



OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

2019 Annual report

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May 1, 2020

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 2019 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, 2019.

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

Yours sincerely,



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



Thank you!

The Office de consultation publique de Montréal (OCPM) would like to thank all of its collaborators who contributed to the promotion of Office activities in 2019.

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

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

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

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President's message

It has become a tradition in recent years to begin the annual report of the Office with observations demonstrating Montrealers' growing desire to participate and, in answer to that desire, mechanisms that make it possible to receive an ever increasing number of contributions. The year 2019 will be no exception to the rule.

In 2015, we had identified three relevant challenges: the diversification and growth of participation; the appropriation of digital tools and methods and their integration into our processes; and the need for making retroaction mechanisms an intrinsic part of the consultation process. As we begin this new decade, the Office can proudly say, "Mission accomplished," about two of those three objectives.

Throughout the 12 mandates that we began, carried out or completed in 2019, more than 22,000 participations have been recorded to get informed on a given subject or to express an opinion. This was the second consecutive year where we attained such participation numbers, a phenomenon that we interpret as an indicator of a profound change in the participatory culture.

A good balance in our methods

From the very beginnings of the development of new technologies associated with citizen engagement, to their increasingly widespread use, it has been important for the Office to use digital means to conduct a reflection on conditions for a citizen dialogue that is authentic, productive and useful to public decision-making. The recent years' experiments have allowed us to revitalize numerous participatory devices while avoiding the creation of new forms of fracture and exclusion.

Our research on participation without exclusion, which led us to develop new ways of putting collective intelligence to work, is also successful in creating tools (role-playing, prototyping, situation simulation exercises, etc.) that render citizen engagement less intimidating through collective fun and/or creative deliberation exercises that are always enlightening in terms of understanding the issues and leading to relevant decision-making. Those elements help to create participatory environments that encourage the involvement of segments of the population that traditionally participate less.

Based on those experiences, we believe that we have achieved an interesting balance between in-person and online participation. In-person participation involves workshops, meetings, open houses, and information and hearing-of-opinions sessions. It remains the major guarantor of the integrity of the process, as nothing can replace the quality of information gathered during such interactions. However, the use of virtual, i.e. online, methods

(questionnaires, platforms, 3D visualizations, etc.) has removed most of the material and temporal obstacles to participation.

We have found that, far from competing with each other, the two modes are mutually supportive in promoting greater and better participation. Together, they facilitate access for a larger public, which does not always have time or want to go out to public meetings, while preserving the anticipated and constructive debate that ensures enlightened contributions.

Follow-up mechanisms overdue

Although we have been talking about it for over a decade, the issue of follow-up has become increasingly pressing over the past two years. Among the ten mandates completed in 2018 and 2019, there has been an official answer to the recommendations of the Office for only one. It is rather paradoxical that at a time when the issue is no longer the representativeness of participation, the competence of participants, or the taking into account of opinions expressed, the processes leading to the final decision-making are the ones becoming increasingly opaque.

Without an effort at transparency to justify decisions, participation cannot become a true force for change in public action. Without retroaction, public consultation is a nice democratic exercise, but it has no real impact on the issues at hand.

The main disincentive to participation has always been the people's impression that it served no purpose, as the decisions had already been made and the principal stakeholders would not change their minds. In reviewing the questions received by the Office, we realize that the population is no longer content with simply participating and waiting to read our reports. To re-establish their trust in our democratic proceedings, the people want to know what has become of the positions they have taken and the ensuing recommendations. It is no longer enough to claim that we want to build the city of tomorrow with the population; decision-makers have to concretely demonstrate that wish by justifying the choices they make and explaining how the citizens' suggestions have or have not been implemented.

A necessary reflection

The desired new structure of participatory and representative democracy has also increased the number of locations and instances where participatory exercises take place. In addition to consultation activities, our mandate includes two other elements: the monitoring of best practices; and a consulting role. Accordingly, in Montréal over the past couple of years, the Office has provided training in best consultation practices to more than 200 public servants and some 30 elected officials. We are proud to report that the impacts of the teaching materials developed for that purpose have extended well beyond the borders of our metropolis.

In that respect, it is also important to applaud the municipal administration for entrusting us with a first official mandate to assist the Centre d'histoire de Montréal in the development and holding of a consultation process it had undertaken. That mandate from the executive confirms the possibility of the Office sharing its expertise with city authorities, dedicating resources to that end, and acting as a guarantor of the accessibility of processes conducted by other Ville de Montréal bodies.

We need to formalize those new operations. As we mentioned last year, the current context invites us more broadly to fine-tune Montréal consultation mechanisms, to harmonize their application, and to better define their ultimate goals.

Already in 2004, the first president of the Office, Jean-François Viau, called for an increase in the number of cases where recourse to the Office is mandatory. He indicated that independent public consultation should be reintroduced for all amendments to the Montréal Master Plan, and that the Office should be able to intervene throughout agglomeration territory. The consultation on the Namur-Hippodrome sector paired with the controversy raised by the various versions of the Royalmount project is a good example of the advantages citizens would gain from such an increase by making it possible to consider metropolitan issues as a whole and to take into account the interactions between projects.

As suggested by my two predecessors, we should discuss the possibility of the OCPM playing a statutory role in the management of projects affecting more than one borough or city of the agglomeration, and in the management of emblematic and strategic areas. That could also mean that other bodies, such as the agglomeration council, borough councils, and city councils of linked cities may give us mandates pertaining to matters under their respective jurisdictions.

Another item to consider is the increase, over the past year, in the number of rights of initiative and the introduction of the right to collect signatures on line. In 2019, in addition to the ongoing consultation on systemic racism and discrimination, three consultation subjects under the right of initiative were deemed eligible by the city clerk's office. The disparity in the treatment of those files, depending on the body conducting



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The issue of follow-up has become increasingly pressing over. Among the ten mandates completed in 2018 and 2019, there has been an official answer to the recommendations of the Office for only one.

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the consultation, was raised by many citizens, organizations and companies. I believe that the Montréal community would benefit from a new consensus being reached concerning that mechanism, the type of consultations that can be requested, the number of signatures required, and the municipal bodies entitled to carry them out.

A reflection is currently underway on drawing up a new Montréal public consultation policy that may also focus on those issues. After 18 years of operation of the Office, a Montréal Charter of Rights and Responsibilities that has not been revised since 2011, and a tangible expansion of consultation practices, we believe that we can no longer, collectively, forego a discussion on those subjects.

Towards the mutualization of knowledge

It is important for me to mention the operating budget increase allocated to us, in 2019, for 2020. It compensates, in part, for the investment deficits resulting from 15 years of operation without the indexation of budgets. It will allow us to consolidate our processes, increase our visibility and continue to innovate.

So many avenues remain to be explored in order to take full advantage of the wealth of practical knowledge acquired by the Office since its inception. In terms of contents, highlighting points of convergence in its analyses, the Office contributes, on a continuous basis, to the decoding and recognition of common social values. It reports on the city's

evolution and design. Complete neighbourhoods, shared streets, vertical city: so many concepts have been echoed in our consultations and reports. In view of all its years spent moderating public debates, isn't it time for the Office to also serve as a melting pot to popularize and bring about new reflections, pertaining less to a given theme or territory and more to generic topics? We could focus on debates involving how to permanently inhabit a downtown core, what elements should be included in a housing policy, or how to promote conditions for the co-existence of mixed uses, among other things. Such endeavours would undoubtedly help to shape the priorities of tomorrow, while mutualizing the resources available at the Office and in other networks to promote citizens' involvement in attaining their right to the city.

The President,

Dominique Ollivier



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 m²;
 - > cultural property recognized or classified, or a historic monument designated under the Cultural Property Act (R.S.Q., c. B-4) or where the planned site of the project is a historic or natural district or heritage site within the meaning of that Act.

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.



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 mention that the Office must promote best public consultation practices, notably with Montréal authorities. The Charter also stipulates that the agglomeration council may give the Office a mandate to hold a consultation on its territory when a project targeted by section 89 of the Charter falls under the jurisdiction of the agglomeration.

The mandates involving urban planning by-laws are usually given under section 89, while the examination of plans and policies and amendments to the Montreal Master Plan are conducted under section 83. That section also allows us to develop partnerships and provide advice and support for all consultations led by a City body.

A large number of consultations were held in 2019, some involving the continuation of projects that began in 2017 or 2018. One example is the public consultation on the draft Master Plan for Parc Jean-Drapeau, which ended in 2019. The report concluded that Montrealers understand and accept the park's dual vocation as a natural space and major-event venue, but note a substantial imbalance between those vocations. The commission believes that the pendulum needs to swing back towards the preservation and enhancement of the islands' natural and built heritage.

The commission recommends that the vision developed for the next Master Plan be based on four premises: the return to the notion of a large, dynamic, green and blue park; the unwavering affirmation of its public and accessible nature; the harmonious co-existence of the park's various activities and users; and the importance of relying on Montréal know-how to enhance that exceptional site.

The consultation on the pilot project to ban private-vehicle through-traffic on Camillien-Houde Way and Remembrance Road was also finalized in the spring of 2019 with the publication of the report. The consultation, launched in a highly controversial context, drew record participation by Montrealers. The evaluation process established by the OCPM comprised several types of activities allowing people to express their opinions at various times during the pilot project. They attracted more than 13,000 participations, either through virtual dissemination and consultation tools or during information activities, creative workshops and hearing-of-opinions sessions. The commission received almost 2,000 opinions, representing the most important contribution to the formal phase of an Office consultation.

In its report, the commission presented a few findings stemming both from citizen interventions and data provided by the City with respect to the evaluation of the pilot

project. From the citizens' point of view, the traffic reduction resulting from the ban on through-traffic seemed to have been accomplished to the detriment of alternate routes, thereby creating congestion in neighbouring areas. The pilot project created the perception of a more complex access to the mountain. Moreover, it does not seem to have helped the co-existence of users in any significant way. Lastly, the commission underscored the lack of social acceptance of the pilot project resulting from a major polarization in the discussions.

In light of the data provided and the opinions expressed, the commission finds the results of the pilot project somewhat inconclusive in terms of access to the mountain, user experience and safety improvement. Consequently, the commission recommends that automobile circulation be maintained throughout the Camillien-Houde/Remembrance axis, while providing for its redevelopment as a recreational road. That concept would allow the enhancement of the Mount Royal experience and the discovery of its landscape, natural and cultural heritage, while reducing and discouraging through-traffic. In other words, it would become a road that people would use because they enjoy it, not because they are looking for a shortcut.

Two other files followed a similar path, i.e. consultation activities in 2018 and the publication of the report in the first half of 2019: the consultation on the redevelopment of McGill College Avenue; and the one on the nature park project in the Turcot yards sector.

In the case of McGill College Avenue, the commission believes that taking advantage of the work in progress to provide downtown with a unique and dynamic redeveloped public space highlighting views of Mount Royal is a well received project with structuring potential for the city and metropolis. In its opinion, the new vocation of McGill College Avenue should be as the symbolic gateway to downtown Montréal, a relaxing area with a distinctive atmosphere to promote an ambulatory experience while reaffirming its central position in terms of adjacent business networks, transportation infrastructures and public spaces.



With respect to the Turcot park area, the proposed project received broad approval from the people and offers interesting potential in terms of integrating Montréal's daring and know-how. Nevertheless, to ensure its viability, it should be enhanced. To that end, the commission made some 20 recommendations, one of which involves reviewing the boundaries of the territory in question to incorporate not only the new planned north-south link, but also the green belt near the park, the Saint-Jacques escarpment and Terry-Fox park. The modification would ensure adequate protection for the territory as a whole.

Some of the mandates received in 2018 were the object of consultation activities in 2019. One example is the upstream process leading to the adoption of a Special Planning Program (SPP) in the Ville-Marie borough's Faubourgs sector. The consultation was held on a vast territory in the Ville-Marie borough that presents multiple problems. The territory in question extends from Saint-Hubert Street to the west to Fullum Street to the east, and from Sherbrooke Street to the north all the way down to the river. It comprises areas that are already densely built, as well as areas to be redeveloped, such as the Molson/Coors factory and the Radio-Canada and Porte Sainte-Marie sites. More than 2,600 participations, in person or on line, were recorded for the prospective exercises proposed. The commission received 223 contributions of opinions (105 briefs and 118 online opinions) and heard 58 participants.

In its report, the commission demonstrates that the participants' expectations are clear, documented and well defined, as the sector has been the object of several public consultations over the past 15 years. It makes various recommendations that will allow the City to prepare a draft SPP in keeping with the area's strategic importance and the objectives of all concerned. Those objectives include not restricting the SPP to the notions of use, density and prescriptive or discretionary guidelines to structure projects involving public infrastructures or equipment. The commission believes that the SPP should also include the notion of sustainable development with economic, social and environmental dimensions, and that it should be based on the area's culture and history and the character of the people who live and spend time there.

The commission is also aware that the new islets to be requalified will comprise buildings that are taller than those in the existing living environments, as real estate construction in central areas will necessarily be in line with economic principles. It asserts in its report that taller buildings may be acceptable when they are combined with large, welcoming and open public spaces, local businesses, public equipment, employment, active and public transportation and buildings whose architectural components harmoniously blend in with the character and identity of the surrounding area.

The consultation on the Lachine-Est sector followed a similar path. Again, it involves a vast area, but one that is almost completely to be developed, and one of the last of its kind near downtown. Again, the public consultation activities were held in the first half of 2019. The consultation allowed the participation of some 1,300 people in the proposed activities, including 450 respondents to the virtual consultation dealing with living environments and mobility. More than 150 citizens attended the open house and the information session held on February 24, 2019. Some 60 people participated in the creative workshops; the commission received 127 written opinions (63 briefs and 64 online opinions), of which 34 were accompanied by presentations. Those were in addition to two oral presentations without the filing of a brief.

In its report, the commission recommends that the Special Planning Program being drawn up promote the development conditions of a complete, sustainable and resilient neighbourhood, whose main characteristics target a social and functional mix, adequate availability of public and collective services, the attainment of high energy performance standards for the built environment and developments on public property, the respect of architectural and landscaping standards in line with the heritage aspects of the area and in harmony with the surroundings, as well as the preservation of natural environments. In view of the importance of the archeological and industrial heritage, it invites the borough to err on the side of caution and prohibit all demolition and excavation projects until a heritage interest statement has been completed for the sector. The commission also notes that social acceptance in terms of density and co-existence of uses is intimately linked to transportation and makes a few recommendations in that respect.

The consultation for the Assomption Sud-Longue-Pointe sector was finally held, after the original mandate had been revoked in 2018 to be replaced with another version. The exercise invited the population to reflect on the requalification project for the Assomption Sud-Longue-Pointe sector, which has a rich industrial past and is located within an industrial-port zone in the borough of Mercier-Hochelaga-Maisonneuve. The project submitted by the City aimed to contribute to the economic recovery of the east end of Montréal. To do so, it relied on exemplary urban developments that would help to attract dynamic companies concerned with their new surroundings and gravitating towards sustainable industrial niches that will make it possible to generate stable, permanent and well remunerated jobs, while promoting a healthy co-existence with already established residential environments.

More than 2,600 people participated in the various stages of the public consultation, either in person or online. The commission received and heard over 165 opinions and took into consideration the points of view of 730 respondents to the online questionnaire.





In its report, the commission underscores the fact that the proposed vision was received differently by the population depending on whether it was examined from a metropolitan or local perspective. The consultation brought to light the enormous challenge involved in bringing together industrial and residential zones traversed by hard infrastructures. The economic communities applaud it, while the sector's residents and neighbours, who are exposed to high levels of nuisances, remain very concerned by the new proposition.

The vast consultation on systemic racism and discrimination, held pursuant to the right of initiative, lasted throughout the year. A series of meetings were held in the spring and early fall of 2019. Moreover, citizens were invited to participate in citizen contributory activities during the months of August and September. The hearings of briefs were held from November 4 to December 4 and required ten sessions. In total, more than 6,800 people participated in the consultation.



Other new projects were also initiated over the course of the year and will be concluded in early 2020.

First among those was an upstream consultation on the future of the Bridge-Bonaventure sector, which covers 2.3 square kilometres and straddles the boroughs of Sud-Ouest and Ville-Marie. It includes the area surrounding the Samuel-De Champlain and Victoria Bridges, the Pointe-Saint-Charles business park, the shores of the river, the Peel and Wellington Basins, the Cité du Havre, the Pointe-du-Moulin, and the Bickerdike Pier.

The Bridge-Bonaventure sector is currently heavily mineralized, divided by transportation infrastructures and not very conducive to active transportation, but it has unique landscapes and heritage. Although the area is home to a variety of economic activities, it has very few residents.

From May to October, many in-person and online consultation activities were held to allow everyone to become informed, discuss the sector's vocation, better discover it, be inspired by examples from here and other places, and express their opinion. The main topics of discussion were: the vocation of the territory; the heritage elements to be enhanced; travel by active and public transportation; public spaces and their connectivity; the renewal of economic activities; entrances to the city; and the idea of a baseball stadium in the area. The participation was significant and active. The results of the consultation will allow Montréal to prepare a planning document comprising development and enhancement hypotheses.

In September, the Office began the consultation on a draft amendment to the Montreal Master Plan and a by-law pertaining to construction conditions for social and affordable housing, better known as the by-law to make Montréal a mixed metropolis. The commission submitted its report in the spring of 2020.

The consultation addressing a draft Special Planning Program (SPP) for the northern section of Île-des-Sœurs will follow suit. Located in the borough of Verdun, the planning sector involves an area of approximately 79 hectares. This main southern gateway to downtown Montréal lies at the intersection of Highways 10 and 15 and the new Samuel-





De Champlain Bridge. The sector includes the Place du Commerce, Île-des-Sœurs' main commercial hub, the Campus Bell Canada and the Pointe-Nord, a mixed neighbourhood combining residences and businesses.

The draft Program submitted for consultation targets the creation of a TOD (Transit-Oriented Development) type living and employment environment near the future REM (Réseau express métropolitain) station. The consultation attracted significant real-time and virtual participation.

The Office also received a new mandate to examine the development project for the Namur-Hippodrome site in the borough of Côte-des-Neiges-Notre-Dame-de-Grâce. The City plans to repurpose the site of the former racetrack and the area surrounding the Namur metro station. It aims to develop a complete living environment there, inclusive, carbon-neutral, and focused on active and public transportation. The project may involve the construction of over 6,000 housing units. The consultation will lead to a better understanding of citizens' and local players' expectations and needs in order to develop a common vision for the future neighbourhood.



The territory of the future Namur-Hippodrome sector comprises the area surrounding the Namur metro station and the site of the former racetrack, which has been owned by the Ville de Montréal since 2017. The 75 hectares of land in question are bounded to the east by Mountain Sights Avenue, to the south and west by the CP railway rights of way, and to the north by the border of Town of Mount Royal. An initial information session was held on November 20 and other activities took place at the beginning of 2020.





Lastly, pursuant to section 89 of the Charter, we received two mandates this year pertaining to by-laws. The first involved an expansion project for St. George's School, a private secondary school located at 3100 The Boulevard, in the borough of Ville-Marie. The school management was seeking to add to its site a three-storey construction that would include greenhouses and green walls, primarily for educational purposes. The expansion in question was to include classrooms, laboratories and welcoming spaces for learning. The existing building coverage percentage is 48.5% by acquired rights. The current project would raise that figure to 54%, an increase of 5.5%.

The commission recommended that the project be endorsed. In its opinion, the people in charge have strived to present a quality project that takes into account the emblematic environment that is Mount Royal. The report indicates that the project does not present any problems in terms of social acceptance, and the commission has noted only a few objections in principle. However, the report contains some cautionary notes regarding the deadline for completion and draws attention to automobile circulation issues and measures to ensure good neighbour relations during the construction phase.

The second file aims to amend a by-law that has already been adopted under section 89 on the site of the former Montréal Children's Hospital. The amendment targets a lot on which a housing tower was to be erected under the existing by-law. The mandate was given to the Office in September, but the City did not provide the required documentation in time for the consultation to be held in 2019.





Also, at the request of the executive committee, the Office accompanied the Centre d'histoire de Montréal in developing the approach and concept of the “Mémoire des Montréalais mobile”, the MEM. Prototyping activities were carried out and a progress report was published; the mandate will continue in 2020. The Office also completed the public consultation training cycle for elected officials, which we carry out after every general election. A first session was held in December 2018 in cooperation with the Ombudsman's office, and two others took place in February 2019.



The Office also continued its participation in an operation promoting Montréal's consultation practices, organized by the Bureau de la présidence du conseil municipal. The activity, known as the “Caravane de la démocratie,” allows neighbourhood citizens to familiarize themselves with the City's public consultation mechanisms and to talk with the people in charge. In addition to the Office, the caravan includes several other members, such as the Ombudsman, advisory councils and council commissions.

In closing, it should be noted that one mandate is still pending. It has to do with a consultation on the report of the interministerial committee on the use of redundant buildings of the university hospitals of the Université de Montréal (CHUM) and McGill University (MUHC). In the absence of the document that is to serve as the object of the consultation, no action has been taken regarding the mandate, which was entrusted to the Office by the executive committee in September 2013.

In total this year, we recorded 22,630 participations in Office activities, consisting in attending consultations, asking questions, filing briefs, or participating using the digital tools increasingly employed by the Office.

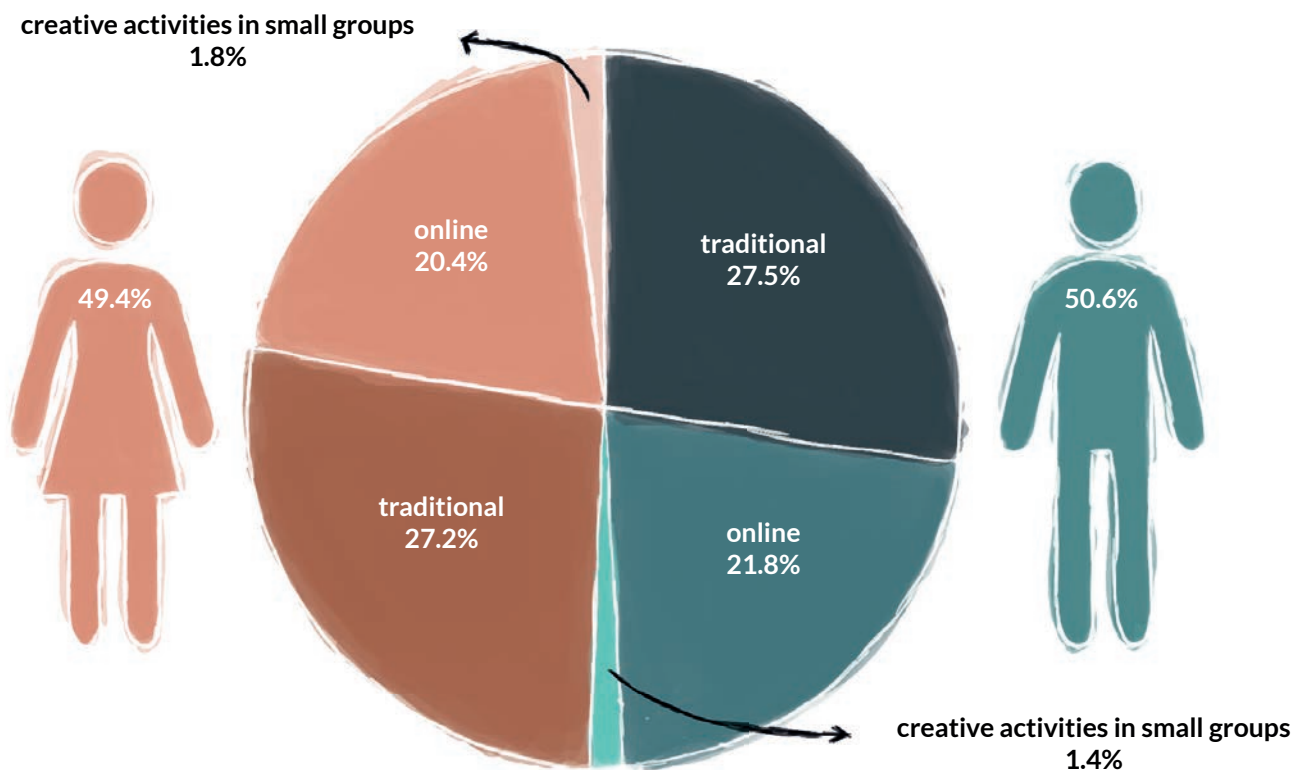


Participation in 2019

	Total	Participation by gender*	
		Women	Men
Assomption Sud - Longue-Pointe	2,573	54.3%	45.7%
Lachine-Est	1,189	54.3%	45.7%
St-George School	175	60.0%	40.0%
SPP for the northern section of L'Île-des-Sœurs	3,122	47.1%	52.9%
Namur-Hippodrome area	1,455	41.7%	58.3%
Systemic Racism and Discrimination	6,618	57.0%	43.0%
By-law for a mixed metropolis	850	49.0%	51.0%
Bridge-Bonaventure sector	3,645	46.2%	53.8%
The Faubourgs sector	2,381	50.6%	49.4%
		49.4%	50.6%

* For the activities where it has been compiled.

By consultation activity type



For the past two years, we have participated in the **MTElles** initiative, led by Concertation Montréal, which targets the equal participation of women and men in municipal and community democratic life.

A number of actions have been taken to achieve that goal, notably:

- Priority to parents and alternation between men and women during question periods
- Free pop-up childcare service at information sessions
- Development and enhancement of women's participation in our communications
- Increased use of gender-neutral writing



Communications

The year 2019 gave rise to a series of successful communications endeavours. We had a record year in terms of media mentions of our consultations, Facebook interactions, and Website traffic.

When the OCPM holds a public consultation, it employs various means of communication to reach people and provide them with user-friendly, accessible information. In 2019, the Office published three public notices in a daily newspaper and issued 24 press releases and media invitations. Furthermore, for every public consultation, an advertising campaign was conducted on Facebook and Instagram. We also added to our advertising habits the placement of inserts on relevant Websites. Thus, three advertising campaigns were carried out. To that end, we employed Atedra, a Québec network of more than 350 Internet sites using geotargeting to reach citizens in areas that were the focus of our consultations.

The Office also sends out, as required, invitations directly to citizens and organizations concerned with the ongoing consultation project. Usually, the Office distributes an information flyer announcing the consultation to the people affected by a given project. Depending on the consultation, the distribution may cover between 1,500 and 68,000 homes. Last year, more than 177,000 flyers were distributed in areas neighbouring projects that were the subject of consultations. Flyers and posters were also distributed to concerned organizations and in a number of Montréal access points.

The Office also disseminates news of its activities on a very regular basis through its newsletters. This year, 52 newsletters were sent out. As the distribution list includes more than 6,500 subscribers, comprising citizens and organizations, some 322,000 messages were delivered this year.

The Office makes sustained use of social networks to promote its activities with Montrealers. We regularly use Facebook, Twitter, Instagram, LinkedIn, YouTube and Flickr.

Facebook remains our most dynamic community and the most effective means to interact with Montrealers, inform them and encourage their participation. It also provides us with valuable advertising tools allowing us to precisely target citizens concerned with the subjects of our consultations. By the end of 2019, our Facebook page surpassed the 10,000-subscriber mark. This year, more than 37,000 people interacted with our page, while the total reach of our publications rose to more than 1.1 million, i.e. the number of people who saw content associated with our page (the last two figures compile unique users/day).





Two consultations provided opportunities for major special communications projects. Firstly, the consultation on the Faubourgs sector, with the campaign #101histoires1territoire, where we invited citizens to tell us about the identity of their neighbourhood through storytelling and images. A dedicated Website was created to bring together, using refined infographics, the consultation process, the main contents, the interactive map that we developed at the end of 2018, and the citizens' contributory activities (CCA) kit developed for #101histoires1territoire. Then, for the consultation on systemic racism and discrimination, we developed a dedicated site as well as a CCA kit.

CCA: How does it work?

A citizens' contributory activity (CCA) is a self-organized activity from a downloadable kit. The one that has been proposed as part of the systemic racism and discrimination consultation was lasting two and a half hours. It involved discussions in small groups seeking concrete, innovative and mobilizing solutions to be implemented by the City to combat inequality. It was addressed to all who wished to contribute to the debate, including individuals, corporations, community organizations, unions and associations, allowing them to organize their own consultations and then send us the results.



Increasingly watched broadcasts

Since last year, we have broadcast all information sessions on the Web and on Facebook. This year, we added Twitter/Periscope and have also broadcast synthesis evenings, the storytelling presentation for the Faubourgs sector consultation, and all the presentations and panels at the meetings for the consultation on the Bridge-Bonaventure sector. Those broadcasts generated 12,395 live and delayed views. A large number of citizens shared with us their enjoyment in being able to watch and re-watch those sessions at their convenience.

Internet site

The OCPM Website continues to inform citizens and groups interested in public consultations, and remains an important source of documentation on urban development with close to 18,000 documents.

This year, the Office Website experienced major growth at the sustained pace of the consultations. The number of visits and documents steadily increased. More than 60,000 visitors consulted the pages of the site, an increase of 33% over the previous year, making this our best year ever. We also developed dedicated sites when mandates called for a

more complex process. That was the case for the consultation on the Faubourgs sector and for the one on systemic racism and discrimination, both of which required the development of a site presenting the information and consultation process in an attractive and illustrated manner, on a single page, as well as the development of pages devoted strictly to the presentation of citizens' contributory activities kits.

Since 2018, the opportunity to present one's opinion on line during the hearing-of-opinions phase has been extended to all consultations. Thus, almost 1,000 contributions of opinions were gathered on line using thematic forms and questions suggested by the commissioners in order to ascertain what the citizens were thinking.

Lastly, the Office is maintaining its efforts to improve access to its Web tools, their user-friendliness, and their capacity to adapt to various mobile devices. In 2019, a great deal of work was carried out to prepare for an update of the Website in 2020.

2019 in numbers

10 public consultations


63 Office public events

1,575
oral and written opinions presented to the commissions

177,500
flyers distributed

+10,000
Facebook followers

6,417 subscribers to our newsletter



12,395

views of webcasts

22,630

in-person and online participations
in consultation activities

Thank you!

to everyone who
participated in our
activities this year



Outreach

Since its establishment in 2002, the Office has developed a network of contacts with 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 is 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 presents the report of activities and discusses the work and future orientations of the OCPM with the members of the commission. The president of the Office also made a presentation at the conference of the Jacques-Viger committee on discretionary urban planning processes. For his part, the secretary general had the opportunity to present public consultation mechanisms to people responsible for the Council of Europe's "Intercultural Cities" program.

Again, on a local scale, our president served as keynote speaker at the annual symposium of "Rues principales," a Québec City citizens' organization. She also participated in a panel at that event. Moreover, she was asked to participate in a webinar on public participation under the responsibility of the Privy Council, in Ottawa.

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 the latter category, it is important to mention visits from a delegation from Strasburg, the federation of Swedish cities, the Minister of the Interior of the Slovak government, and a delegation of Senegalese mayors.

The Office also welcomed two French speakers who came to offer an inspiring sharing of experience. In both cases, the participants in the hall were delighted, and there were numerous delayed viewings of the webcasts. We would like to thank Julian Perdrigeat, the director of the mayor's office in Loos-en-Gohelle, who shared with us the storytelling experience about his city during the consultation on the Faubourgs sector, as well as Julien Lahaie, director of the Mission Vallée de la Chimie for the Greater Lyon Area, who gave the opening presentation at the meeting on the future of the Bridge-Bonaventure sector.





We also note the participation of the communications director of the Office in a mission to Ukraine, from May 23 to June 1, at the invitation of Open North, within the framework of a program of the National Democratic Institute (NDI). She presented the work of the Office at a national forum organized by the NDI and UK-Aid, and discussed main principles promoting citizen participation in that country as a step towards greater democracy. Several meetings in Lviv and Kiev provided opportunities for exchanges with organizations that develop public consultation projects in the field, representatives of the Ukrainian government, and communications professionals.

Furthermore, our cooperation with the Organization for Economic Co-operation and Development (OECD) continued this year with our president's participation in missions to both Morocco and Tunisia. An important delegation from Tunisia was also able to observe Office consultations during a mission under the Program for Inclusive Leadership of the Federation of Canadian Municipalities (FCM).



In 2019, the Office became an institutional partner of the Centre Jacques Cartier. Founded in 1984, the Centre Jacques Cartier brings together a great variety of institutional, university, cultural and social partners from Québec and the Auvergne-Rhône-Alpes region and their major urban centres, i.e. Montréal, Lyon, Saint-Étienne and Clermont-Ferrand. The Centre is responsible for organizing the Entretiens Jacques Cartier, the largest gathering for exchanges among French-speaking communities. Alternating between Québec and France, the discussions, held every year, allow the enhancement and exchange of the participants' best practices. In 2019, the discussions were held in Montréal and, for the event, the Office organized a workshop with its Greater Lyon partners on new challenges in citizen participation. The Office has been developing relations with the Direction de la prospective et du dialogue public du Grand Lyon since 2011, and discussions take place on a regular basis to share our respective expertise.





Again this year, we continued our important collaboration with MTElles, a project initiated by Concertation Montréal. In partnership with the “Coalition montréalaise des Tables de quartier” and “Relais-femmes,” MTElles supports the implementation of innovative practices within the borough councils, city councils (Montréal agglomeration), Montréal consultative bodies, and Tables de quartier. The aim is to promote the equal participation in democratic and community life of women of various origins and from all social and economic backgrounds. The initiative, launched in 2017, will continue over the coming years.

The Office also provides a presence at various international forums focusing on issues of participatory democracy. The most important of those forums is the International Observatory on Participatory Democracy, the IOPD. The Office has been a member of the network for many years. In

2019, the Office participated in the 19th Conference of the IOPD in Mexico, where it was responsible for two workshops. The first dealt with the success and limitations of role playing in public debates, and the second with citizen initiative as a source of democratic innovation.

Lastly, the president of the Office was invited by the World Association of the Major Metropolises to a meeting on social cohesion indicators, which was held in Barcelona in June, while the secretary general met with the people in charge of the Cabinet du ministre-président de Bruxelles-Capitale, who wanted to gain a more in-depth understanding of the mission and operations of the Office.



Budget



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

In 2019, 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 \$840,000, as provided for under section 82 of the Charter of Ville de Montréal. It is the third time since 2013 that additional credits have been required over the course of the year, but the seventh time in the history of the Office.

The following is a breakdown by major categories:



2019 Budget

Remuneration	\$850,000
Employee benefits	\$170,000
Transportation and communications	\$210,000
Professional and administrative services	\$1,600,000
Rent and maintenance	\$280,000
Non-durable goods	\$56,000
TOTAL	\$3,166,000



Appendices

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.

“

So many avenues remain to be explored in order to take full advantage of the wealth of practical knowledge acquired by the Office since its inception! Isn't it time for the Office to also serve to popularize and bring about new reflections in order to shape the priorities of tomorrow?

”

Part-time or *ad hoc* commissioners in 2019



MARYSE ALCINDOR

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

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.



CLAUDIA ATOMEI

An urban planner by training, for the past three years Claudia Atomei has accompanied various Québec players in the participative drawing up of projects, plans and policies, notably concerning land-use planning, thereby promoting fairer and more sustainable food systems. Pursuant to her master's degree, she was awarded the Prix d'excellence of the Université de Montréal's École d'urbanisme et d'architecture de paysage, and has carried out interdisciplinary research projects on three continents. Claudia is also involved in the Montréal community—she is the co-instigator and administrator of Lande, an organization that accompanies groups of citizens in cooperative processes for the re-appropriation and enhancement of vacant land in Montréal.



ISABELLE BEAULIEU

Isabelle Beaulieu has a Doctorate in Political Science from the Université de Montréal, as well as 20 years' experience in research, conducting studies and teaching. 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. She specializes in group facilitation, strategic writing, analysis and the drawing up of innovative methodologies.



MOUNIA BENALIL

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

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 the projects that he directed 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

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 in Brussels.

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. After serving more than a year as director of communications at Aéro Montréal, he is now enjoying an active retirement and working as a consultant and trainer.



NICOLE BRODEUR

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

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

From December 2003 to June 2007, he worked for the Canadian International Development Agency (in detachment) as Canadian consultant to an initiative in the Niger river basin. From 1989 to 2003, he acted as scientific consultant, planner and coordinator, and assistant to the director of the Environment Canada St. Lawrence Centre, where he was co-chair of the State of the St. Lawrence Monitoring Advisory Committee. In 1999, he was responsible for Canadian participation in the Citizen's House, at the Second World Water Forum in The Hague. Mr. Burton also worked as vice-president of communications and human resources at the SOQUEM. He began his career as a visiting professor at the Université de Montréal's Département de Sciences biologiques, and as a research associate for the Centre de recherches écologiques de Montréal, from May 1974 to June 1982.

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

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



JEAN CAOUETTE

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.



ÉRIC CARDINAL

Éric Cardinal holds a Bachelor's in Political Science and a Master's in Public Law (specializing in Aboriginal law). He has over 20 years' experience in the areas of public relations, social acceptance and community relations. After beginning his career as a journalist, he turned towards public service, notably as chief of staff for the Minister responsible for Aboriginal Affairs and, recently, as director of communications for the Minister of Sustainable Development, Environment, Fauna and Parks.

Effectively combining his expertise in Aboriginal law and his public communication skills to develop expertise that is unique in Québec, he has carried out a large number of mandates with First Nations communities and organizations in Québec. His involvement in the creation of the Centre de développement communautaire autochtone à Montréal (Autochtone Montréal) largely contributed to the development of effective community relations programs for various companies, organizations and municipalities.

He managed his own firm for ten years, prior to running the Aboriginal affairs and social acceptance practice of a major public relations agency, and then the social acceptance and community relations practice of a major engineering consulting firm. He is currently vice-president of an Aboriginal company located in Montréal.

His specific expertise, allowing optimal understanding and in-depth analysis of various issues, promotes the development of relationships of trust with stakeholders.



DANIELLE CASARA

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

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.



LORÈNE CRISTINI

Specializing in social responsibility strategies and their applications in business practices, and in organizational development and governance of NPOs, Lorène Cristini worked for many years in consulting, as director of social responsibility, and then in management positions for environmental charitable organizations, as director general and strategy director, operations and human wealth.

She is currently assistant director general of the Observatoire québécois des inégalités, with a view to helping the organization to maximize its social impact through its general public programs, processes and activities. She is developing a program to assist organizations in reducing their inequality footprint, as well as conducting research on the dynamics between social and economic inequality and climate change.

She is also chair of the board of directors of Poly-Mer and administrator of the Institut de biomimétisme. Through her time with the Forum jeunesse de l'île de Montréal and her numerous commitments in the areas of the social economy and non-profit organizations, she has become familiar with public consultation processes. In 2016, she was named "young woman leader" by Concertation Montréal.

Lorène holds a Bachelor's in Business Administration and International Studies, a Master's in Strategy, and a D.E.S.S. (specialized graduate studies) in Social Responsibility from the HEC Montréal. She completed her education with a Certificate in Law from the Université de Montréal, governance training from the Collège des administrateurs de sociétés, and a program in organizational development from the École des dirigeants of HEC Montréal. She is a member of the Canadian Association of Paralegals.



ALAIN DUHAMEL

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

He began his career in Ottawa at the newspaper *Le Droit*, and then joined the TVA network there 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 Institute for Governance of Private and Public Organizations (IGOPP).



HABIB EL-HAGE

Habib El-Hage is the director of the *Collège de Maisonneuve's Institut de recherche sur l'intégration professionnelle des immigrants (IRIPI)*. He holds a Ph.D. in Sociology from the UQAM, and his interests focus on diversity prevention, intervention and 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)* and of the team *Recherche et action sur les polarisations sociales (RAPS)*.

He was president of the *Conseil interculturel de Montréal*, where he coordinated, co-wrote, and publicly presented a number of opinions and memorandums 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*, as well as a guide on intervention in the context of diversity at the college level. Mr. El-Hage collaborated on the OCPM's public consultations on urban agriculture and the *Downtown Strategy*. He is also a commissioner for the public consultation on systemic racism and discrimination.



ARIANE ÉMOND

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

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, where he held a position on the Political Committee and was elected to the Board of Directors in 2013. Mr. Giguère was appointed as a commissioner for the Office de consultation publique de Montréal (OCPM) in May 2017. He sits on the commission for the Faubourgs area, where he is involved in establishing a consultation process focusing on the future of the neighbourhood. He has also been entrusted with the mandate to identify ways to reach more young people during consultations.



JUDY GOLD

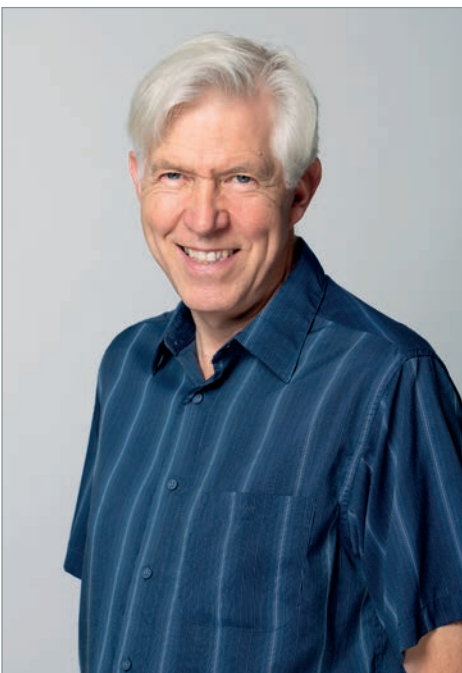
Judy Gold studied anthropology at McGill University and social services at the Université de Montréal.

As an *ad hoc* commissioner with the Office de consultation publique de Montréal since 2004, she 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 *Opération Carte Blanche* for Montréal's 375th anniversary, the development of the Saint-Raymond area and the area surrounding the MUHC and, more recently, systemic racism and discrimination.

She was a part-time member at 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 30 years, she has worked in the field of human rights, notably in matters pertaining to cultural diversity, social inclusion and community development, in the areas of organization management, program development, and government policy analysis.

Judy Gold was a member of the Tribunal des droits de la personne du Québec from 2009 to 2019.



DAVID HANNA

Retired since 2016, but still active as an associate professor of urban planning at the UQAM'S department of urban and tourism studies, David Hanna holds a Doctorate in Economics from McGill University. He is an expert in urban transportation and urban heritage with long-standing experience in public consultation, having notably conducted mandates for the Montréal advisory committee for the protection of cultural assets from 1991 to 2003. From 1996 to 2004, he also served as president of the Conseil du patrimoine religieux du Québec. Throughout his career, as evidenced in his numerous publications and contributions to scientific congresses, he developed a relevant and open vision of human economic, architectural and heritage issues surrounding life in the city.



JACQUES INTERNOSCIA

Jacques Internoscia holds a Bachelor's in Economic Geography as well as a Master's in Business Administration, and specialized in the fields of transportation and infrastructures. Having worked as a commissioner for transportation economic development at the Ville de Montréal, he went on to hold the positions of director of corporate planning at the Société de transport de Montréal and vice-president at the Fédération des chambres de commerce du Québec.

His career path then led him to NPOs, as director of strategic projects for the Aluminum Association of Canada and for Québec's industrial aluminum cluster, AluQuébec, where the objective was to develop the sector's mark in Québec, notably in the areas of transportation, infrastructures, and sustainable buildings.

He is a visionary manager, having directed the Centre d'expertise et de recherche en infrastructures urbaines (CERIU) and carried out advisory duties in his areas of expertise.



STÉPHANIE JÉRÉMIE

Stéphanie Jérémie has developed solid expertise in working with young people to encourage them to experience full and complete citizenship. Her skills in the coordination of participatory processes and in conflict resolution have served her in innovating and co-creating programs that stimulate young people to speak out and become socially committed. Throughout her young career, she has devoted herself to defending human rights, notably by helping citizens to find their voices. Her dedication to representing minority ethnolinguistic communities in Montréal brings new perspectives to the pursuit of participation without exclusion.



DANIELLE LANDRY

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

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

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

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



GAÉTAN LEBEAU

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'administraton publique (ENAP), and then with the École de technologie supérieure (ÉTS), where he still teaches. He currently operates his own consulting business.



MARIE CLAUDE MASSICOTTE

A landscape architect by training, Marie Claude Massicotte holds numerous certificates in project management and the environment, and has more than 33 years' experience in project management in urban and metropolitan environments. As a professional and manager known for her expertise in the development of green and blue networks, the regeneration of disturbed sites (fallow land and contaminated sites), waterfront development and urban design, she worked for over 29 years as a landscape architect, team leader and manager in a municipal environment. In her projects, she focuses on innovation, joint-action, bringing people together through a common vision, and strength through multidisciplinary. She has coordinated and planned the establishment of several urban parks and major development projects, several of which have earned awards. She has also orchestrated projects involving international cooperation (Paris and Shanghai). Ms. Massicotte received the 2015 Frederick Todd award presented by the AAPQ (Association des architectes paysagistes du Québec).

She currently runs her own architectural consulting firm and has been teaching landscape architecture at the Université de Montréal's faculty of planning and development (school of urban planning and landscape architecture) at the bachelor's and master's levels.



SUZANN MÉTHOT

From 2016 to 2019, Suzann Méthot was president of the COMEX (Comité d'examen sur les répercussions sur l'environnement et le milieu social) [examination committee on impacts on the environment and social community], an independent organization composed of members appointed by the governments of Québec and of the Cree Nation responsible for the evaluation and examination of the impacts of projects governed by the James Bay and Northern Québec Agreement. The last 20 years of her career have enabled her to strengthen her expertise in the areas of the environment, responsible and sustainable development, government relations (municipal, provincial, federal and Aboriginal), and relations with stakeholders in northern Québec.

She is a unifying communicator who has, throughout her career, led numerous consultation and consensus-building exercises for the implementation of projects involving sustainable development and respectful governance of relations with Aboriginal nations. Suzann currently works as a consultant with various organizations.



MARTINE MUSAU

Martine Musau's professional experience is in perfect alignment with the mandates of the Office. Her work as a municipal official, from 2012 to 2019, in the positions of director of legal affairs and city clerk for the cities of Amqui and Kirkland, as well as her current practice as a lawyer specializing in municipal law, have enabled her to fully comprehend the issues facing municipal decision-makers. She was in charge of the revision of the by-laws of one of the linked cities, contributed to the creation of transparent and effective public consultation mechanisms, and was responsible for drawing up strategies pertaining to issues of urban planning and development, contractual management and ethics for local governments. She has also given training sessions for elected officials and municipal executives.



NADJA RAPHAËL

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

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, including the Order of Québec in 2018, 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

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. He was an environmental group representative at the Canadian Council of Ministers of the Environment. His accomplishments include the establishment of the Semaine Québécoise de réduction des déchets, celebrated since 2001. From 2005 to 2015, he also 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

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

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

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.



RADOUAN TORKMANI

Radouan Torkmani has an educational background in architecture and engineering, and currently works in the design, planning and coordination of new school projects for the Commission scolaire de Montréal. His architectural research involves discussions with users to determine forms and courses of action. He specializes in active consensus-building, and has demonstrated exemplary social commitment as well as a great capacity for exercising leadership and vision. Mr. Torkmani is a member of Concertation Montréal's "Groupe des 30," comprising 30 ambassadors from ethno-cultural groups who have experience working on boards of directors to encourage talented people to follow in their footsteps.



ARLINDO VIEIRA

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

In addition to his many years as a lawyer in private practice, Arlindo Vieira has extensive experience as a decision-maker and director in various areas of government and at the community level. Over the course of his career, he has held the positions of chief of staff for a minister's office, president of the Conseil des relations interculturelles (C.R.I.), administrative law judge with the Régie des alcools, des courses et des jeux, and chief executive officer of Radio Centre-Ville.

During his term as president of the C.R.I., Arlindo Vieira had the opportunity to work as a mediator and to manage several consultations on issues surrounding intercultural relations and diversity management, both for Québec society as a whole and the agglomeration of Montréal. As a member of the Groupe conseil sur la politique du patrimoine culturel du Québec, he also acquired public consultation experience in matters pertaining to heritage.

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

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



JOSHUA WOLFE

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

Institution.

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

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

President.

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

Term of office.

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

Term of office.

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

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

Additional commissioner.

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

List.

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

Candidates.

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

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

Disqualification.

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

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

Remuneration and expenses.

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

2000, c. 56, Sch. I, s. 79; 2001, c. 25, s. 259, s. 260.

Personnel.

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

Assignment of city employee.

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

Treasurer.

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

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

Fiscal year.

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

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

Sums made available.

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

Minimum amount.

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

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

Functions of Office.

83. The functions of the Office shall be

1° to propose a regulatory framework for the public consultations carried out by the official of the city in charge of such consultations pursuant to any applicable provision so as to ensure the establishment of credible, transparent and effective consultation mechanisms;

2° to hold a public consultation on any draft by-law revising the city's planning program;

2.1° to hold a public consultation on any draft by-law amending the city's planning program, except those adopted by a borough council;

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.

Provisions not applicable.

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

Report on activities.

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

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

Complementary document.

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

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

By-law.

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

- 1°** shared or institutional equipment, such as cultural equipment, a hospital, public educational institution, college- or university-level educational institution, convention centre, house of detention, cemetery, regional park or botanical garden;
- 2°** major infrastructures such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- 3°** a residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, a commercial or industrial establishment the floor area of which is greater than 15,000 m²;
- 4°** housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the

Act respecting the Société d'habitation du Québec (chapter S-8);

- 5°** 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.

Business district.

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

Content of by-law.

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

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

Approval by referendum.

89.1. Notwithstanding the third paragraph of section 123 of the Act respecting land use planning and development (chapter A-19.1), the by-law adopted by the city council under section 89 is not subject to approval by referendum, except, 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.

Public consultation.

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

Interpretation.

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

Applicable provisions.

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

Provisions not applicable.

However,

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

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

- 89.1.1** For the purposes of sections 89 and 89.1, if the decision to carry out a project referred to in the first paragraph of section 89 or to authorize its carrying out, subject to the applicable planning rules, is part of the exercise of an urban agglomeration power provided for in the Act respecting the exercise of certain municipal powers in certain urban agglomerations (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 14th floor. In addition to spaces for its secretarial staff, the Office also has rooms for preparatory meetings for consultations and for public hearings.

Human resources

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

Commissioners

In September 2018, the city council appointed Ms. Dominique Ollivier as president of the Office for a second 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 2019

Maryse Alcindor, Priscilla Ananian, Claudia Atomei, Isabelle Beaulieu, Mounia Benalil, Bruno Bergeron, Bruno-Serge Boucher, Nicole Brodeur, Jean Burton, Jean Caouette, Éric Cardinal, Danielle Casara, Pierre-Constantin Charles, Lorène Cristini, Alain Duhamel, Habib El-Hage, Ariane Émond, Christian Giguère, Judy Gold, David Hanna, Jacques Internoscia, Stéphanie Jérémie, Danielle Landry, Hélène Laperrière, Marie Leahey, Gaétan Lebeau, Marie Claude Massicotte, Suzann Méthot, Martine Musau, Nadja Raphaël, Danielle Sauvage, Michel Séguin, Luba Serge, Francine Simard, Jean-François Thuot, Radouan Torkmani, Arlindo Vieira, Joshua Wolfe.

For biographical notes on the commissioners, please see Appendix I 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 Website, and in other filing offices selected according to the nature of the project involved.

Public notice

After receiving the mandate to hold a public consultation and compiling the documentation file, the Office publishes a notice convening a public meeting in one or several newspapers distributed 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 Website.

The documentation file usually contains:

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

Preparatory meetings of the commission

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

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 2019



Employees

Brunelle-Amélie Bourque
Louis-Alexandre Cazal
Luc Doray
Elisabeth Doyon
Laurent Maurice Lafontant
Lizon Levesque
Élise Naud
Faustin Nsabimana
Anik Pouliot
Gilles Vézina

Collaborators

Sheba Akpokli
Eduardo Alvaro Toledo
Matthieu Bardin
Alain Benoit
Andréanne Bernier
Abdelmadjid Bourada
Laurent Canigiani
Hadrien Chénier-Marais
Reinaldo De Freitas
Joanne Gibbs
Pierre Goyer
Guy Grenier
Dylan Hervé
Marina Jolly
Ousmane Kouyaté
Marc-Olivier Lamothe
Marc-André Lapointe
Christelle Lollier-Théberge

Patrick Marais
Paul Marchand
Denise Mumporeze
Youla Pompilus-Touré
Olivier Rinfret
Gilles Rioux
Vincent Roy
Joseph Tchinda Kenfo
Marie-Odile Trépanier
Nicole Uwimana
Akos Verboczy
Henri Vézina
Stéphanie Wells
Mohamed-Ali Yanouri



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