. The analysis served as an uncensored external observer, to assess the contribution of the OCPM to the inclusion of remote populations in local democratic processes.



Follow us on Instagram!  
[@ocpmontreal](https://www.instagram.com/ocpmontreal)



The observations of the Cahier will allow all players involved in the participatory process to develop ever more inclusive, effective and useful public consultation practices. You will find it in the *Publications* section of our Web site. The guide joins our offering of instructional tools, all of which are available online and in print.

#### **Webcasts of presentations made in information sessions: a new Office standard**

In 2017, all presentations (developers and City) in public consultation information sessions were broadcasted live on Facebook and on our Web site. Although people wanting to participate in the discussions and public question period must still attend the sessions in person, this new initiative allows us to inform as many citizens as possible, as reflected in the viewing statistics. For 2017, there were 2077 views of live and recorded broadcasts of our information session videos. Video archives of the presentations are also available on Facebook and on our YouTube channel.

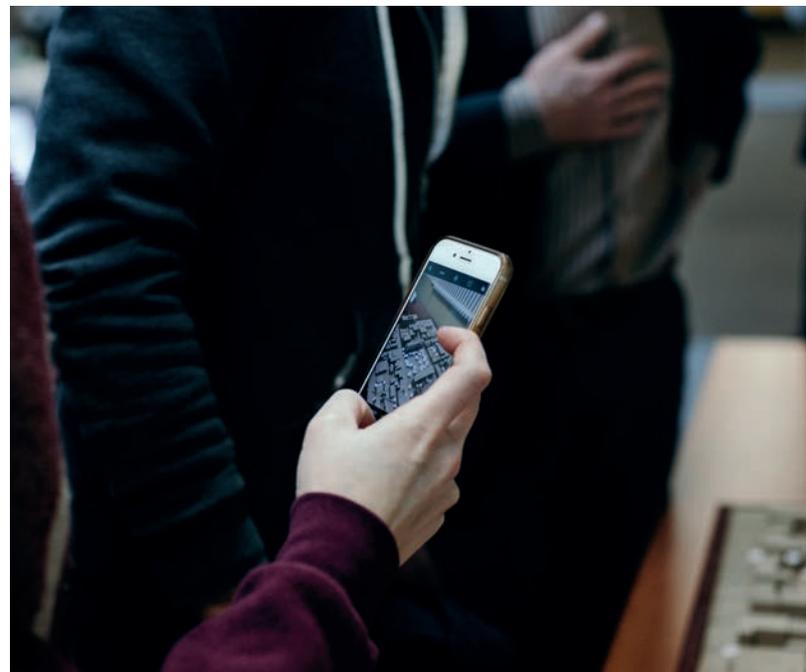


#### **Written opinions: simpler online participation**

This year, we further developed the tool launched in 2016 during the consultation on the Downtown Strategy, offering the opportunity, in some consultations, to express an opinion online, in a section of our Web site reserved for that purpose. It allows participants to submit thematic mini-briefs to delve more deeply into relevant issues and to answer questions asked by commissioners during the consultation process. The tool was used during the consultations on the Pierrefonds-Ouest sector and on the Plan de développement urbain, économique et social for areas surrounding the Turcot interchange.

**51%** of Montrealers would like to give their opinion online if a major project was presented in their neighbourhood.

According to a 2017 Léger survey



This year

148,000

Flyers distributed in 2017

1 M+

people have seen our posts on Facebook

2,077

views of webcasts of information sessions on Facebook and YouTube

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

37,802

Unique visitors

+

156,170

Pages visited

#### Web site

Again this year, the Office Web site remained a primary source of information for all public consultation participants. The wealth of the Office's bank of documentation greatly expanded with the year's many consultations.

The consultation on the development of the Pierrefonds-Ouest sector, Montréal's only bilingual borough, provided an opportunity to develop bilingual functions for the Web site, enabling us to post the public consultation page in both languages.

Mobile navigation on smart phones and tablets increased again this year, and now accounts for over 31% of visits. In 2016, mobile traffic represented only 22% of total traffic.

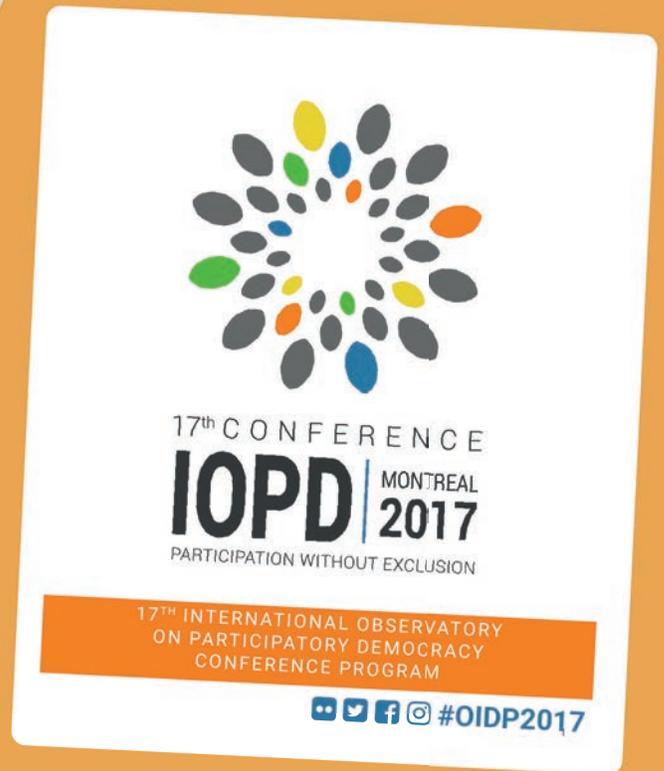
The traffic generated by Facebook is growing, and now represents more than 20% of total traffic on the site, compared with 15% in 2016.

#### IOPD Web site

In 2017, in addition to the Office Web site, the international Conference of the International Observatory on Participatory Democracy called for the creation of an independent Web site: [oidp2017mtl.com](http://oidp2017mtl.com).

Created to allow a wide broadcast of all information pertaining to the Conference, the quadrilingual site (French, English, Spanish and Portuguese) now includes all speaker presentations, video clips of important moments of the Conference, and exclusive interviews conducted throughout the event. The site welcomed more than 9000 unique visitors in 2017.





# OUTREACH



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.

Over the course of the year, locally and throughout Québec, the Office was asked to present its role and activities to various groups. Firstly, to the Commission de la présidence du conseil municipal, before which the president of the Office presented the report of activities and discussed the work and future orientations of the OCPM with members of the commission. The presentation was made in the month of May. Meetings were also held with a wide variety of groups: students; groups of citizens interested in public consultation, in a number of boroughs; and groups from other organizations. In that category, it is important to note the presence of our director of communications, Anik Pouliot, as the person in charge of a plenary workshop on the use of Facebook in the public sector, at a conference organized by the Groupe Les Affaires on the theme "*Médias sociaux, secteur public*," held at the end of November. We should also mention the presentation on our new consultation tools given by our president to a group of commissioners and associates of the Bureau d'audiences publiques sur l'environnement (BAPE). We also welcomed two representatives of the City of Bologna, in Italy, Mr.

Valerio Montalto, director of the mayor's office, and Ms. Francesca Martinese, director of international relations, as well as a study mission from the École des ingénieurs de la Ville de Paris.

This year, we began an important cooperation in a project initiated by Concertation Montréal. It is known as the **MTElles**. In partnership with the "Coalition montréalaise des Tables de quartier" and "Relais-femmes," MTElles supports the establishment of innovative practices in borough councils, city councils (agglomeration of Montréal), Montréal advisory bodies, and neighbourhood boards. The objective is to promote equal participation in democratic and community life for women of various backgrounds and from all social and economic walks of life. Initiated in 2017, the endeavour will continue over the coming years.

The Office also contributes to various international forums focusing on issues of participatory democracy. Of those forums, the main one is the International Observatory on

Participatory Democracy, the IOPD. The Office has been a member of the network for many years. In 2017, Montréal hosted the annual Conferences of the IODP and served as its president. The Office worked closely with the permanent secretariat of the IODP, located in Barcelona, and received, on a mission, the person in charge of that secretariat, Mr. Adria Duarte, for a week of work meetings in the month of March. The Conference was a resounding success, and allowed numerous discussions among the 500 participants and 80 speakers from 35 countries. It provided an opportunity not only to share the accomplishments of the Office, but also to gain inspiration from best practices in other parts of the world. Moreover, at the closing of the conference, the minister responsible for access to information and for the reform of democratic institutions, Ms. Rita de Santis, made public the Québec Government's Cadre de référence gouvernemental sur la participation publique. The theme of the meeting was "Participation without Exclusion." The Conference received financial support from the Government of Québec through the Office of Ms. De Santis, the minister responsible for access to information and for the reform of democratic institutions and the ministère des Relations internationales et de la Francophonie, as well as that of the Organisation internationale de la Francophonie (OIF).

**500**  
participants

**80**  
speakers

**35**  
countries

In 2017, the Office also joined the Commission d'Inclusion Sociale, Démocratie Participative et Droits Humains of "Cités et Gouvernements Locaux Unis" (CGLU). The organization is the most important local government player in the world. It represents and defends the interests of local and regional governments on the international scene. "Cités et Gouvernements Locaux Unis" supports international cooperation between cities and their associations, and fosters the establishment of programs, networks and partnerships aimed at strengthening the capabilities of local governments. The organization promotes the role of women in local decision-making and offers special access to information





on local governance throughout the world. The City of Montréal is a member of the group. As to the involvement of the Office, it is at the level of the Commission d'Inclusion Sociale, Démocratie Participative et Droits Humains. The mandate of that body is to help to build the common voice of CGLU cities in matters pertaining to social inclusion, participatory democracy and human rights, with a view to providing guidance to local governments in designing such policies. To that end, it promotes political debate, sharing of experiences, and collective creation of new knowledge leading to the establishment of directives for the design and implementation of sustainable local policies pertaining to social inclusion, participatory democracy and human rights. The Office fully intends to play an active role in those endeavours in the coming years.



Over the course of the year, the Office was also invited to participate in a number of missions. The first was to Bordeaux, where the president presented the Office at the Premières Rencontres nationales de la participation, co-organized by several institutions, including two partners of the Office, “*Décider ensemble*” and the “*Commission nationale du débat public*” (CNDP). Notably, Ms. Ollivier participated in a round table on participatory mechanisms that promote inclusion and in a panel on citizen participation in matters pertaining to the environment. A few days later, she attended a seminar held at the Institut Léon Blum Paris-Sorbonne on today’s democratic experimentation, where she had the opportunity to explain participatory mechanisms featured by the Office.



The Office president also accepted two invitations from the “*Organisation de coopération et de développement économiques*” (OCDE), with which the Office established a formal partnership in June. The protocol associates the Office with the production of OCDE information materials for its training programs in the Middle East and North Africa. The first invitation involved a seminar in Morocco on strengthening the capabilities of local communities and public participation mechanisms to stimulate local development. The second mission, again in Morocco, consisted of a seminar on public consultation as a mechanism for drafting laws and policies more sensitive to the equality of men and women in that country. She also participated as an international expert in the participatory democracy training of Moroccan parliamentary women.



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The 17<sup>th</sup> Conference of the IOPD in Montréal, under the theme “*Participation without exclusion,*” allowed us, over the course of four days, to find out about, share and promote best practices in participatory democracy.

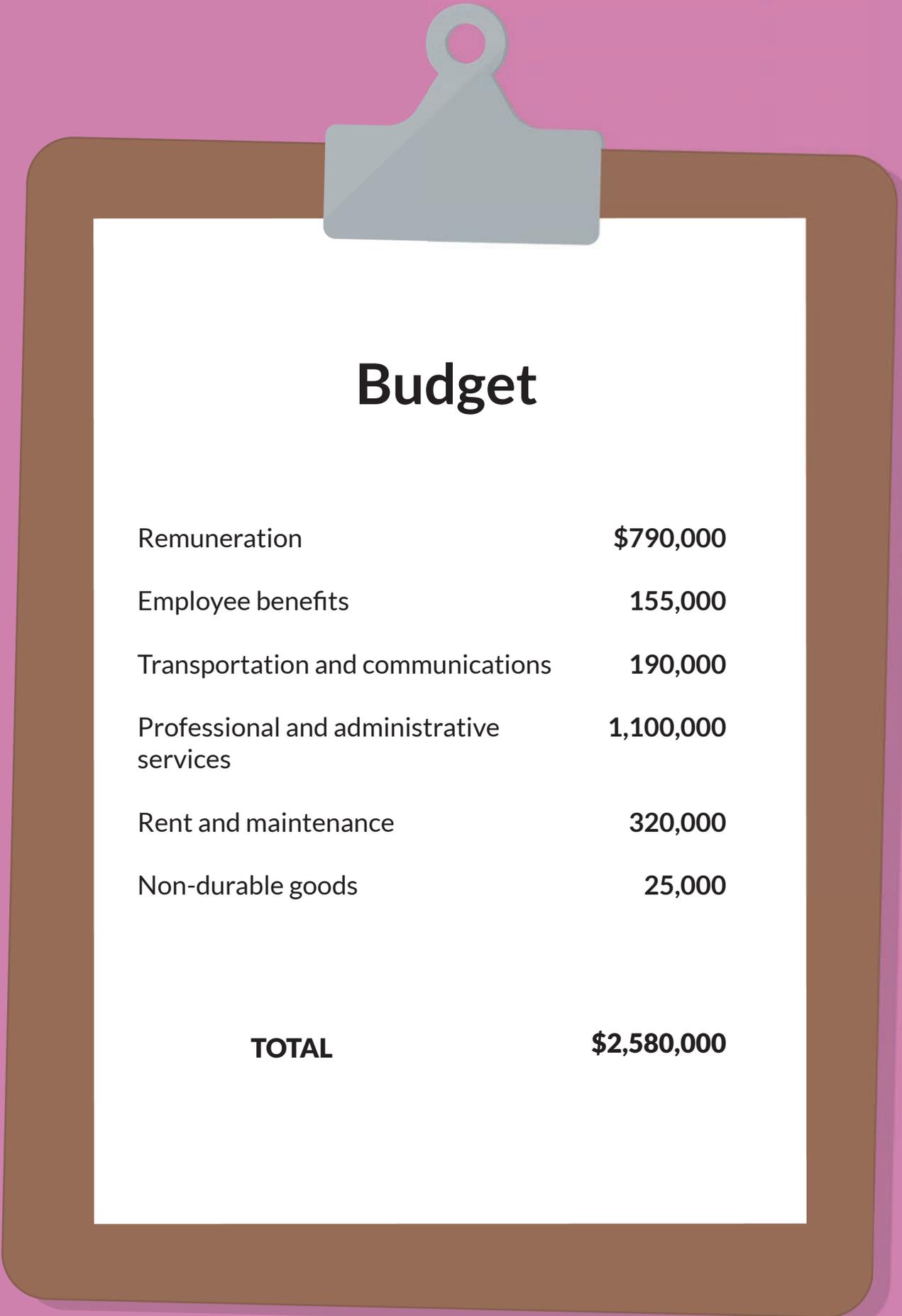
Fernando Pindado Sanchez, Secretary General of the IOPD

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**Budget**



# Budget

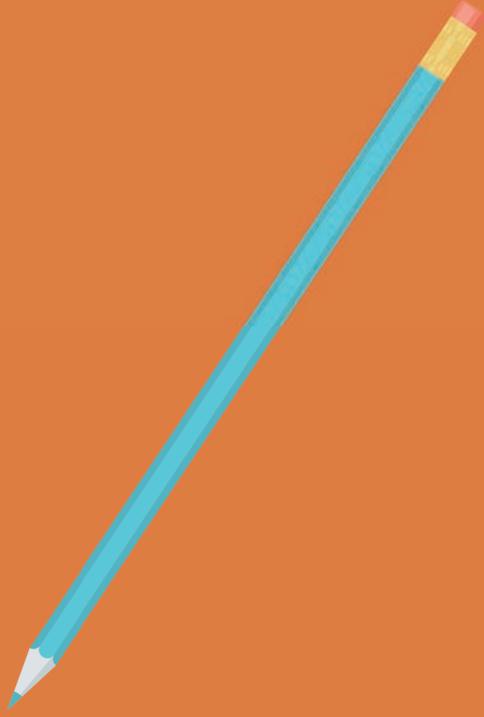
Remuneration	\$790,000
Employee benefits	155,000
Transportation and communications	190,000
Professional and administrative services	1,100,000
Rent and maintenance	320,000
Non-durable goods	25,000
<b>TOTAL</b>	<b>\$2,580,000</b>

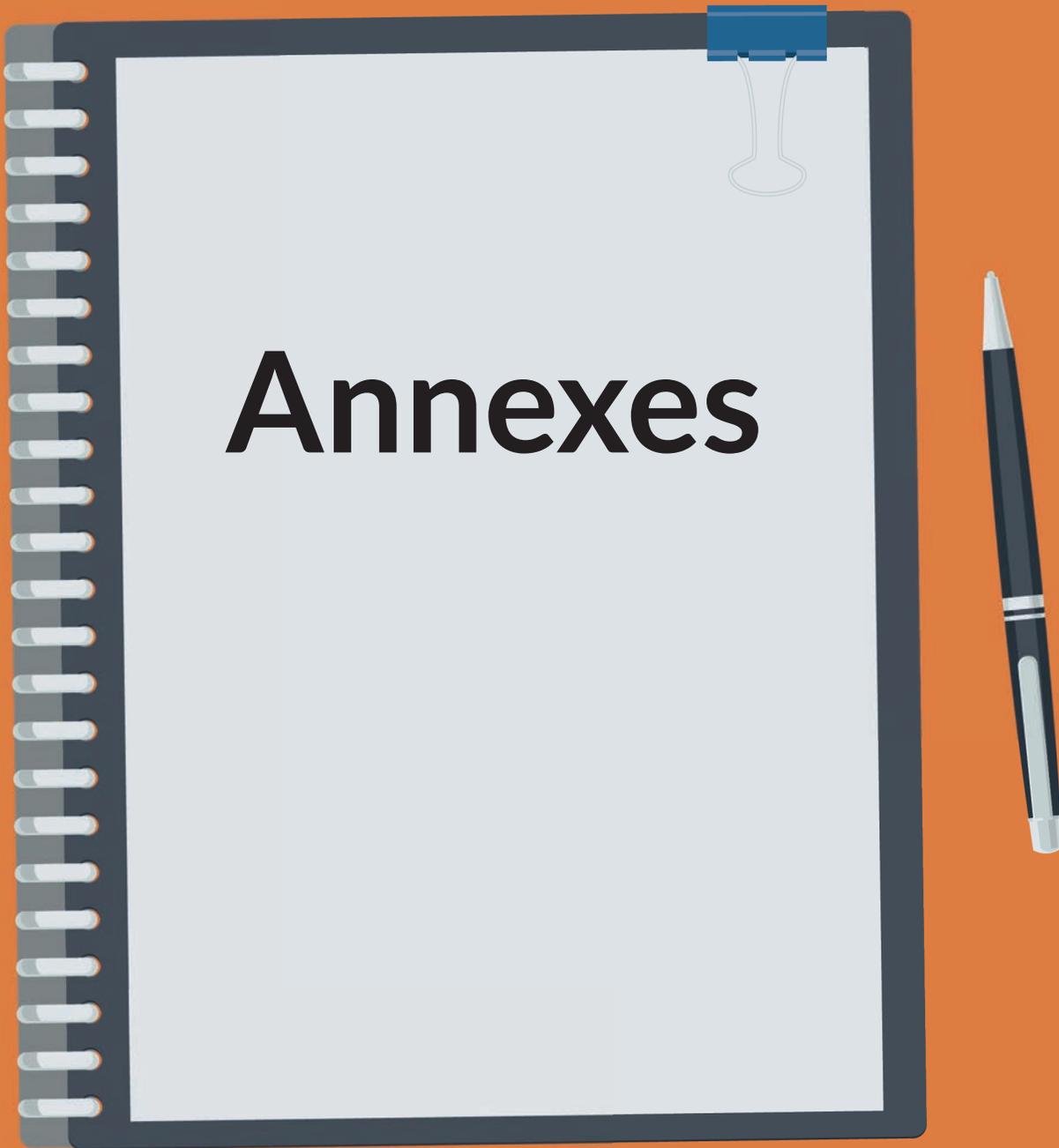


In compliance with the Charter of Ville de Montréal, the city council provides the Office with the funds required to carry out its mandate. Under sections 83 and 89 of the Charter, the Office must hold all consultations requested by the executive committee or city council. The financial statements of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

In 2017, the number of mandates received and the scale of the various activities of the Office resulted in the funds

allocated at the beginning of the year in the annual City budget being insufficient to carry out all of the mandates. Consequently, the executive committee granted the Office additional credits of \$450,000, as provided for under section 82 of the Charter of Ville de Montréal. It is the first time since 2013 that additional credits were required during the course of the year, but the fifth time in the history of the Office.



A spiral-bound notebook with a dark cover and a white page. The word "Annexes" is written in the center in a large, bold, black font. A blue paperclip is attached to the top right corner of the page. To the right of the notebook, a dark blue pen with silver accents is positioned vertically. The entire scene is set against a solid orange background.

# Annexes

# Appendix I

## Biographical notes



### 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.

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We are celebrating 15 years of commitment to putting collective intelligence at the service of city development. This year of stocktaking has provided us with great opportunities to reflect on ever more inclusive, effective and innovative ways of doing so.

”

## Part-time or *ad hoc* commissioners in 2017



### **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.



### **PRISCILLA ANANIAN** Commissioner

Ms. Ananian, an architect, urban planner and designer by training (UNESP, Brazil, 2001 and 2005), holds a Doctorate in the Art of Building and Urban Planning (Université catholique de Louvain, Belgium, 2010). Her professional background includes experience in both the academic world of teaching and research and in practical project development environments in three different countries: Brazil, Belgium and Canada.

She is a specialist in the construction of cooperative urban planning founded on mediation, negotiation and consensus-building of stakeholders in a collective intelligence dynamic, and has developed invaluable expertise in project processes when urban planning and prescribed urban planning cannot on their own provide socially relevant answers to the challenges of our societies.



## **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 Intercultural Studies and Post-Colonial Theories from the University of British Columbia. She has carried out many studies subsidized by the Fonds de recherche du Québec - 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.



## **BRUNO-SERGE BOUCHER**

### **Commissioner**

Bruno-Serge Boucher has extensive expertise in strategic communication, democratic governance and writing. He holds a Doctorate in Information Science from the Université de Paris II, and worked for many years in a political environment as party communications director, press secretary and associate director of the office of the Ministère de l'Immigration et des Communautés culturelles du Québec. He was also director of communications and public relations of the Délégation générale du Québec à Bruxelles.

From 2008 to 2015, he worked for the Fédération des chambres de commerce du Québec, where he served as vice-president of communications, network support and training. In that position, he was responsible for the governance, operation and mobilization of a network of almost 150 chambers of commerce, and of the professional development program for employees. In 2015 and 2016, he became Senior Program Manager for the National Democratic Institute, in Rabat, Morocco. He now works as a consultant and trainer in his areas of expertise.



## 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 CAOUCETTE**

### **Commissioner**

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

Mr. Caouette's career as an architect began with various firms in Montréal, Québec City and Toronto. He then held the position of director of real estate services for a large company, before founding his own firm of architects in 1992. Many of his mandates involved the rehabilitation/conversion of existing buildings and construction or expansion of factories, as well as the rehabilitation of school buildings. His work has taken him to the United States and Algeria, among other places.

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



## **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, he has practiced law and acted as administrator for companies involved in real estate investment and development. He was appointed *ad hoc* commissioner with the OCPM in February 2009.



## 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 consultations on *Urban Agriculture* and the *Downtown Strategy*.



## ARIANE ÉMOND Commissioner

Independent journalist Ariane Émond has touched all aspects of communication. She has contributed 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 also 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. She was the first executive director of Culture Montréal.

Her interest in cultural and social issues (inequality, education and the dropout, immigration and integration, issues involving cities and the renewal of their living environment, etc.) infuses her professional dedication. 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.



## CHRISTIAN GIGUÈRE Commissioner

Christian Giguère holds a Bachelor's degree in Communication Psychology (group moderation) and a Master's in Political Philosophy – Public Ethics. He is president and founding member (1999) of the *Centre de développement pour l'exercice de la citoyenneté* (CDEC), and served as its director general until 2015.

The CDEC developed and established educational activities and citizen and democratic participation processes, worked with over 350,000 students in schools in several regions of Québec, and received three prestigious awards, including the prix québécois de la citoyenneté Claire Bonenfant pour les valeurs démocratiques presented by the Québec National Assembly.

Mr. Giguère has given seminars on education, citizenship and democratic participation, and published a number of articles dealing, notably, with obstacles to citizen participation.

Having been elected school commissioner at the Commission scolaire de Montréal in 2007, he chaired, from 2007 to 2014, the institutional committee on ethics and governance, piloted the policy on initiation to democratic life, led the caucus of commissioners in 2012 and 2013, and represented the CSDM at the general council of the Fédération des commissions scolaires du Québec from 2010 to 2013. He held a position on the Political Committee and was elected to the Board of Directors in 2013. Mr. Giguère worked to help students succeed, to enhance school democracy, and to promote the role of school commissioners and of the democratic participation of parents. He devised work processes targeting effective connections between the administration and elected members.



## **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 375<sup>th</sup> 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.



## **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, and operates her own consulting company.



## **H  L  NE LAPERRI  RE**

### **Commissioner**

H  l  ne Laperri  re holds a B.A. in Geography/Economic Science from the Universit   Laval, as well as a Master's in Urban Planning and a Doctorate in Planning from the Universit   de Montr  al. She was also awarded two post-doctoral fellowships (CRSH and INRS-Urbanisation). Ms. Laperri  re has been a member of the OUQ since 1982.

Specializing in urban studies, strategic planning and cultural and heritage development and enhancement, H  l  ne Laperri  re operates a private urban planning practice, while also working 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 *Urbanit  *. She is the author of historical and heritage guides for various regions of Qu  bec, writes numerous articles, and regularly speaks at conferences.

Since 2004, Ms. Laperri  re 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 moderator.



## **MARIE LEAHEY**

### **Commissioner**

Marie Leahey is coordinator of the R  gime de retraite des groupes communautaires et de femmes. Previously, she worked at the F  d  ration qu  b  coise des organismes communautaires famille and with an employability service, the SORIF. Her interest in regional development led her to work at the Conf  rence r  gionale des   lus de Montr  al. She holds a degree in Education from the UQAM and is certified as a society administrator by the Coll  ge des administrateurs of Universit   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 Montr  alaises and the R  seau habitation femmes, for example. Ms. Leahey is one of the founding members of Vivacit  , an equitable real estate company. She currently sits on the boards of director of the Fondation B  ati.



## 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.



## 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 is both a lawyer and a coach certified by the International Coach Federation (ICF).

She has a multidisciplinary profile in law, public relations and coaching. Before operating her professional coaching firm, she held a number of strategic positions, such as chief of staff for the president of the bar of Québec, and person responsible for media relations in a Canadian department dedicated to the economic development of SMEs in Québec. She has a good understanding of the institutional and governmental environments, where political and administrative issues go hand in hand.

Nadja is keenly interested in empowerment, from both individual and community standpoints. That is primarily what led her to obtain a graduate degree in conflict prevention and resolution (mediation and reasoned negotiation), and to her involvement in public participation.



## **DANIELLE SAUVAGE**

### **Commissioner**

Danielle Sauvage is a high level cultural executive. Over the course of her career, she held the position, notably, of Director General of the Conseil des arts de Montréal, from 2002 to 2013. Under her leadership, the reputation of the Conseil and its impact on Montréal's cultural community were greatly enhanced. Her main focus is the promotion and inclusion of the upcoming generation and diversity, and innovative practices.

She has received a number of awards and honours, and participated, as a communications consultant, in the organization of numerous public consultations, notably on projects involving the expansion of the Musée des beaux-arts de Montréal, the hall of the Orchestre Symphonique de Montréal, and the Musée d'art contemporain de Montréal.



## 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 clientele 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.



## **JEAN-FRANÇOIS THUOT**

### **Commissioner**

Jean-François Thuot holds a Ph.D. in Political Science from the UQAM. He is also a member of the Ordre des administrateurs agréés du Québec (Adm.A) and a certified company director (ASC). His career began as a distance-education university teacher at the Télé-université. He then worked in the world of regulated occupations, where, from 2007 to 2017, he assumed the general management of the Conseil interprofessionnel du Québec, the grouping of the 46 professional orders. Over the years, he perfected his role as a facilitator and diplomatically rallied groups of stakeholders.

He now works as a strategic consultant, analyst and governance trainer. He has also written a number of articles on democratic processes and various public policy issues.



## **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 sociocommunitaire de Montréal, the Centre Justice et Foi, the Comité des communautés culturelles du Barreau du Québec, and the Fondation de la Tolérance.

He was 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, and co-author of the Dictionnaire historique du Plateau Mont-Royal (Éditions Écosociété). 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, R.S.Q., c. C.-11.4

#### DIVISION IX

#### 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.

**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.

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

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.

**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.

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

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.

**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.

**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, s. 260.

**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.

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

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.

**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.

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

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 Towns Act (chapter C-19).

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

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

- (1)** to propose a regulatory framework for the public consultations carried out by the official of the city in charge of such consultations pursuant to any applicable provision so as to ensure the establishment of credible, transparent and effective consultation mechanisms ;
- (2)** to hold a public consultation on any draft by-law revising the city's planning program;
  - (2.1)** to hold a public consultation on any draft by-law amending the city's planning program, except those adopted by a borough council;
  - (2.2)** to hold a public consultation on the draft by-law enacting the public participation policy provided for in section 80.1 of the Act respecting land use planning and development (chapter A-19.1), despite section 80.4 of that Act;
- (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;
- (4)** to hold a public consultation on any element designated for that purpose in the public participation policy adopted under section 80.1 of the Act respecting land use planning and development.

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.

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. 6; 2017, c. 13, s. 29

(...)

## DIVISION II SPECIAL FIELDS OF JURISDICTION OF THE CITY

### § 1. – General provisions

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

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.

**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 15,000 m<sup>2</sup>;
- (4)** housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the Act respecting the Société d'habitation du Québec (chapter S-8);

- (5)** a heritage immovable classified or recognized under the Cultural Heritage Act (chapter P-9.002) or the planned site of which is situated on a heritage site classified or recognized as such or declared such within the meaning of that Act.

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.

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.

**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, subject to the fourth paragraph, where applicable, 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.

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.

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.

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 declared heritage site of Vieux-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.

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 (chapter 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

## ORGANIZATIONAL STRUCTURE OF THE OFFICE

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

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

### Physical resources

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

### Human resources

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

### Commissioners

In 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 2017

Maryse Alcindor, Priscilla Ananian, Isabelle Beaulieu, Mounia Benalil, Bruno Bergeron, Bruno-Serge Boucher, Nicole Brodeur, Jean Burton, Jean Caouette, Danielle Casara, Pierre-Constantin Charles, Viateur Chénard, Alain Duhamel, Habib El-Hage, Ariane Émond, Christian Giguère, Judy Gold, Danielle Landry, Hélène Laperrière, Marie Leahey, Gaétan Lebeau, Jean Paré, Nadja Raphaël, Danielle Sauvage, Michel Séguin, Luba Serge, Francine Simard, Jean-François Thuot, Arlindo Vieira, Joshua Wolfe.

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

### Staff

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

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

## Collaborators

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

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

## PRACTICES OF THE OFFICE

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

## COMMISSIONERS' CODE OF PROFESSIONAL CONDUCT

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

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

1. The commissioner serves the public in an irreproachable manner and to the best of his abilities.
2. The commissioner avoids all activities that are incompatible with the performance of his duties or that may be harmful to the image and credibility of the Office and its commissioners.
3. The commissioner notifies the president of the Office of any situation that could tarnish his credibility of that of the Office.

4. The commissioner exercises political neutrality in the performance of his duties.
5. The commissioner does not make undue use of his title or status as commissioner.
6. The commissioner respects the law as well as the rules of procedure, policies and overall orientations of the Office. In his decisions affecting the efficient execution of a mandate, he applies the principles of sound human, financial and physical resources management.

### Independence

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

### Duty to act in a reserved manner

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

## Public consultation

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

## SETTING UP A PUBLIC CONSULTATION

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

### Public notice

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

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

### Communications

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

## Documentation file

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

### The documentation file usually contains:

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

### Preparatory meetings of the commission

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

## Public consultation

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

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

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

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

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

### 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 2017



### Employees

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

### Collaborators

Raphaëlle Aubin  
Matthieu Bardin  
Estelle Beaudry  
Alain Benoit  
Michèle Bernier  
Loïc Bouffard-Dumas  
Brunelle-Amélie Bourque  
Richard Brunelle  
Hadrien Chénier-Marais  
Élisabeth Doyon  
William Dumas  
Joanne Gibbs  
Guy Grenier  
Nathan Huber

Félix Jobin  
Laurent Maurice Lafontant  
Marilena Liguori  
Christelle Lollier-Théberge  
Marta Massana  
Arminda Mota  
Denise Mumporeze  
Caio Pâques Lucon  
Olivier Rinfret  
Joseph Tchinda Kenfo  
Samuel Tremblay  
Nicole Uwimana  
Akos Verbczy  
Stéfanie Wells







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