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May 1, 2022

Ms. Martine Musau Muele
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 2021 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, 2021.

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

Yours sincerely,



Isabelle Beaulieu
President of the Office de consultation publique de Montréal

Thank you!

The Office de consultation publique de Montréal (OCPM) would like to thank all its collaborators who contributed to the promotion of Office activities in 2021.

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 which were held online, with practically no in-person meetings.

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 and make recommendations to elected officials.

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Presidente's message



The year 2021 was one of change and adaptation for the OCPM. It was a year spent consolidating its online consultation practices, with practically no in-person meetings. Holding consultations on line is challenging, and the Office ensured participation by establishing credible processes to do its work, carry out mandates, and make recommendations to the City's elected officials.

The year was also marked by the departure of Ms. Dominique Ollivier, who had been president of the institution since 2014. Her work was a determining factor

in the development and outreach of the Office. Among her other accomplishments, she diversified and multiplied the publics participating in the consultations, as well as the tools allowing the mobilization of citizen knowledge and intelligence. She left behind a strong institution that will proudly celebrate its 20th anniversary in 2022.

Armed with its 20 years of experience, the OCPM remains a leader in its field and a testing ground for good practices that inspire municipal participatory democracy as a whole in Québec.


Isabelle Beaulieu,
President

Mission and mandate

Mission

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

Mandate

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

The Charter of Ville de Montréal defines the mandate of the OCPM as follows:

Section 83

- 1°** to propose a regulatory framework for the public consultations carried out by the official of the city in charge of such consultations pursuant to any applicable provision so as to ensure the establishment of credible, transparent and effective consultation mechanisms;
- 2°** to hold a public consultation on any draft by-law revising the city's planning program;
- 2.1°** to hold a public consultation on any draft by-law amending the city's planning program, except those adopted by a borough council;
- 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 stipulate 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 specifies 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 issues involving by-laws are usually given under section 89, while amendments to the Master Plan and the examination of plans and policies 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.

The Office held many consultations again in 2021, despite the pandemic. The meetings were held using the COVID-19-adapted method we developed in 2020, which was presented in last year's annual report. Therefore, our work essentially consisted of virtual consultations, complemented, however, with outdoor activities and reflection workshops featuring maps and mock-ups, in addition to virtual workshops. Furthermore, we continued to make available postal kits allowing citizens without easy Internet access to receive the basic documentation, complete with a postpaid envelope and instructions enabling them to ask a question or express an opinion in writing or over the telephone. We also organized

guided walks for the consultation on the Saint-Ferdinand sector, which we will talk about further on, and guided visits of the site for the file on the redevelopment of the former Royal Victoria Hospital, which will also be addressed in that section of the report.

To ensure the success of our consultations and participation by as many people as possible, we also focused on major mobilization efforts.

In fact, the lockdowns and partial and/or total reopenings, isolation and emergence of mental health issues and remote-working, shutdown of activities and closing or shorter opening hours of numerous community organizations all had a major impact on our practices and activities.

Faced with that situation, the Office innovated and diversified its channels to reach as many citizens and organizations as possible and get them interested in our activities and processes. Many actions were taken, including the redesign of the newsletter, the organization of Facebook events, and the mobilization questionnaire used to solicit public participation. We also employed the Internet sites of various institutions and organizations as well as directories of available Internet resources to draw up our mobilization lists.

Moreover, when the situation allowed, we went door-to-door to raise citizens' awareness not only of the issues of participation, but also of the importance of their opinion in the context of the current pandemic. In certain instances, flyers were distributed in public venues and posters were put up in parks and nerve centres.

In terms of specific mobilization activities, we stepped up our solicitation of organizations by sending out personalized e-mails at every step of every consultation to invite them to participate. That was followed by systematic telephone calls and individualized follow-up. When necessary, we called on heads of relevant community networks according to the issues, territories and projects involved. In many instances, a number of groups and organizations accepted to relay our publications and other mobilization messages on their Facebook page. In cases where organizations were not in a position to return our calls or e-mails, we used social networks (Facebook and Messenger) to solicit their participation.

With respect to the public consultations themselves, three projects initiated in 2020 were concluded in the first months of 2021 with the publication of consultation reports.





Îlot Sainte-Catherine Ouest

The first, beginning at the end of August, had to do with a project in the Shaughnessy Village sector of the borough of Ville-Marie. The public consultation focused on amendments to the Master Plan targeting heights and densities allowed in the borough. Those amendments had two objectives. On the one hand, an increase of the construction height permitted for 1920-1940 Sainte-Catherine Street West, to allow the construction of a 14- and 15-storey building to comprise 200 rental-housing units and commercial spaces on the ground floor. The second amendment aimed to reduce the density and height allowed in the area next to Shaughnessy Village to ensure the preservation of the dominant older built environment in the area in question.

The mandate entrusted to the OCPM was voted on by city council on February 24, 2020, a few weeks before the onset of the COVID-19 pandemic. The situation forced the Office to suspend its activities and modify its consultation calendar. The consultation activities planned for March were finally carried out starting in the month of August, in an essentially virtual and effective format eliciting the participation of citizens, groups and businesses alike. The commission received 19 briefs, heard seven presentations during the hearing of opinions and received 52 opinions on line. The virtual sessions allowed many citizens to express themselves and were viewed more than 1400 times.

The commission submitted its report on January 26, 2021, and noted that the public consultation brought to light the

difficulty of addressing two different amendments to the Master Plan at the same time. The borough's intention to achieve a level of coherence by proposing a lowering of heights and densities in the area to protect the built heritage, while also proposing an increase applicable to a particular real estate project, was not well understood.

A number of participants who spoke underscored the inconsistency of the borough's intentions. Some interpreted it as bargaining: acceptance of the Îlot Sainte-Catherine Ouest project in exchange for lower height and density limits in Shaughnessy Village.

The commission recommended that the construction of the Îlot Sainte-Catherine Ouest real estate project be approved. The project would help to consolidate a destructured segment of Sainte-Catherine Street, and improve the commercial artery and pedestrian experience. The public consultation regarding the changes to height and density limits in the sector in question was of less consequence. The commission is concerned with heritage protection and enhancement, which is why it would like to see a more thorough diagnostic of the problem, as it develops in the sector, and a clearer correlation with solutions used to deal with it.

Des Faubourgs Special Planning Program (SPP)

The second project involved the examination of a Special Planning Program, the des Faubourgs SPP, in the eastern portion of the Ville-Marie borough. The SPP stemmed from the upstream consultation that the Office held last year on that same territory. The one that was the subject of the consultation extends from Saint-Hubert Street to the west to Fullum Street to the east, and from Sherbrooke Street to the north right down to the river. The sector contains some areas that are already densely built, but also some to be redeveloped, such as the sites of the Molson/Coors brewery, Radio-Canada, and porte Sainte-Marie.

The borough is proposing a vision integrated into the surrounding area that aims to consolidate the territory, perpetuate the social, heritage and architectural identity of the neighbourhood, and promote a living environment that is pleasant, sustainable and respectful of the environment. The SPP aims to open up the des Faubourgs territory by re-establishing links with the river and adjacent neighbourhoods, including Old Montréal and the east end of downtown, and to carry out major interventions on public property, especially in terms of improving insertion conditions for accesses to the Jacques-Cartier Bridge.

The real estate potential of the sectors to be repurposed is estimated at 7500 new residential units. The economic uses could lead to the creation of 15,000 new jobs.



The consultation was held from August to November 2020. Given the context of the COVID-19 pandemic, the OCPM established an adapted consultation process in a number of phases to allow the greatest possible number of people to become informed and provide their opinion on the orientations and intervention strategies proposed by the borough. Those orientations pertain to:

- Living environments: social mix, diversity of uses and services, maintenance of a percentage of affordable housing units and other spaces, and conditions conducive to community life;
- Urban fabric and mobility: improvement of active and public transportation, reconciliation with significant road traffic;
- Built environment and urban structure: preservation and enhancement of the built heritage;
- Environment: resilient networks and developments;
- Implementation: steps for completion, City interventions, regulatory tools, governance and follow-up.

More than 3900 participations were recorded over the course of the period in question, with the commission receiving some 140 written opinions and 780 responses to the online questionnaire. The report was made public on March 4, 2021.

The participants expressed their wish to make the area a complete, diverse and quality living environment. That includes consolidation of the urban fabric, heritage development and enhancement, and the creation of quality public facilities and spaces. The majority of those who spoke asked for healthy and affordable housing, even in the absence of a consensus regarding height limits.

In light of the numerous comments and suggestions, the commission made 42 recommendations to refine the SPP. Many have to do with improving the supply of social, community and affordable housing. With regard to mobility, the recommendations aim to reduce traffic, create safe conditions and accord priority to pedestrians and cyclists, and improve parking management.

In terms of the built environment, the commission considers heritage preservation a priority issue, and is in favour of clarifying the regulatory approach and height limits south of the territory in question. While heritage preservation is at the heart of its concerns, the commission also focused on other subjects, including economic development and governance. For each of those themes, it recommends increased dialogue between stakeholders and public authorities.

School and public facilities in Griffintown

The third consultation, held by the OCPM between the months of October 2020 and March 2021, dealt with regulatory amendments in the Sud-Ouest borough. The amendments aimed to provide for the construction of a preschool and primary school in combination with a social-housing building, thereby forming a mixed project, and for the establishment of a pavilion in Bassin-à-Bois park, in conjunction with a refrigerated skating rink. The spatial constraint resulting from the addition of a school to the initially planned residential building led the developer, Bâtir son Quartier, and the Sud-Ouest borough to propose the connection of the two buildings via a superficiary property.

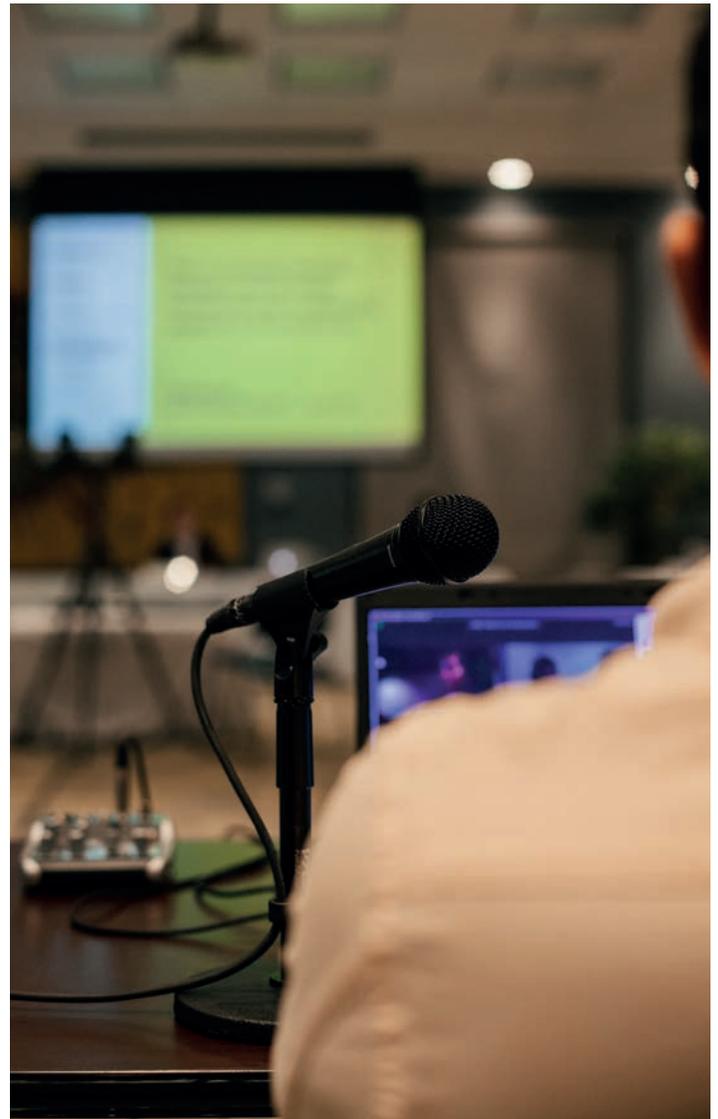
Moreover, as the projects are located in the Bassins du Nouveau Havre (Griffintown) sector, which is subject to a by-law adopted under section 89 of the Charter of Ville de Montréal, one provision consisted in removing the obligation to include parking for any residential project within the sector. The developer and the borough announced their intention not to include any parking for residents of the building or for the school.

The consultation was held entirely on line. The virtual information and question-and-answer sessions generated over 1300 views, live or delayed. Almost 100 people asked questions or expressed an opinion.

For the school and the pavilion alike, the participants' suggestions aimed to develop welcoming and lively premises that would contribute to the wellbeing of all neighbourhood residents, on both a physical and relational level.

The commission noted the high expectations of participants regarding the school project, and their connection with a number of challenges identified in the Griffintown neighbourhood. Despite a reduced number of classes, it was requested that the main schoolyard offer green spaces as well as spaces for physical activities and family get-togethers, and that the establishment allow people to use its premises for community activities outside of school hours. Recognizing the conformity of those requests with the new orientations of the MEES, the commission recommended that the adjoining Bassin-à-Gravier park be used for the creation of a park-school, and that the borough and the CSSDM make the most of a municipal school agreement on the use of school facilities by the community. Concerning the connection of the buildings, the commission recommended that it be carried out in bold fashion, in terms of both the architecture and layouts.

The proposal relating to parking is the only one that the people who expressed an opinion did not agree with. Most of them were worried about the impact of the mixed project on the search for parking in the area, seen as arduous, and on the recruitment of staff for the future school. The commission recommended that indoor parking accessible to school staff be integrated into the residential project, and that the regulatory amendment regarding parking be suspended until such time as the neighbourhood's offering of affordable



shops and services, greening, quality of active mobility routes and public transit supply rendered the use of private vehicles unnecessary.

Lastly, participants were very receptive to the idea of setting up a pavilion in Bassin-à-Bois park taking into account the winter season. The proposals put forth aimed to strengthen the vocation of the pavilion as a meeting place, maximize the canopy, and make pathways to the park safer, which the commission supported through its recommendations.

In 2021, the Office initiated and completed the following four consultation files.



Mountain campus of the Université de Montréal

A mandate was given to the OCPM in December 2020 to carry out a public consultation on the regulatory framework for the draft Master Development Plan (MDP) for the mountain campus of the Université de Montréal and its affiliated schools, HEC Montréal and Polytechnique Montréal. The university wished to adopt a new Master Plan to replace the one that had been in effect since 1995.

The project aimed, among other things, to set out the university's vision for the development of the campus as well as the development principles to be applied there, and to provide a framework for the expansion potential of a number of pavilions. As it is located within the boundaries of the Mount Royal heritage site, the draft Master Development Plan for the mountain campus called for concerted planning aimed at reconciling the development needs of the institutions located on the mountain with the protection and enhancement of the latter's heritage features. The planning translated, in actuality, into the adoption of two by-laws that, combined with the collaborative arrangement, would form the new regulatory framework for the site.

Owing to the COVID-19 pandemic, all of the activities were held on line. The consultation was launched, on February 10, with the broadcasting of video presentations of the draft Master Development Plan by the Université de Montréal and of the accompanying regulatory framework by the City of Montréal. This was followed by the live broadcast, on February 24, of the question-and-answer session, complete with a phone-in component. During the session, representatives of the City of Montréal and the university answered citizens' questions submitted in advance or live over the telephone. The videos of the sessions remained available for delayed viewing. Then, the opinions period continued until April 5.

The participants had the option of submitting their opinions on line, sending them in by mail, or answering open thematic questions on the Web site or on the form in the postal kit. The consultation activities ended with the holding of two virtual hearing-of-opinions sessions, on March 23 and 24.

The commission received some 40 questions from about 20 people during the information stage, in addition to 743 responses to the introductory questionnaire. The commission also received 59 opinions, 11 of which were presented before the commissioners. The videos of the consultation were viewed almost 1700 times, for a total of approximately 2500 participations.

According to the commission, the project provides an accurate reflection of the issues that the university is now facing, i.e. heritage, sustainable development and Indigenous recognition. It also takes into consideration a long-term space deficit in view of demographic and competitive issues, but also of the constraints of bringing buildings up to code, as well as the preservation of Mount Royal's natural, landscape and built heritage. It is with those realities in mind that the commission, subject to a few adjustments with respect to natural heritage preservation and sustainable development, and to the completion of complementary studies on certain potentials for expansion, recommends the adoption of the two by-laws that will allow the realization of the MDP. It also makes some 20 additional recommendations to strengthen certain elements, ensure consistency with the City's major orientations in matters pertaining to the protection of Mount Royal, identify the approach for Indigenous recognition, and promote greater permeability between the university campus and its insertion environment, both in terms of physical developments and its relationships with neighbouring communities.

Development of the Louvain Est sector

Between the mandate received in January 2021 and the submission of the report the following August, two other draft by-laws were the object of a public consultation: one authorizing the construction, transformation and occupation of buildings for primarily residential purposes in the area bounded by Saint-Hubert Street, de Louvain Street East, Christophe-Colomb Avenue and the CN railway right-of-way in the borough of Ahuntsic-Cartierville; the other aiming to confirm those amendments in the City's Master Plan.

The Louvain Est project, under those by-laws, aims to repurpose a former municipal utility yard into an eco-neighbourhood comprising between 800 and 1000 affordable housing units, 7000 square metres of public space, a food hub, a civic and community hub, and an institutional hub comprising a school, a childcare centre and a third-place library. The various hubs would act as a laboratory for the mutualization of resources and facilities, transitional occupation of spaces, and shared governance. The planning for the site is ensured by the Bureau de projet partagé (BPP), a tripartite entity comprising the City of Montréal, the borough of Ahuntsic-Cartierville and the Table de concertation Solidarité Ahuntsic. Various joint-action activities held prior to and following the creation of the BPP allowed the integration of public opinions into the development proposal. While indicating that other governance options could be considered, the BPP submitted the idea of entrusting the management of the future neighbourhood to a social utility land trust.

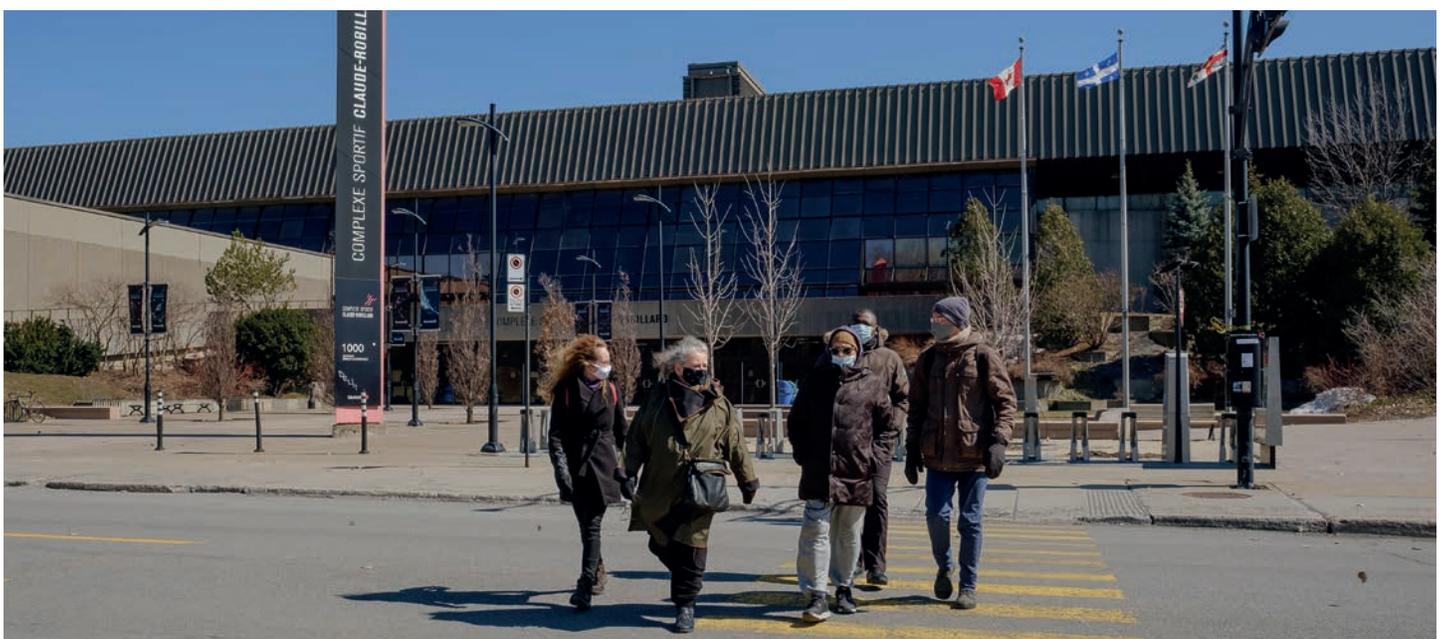
The Louvain Est project was enthusiastically received by the majority of participants, who welcomed its ecological innovativeness, and its inclusive nature that responds to major social and affordable housing needs in Montréal and in the borough of Ahuntsic-Cartierville. The joint-action work completed upstream and the act of including citizens in the planning process were also applauded. The mutualization was seen as an excellent means of providing services in projects involving housing and public facilities, and the social utility

land trust as the best way to protect the site from speculation and avoid having its development carried out piecemeal.

Both the groups and the citizens found some elements of the project more difficult to accept, including heights and housing density, which stand out from those in the surrounding area, the number of parking spaces planned for the site, deemed insufficient, and the impact that the Louvain Est project could have on traffic and parking availability in the sector. Furthermore, many shoreline residents believed that the percentage of social housing on the site was too great, and that this could adversely affect the project's socio-economic mix, and even lead to the creation of a ghetto with the neighbouring HLM.

While being sensitive to the concerns of the neighbouring population and aware that there are few eco-neighbourhoods in Montréal to serve as models, the commission recommended the adoption of the regulatory amendments allowing the realization of the project. It made some 30 recommendations aiming to promote the achievement of objectives set out by the BPP, especially those of creating an inclusive and sustainable neighbourhood whose development is based on participatory democracy, stimulating a modal transfer towards active transportation, and facilitating the integration of the future neighbourhood into its sector, notably from a commercial standpoint.

The consultation was held virtually. Over 1400 people viewed the various steps, and some 150 questions were sent to us. The commission received 172 oral and written opinions, and took into consideration the responses of some 700 responders to the online questionnaire.





37 written opinions, four of which were accompanied by presentations, in addition to 87 responses to the online questionnaire. The report was made public on July 20, 2021.

The opinions about the project are rather divided. Some believe that the height limits downtown are already too great, while others think that the project fits in well with the surrounding built environment. The same applies for architectural integration with the historic buildings. While some find that there is a balance between heritage conservation and the modernity of the tower, others are of the opinion that the new constructions contrast with and overwhelm the older sections.

The commission therefore recommends that the borough not grant the variance allowing a height of 120 metres in order to avoid creating a canyon effect along De Maisonneuve Boulevard, to preserve views of and from Mount Royal, to maintain the dominance of the spire of Christ Church Cathedral, adjacent to the site, and to harmonize the project with the neighbouring lots, where the maximum height allowed is 80 metres. It is also in favour of maintaining the current density, and recommends that the City grant all of the other requested variances. It also focuses heavily on heritage and believes that a principle of precaution should be adopted before any redevelopment work is carried out on the interior of the building, with a view to preserving and enhancing elements of interest.

Other projects that were initiated in 2021 will be concluded in 2022.

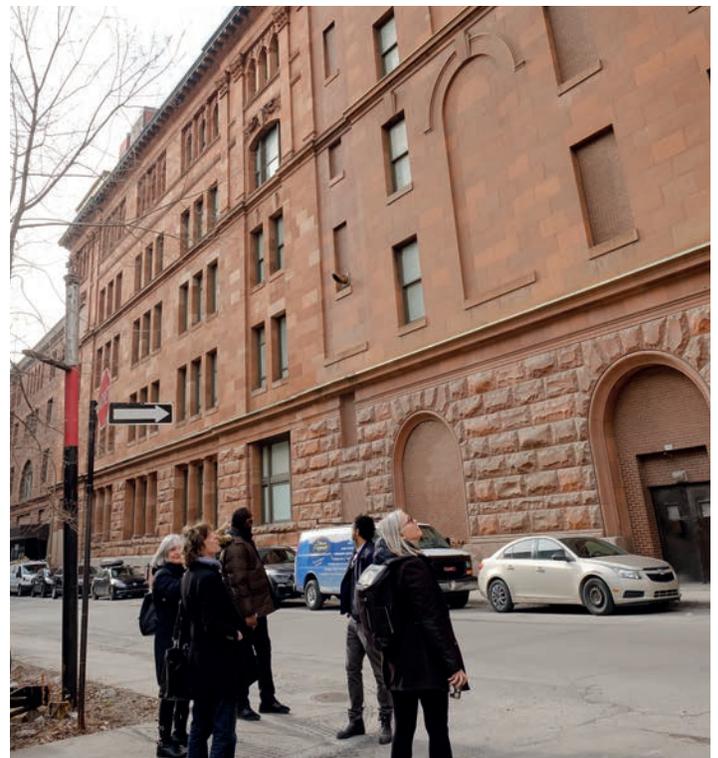
La Baie real estate project

In February 2021, the OCPM was mandated by the Montréal city council to hold a public consultation on the La Baie real estate project. Located at 585 Sainte-Catherine Street West, the site of the La Baie store is bounded by Sainte-Catherine Street West, Union Avenue, De Maisonneuve Boulevard West, and Aylmer Street.

The project aims to demolish the latest addition to the store, along De Maisonneuve Boulevard, to allow the construction of a 25-storey office tower. The project would be 120 metres high, and it would have a Floor Area Ratio (FAR) of 10.4. Those figures are not in keeping with the height and density limits prescribed by both the Urban Planning By-law of the borough of Ville-Marie (01-282) and the Montréal Master Plan, which limit the FAR to 9 and the maximum height to 65 metres.

The project also derogates from other provisions, such as an office use on the ground floor on De Maisonneuve Boulevard, the opening of a coffee shop terrace, parking rules, and number of loading docks. According to the City, the addition of more than 60,000 square-metres to a commercial building points to an attractive downtown area, and the project would contribute to the preservation and enhancement of the original building.

An information session was held on April 14, followed by a question-and-answer session on April 28, with borough representatives and developers. The consultation activities ended with two hearing-of-opinions sessions, on May 18 and 19, 2021. They provided an opportunity for all those wishing to present their opinions to the commission to do so. More than 1500 participations were recorded. The commission received





Development of the Saint-Ferdinand sector

On April 28, 2021, the OCPM was given a mandate to hold an upstream consultation on the Saint-Ferdinand sector. The Sud-Ouest borough wanted to lead a collective reflection on the future of that sector of the Saint-Henri neighbourhood, covering an area of some 54,720 square metres, bounded by Notre-Dame Street West, Saint-Ferdinand and Saint-Ambroise Streets, and the Canadian National (CN) railway tracks. It is occupied by large properties offering potential for development or consolidation for residential or employment purposes.

The consultation aimed to define guiding principles to structure the development of real estate projects on the site.

At 257 Saint-Ferdinand Street, there is a mostly vacant property of approximately 23,000 square metres, the greater part of which is located behind residential properties. It extends to Louis-Cyr park and the Canadian National (CN) railway right-of-way. Some parts of it are occupied by commercial activities or outdoor storage. According to the borough, the property offers strong residential development potential and is subject to a pre-emption right for social housing purposes.

A site occupied by commercial and industrial activities is located at 4035 Saint-Ambroise Street, at the corner of Saint-Ferdinand Street. On the property, which has an area of approximately 16,770 square metres, there are storage spaces recently transformed into commercial lofts housing a variety of activities as well as large ground-level parking lots. The site offers a consolidation potential for employment and, to a lesser degree, residential purposes. Depending on circumstances, the redevelopment of Louis-Cyr Street is conceivable.

A wholesale store and warehouse (Aubut distribution) is located at 3975 Saint-Ambroise Street, at the corner of the

railway right-of-way. The area of the property is approximately 4,100 square metres, and it also has a ground-level parking lot in the front. No redevelopment is planned for the short term.

The Louis-Cyr park, with an area of 11,885 square metres, provides space for a variety of sports and recreation activities, including water games. There is also a dog park at the back of the site.

At the prospect of an upstream consultation on the Saint-Ferdinand sector, the Sud-Ouest borough would like to achieve three objectives:

1. Define together the development vision for the sector;
2. Ensure social acceptance of the development;
3. Achieve an exemplary development consistent with an ecological transition.

The first objective, pertaining to a development vision for the sector, consists in defining an overall image of the latter based on the population's expectations and needs. The second objective is to define the conditions for the acceptance of potential developments. The last objective concerns the ecological transition and refers more specifically to the three pillars of sustainable development (economy, society and environment) in order to ensure that potential developments are in line with them.

The people who spoke expressed a multitude of diverse opinions regarding the development vision and future of the Saint-Ferdinand sector. The participants in citizens' contributory activities set out their wish for a social mix and mix of uses. The social mix refers to a residential vocation in the sector offering a fair number of social and affordable housing units. The mix of uses concerns the coexistence of the area's various functions: residential, commercial, light industrial and public facilities. Also, a large number of

proposals suggest a vocation geared to public space, in the form of a park or green space.

The consultation was held during the COVID-19 pandemic, in a lockdown-lifting phase for Québec and the Montréal metropolitan area. Taking into account the evolution of health measures in effect, the OCPM established a process involving both virtual and in-person activities.

A step focusing on communication and mobilization included the launch of the consultation's Web page on the OCPM Internet site, the announcement of the consultation on various social networks (Facebook, Twitter, Instagram), the sending of newsletters to individual and group subscribers, as well as the distribution of approximately 7800 flyers around the Saint-Ferdinand sector.

The page on the consultation included all the documentation provided by the Sud-Ouest borough. In addition to that documentation, the OCPM made available on the consultation Web page some documents and useful links to support groups and individuals in their reflection process.

Following the above, the commission held meetings with various stakeholders. A summary of those meetings was then produced.

A virtual information session took place on June 9, 2021. It allowed the OCPM to present its process as well as an explanatory video produced by the Sud-Ouest borough describing the issues and objects of the upstream consultation. The session also provided an opportunity to present the next steps of the consultation process.

Creative workshops were organized on Wednesday, June 16 and Thursday, June 17. The meetings were open to all upon registration. The workshops were held on a zoom platform, and the activity included three steps. Firstly, the OCPM reiterated the objective of the consultation and presented an outline of the territory in question. Then, groups of four or five people were formed on a random basis and accompanied by an OCPM facilitator. A creation tool developed by the OCPM on the Jamboard platform enabled participants to make development proposals on a whiteboard. Lastly, a plenary meeting comprising the participants and commissioners completed the activity, providing an opportunity to discuss the proposals set out on the whiteboards. The two workshops were the subject of a report made available on the OCPM Web site.

Between June 29 and August 18, 2021, the commission also held, by invitation, round tables on various topics related to the Saint-Ferdinand sector. The round tables were the subject of reports made available on the OCPM Web site.

We were able to hold two in-person activities during the summer of 2021 by respecting the health measures in effect at the time. The workshops, which took place on July 18 and August 18, 2021, aimed to gather the opinions of the population on the vision for the future of the Saint-Ferdinand

sector. The creative workshops were held at Louis-Cyr park, at the heart of the sector, and were open to all.

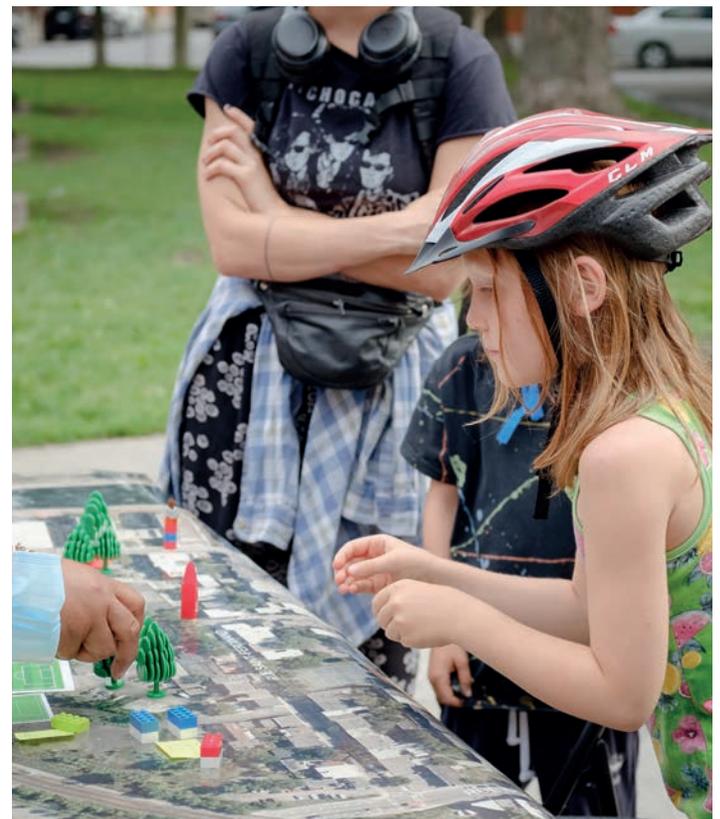
During the same activity, upon registration, the OCPM offered the population an opportunity to participate in an exploratory walk focusing on the history of the sector and its immediate neighbourhood. The walk was organized by the Société d'histoire de Saint-Henri and covered the sector's points of interest.

In total, 33 people participated in the activities on July 18, for a total of seven workshop tables, while 28 people took part in the exercise on August 18, totalling 12 workshop tables.

The population had from June 9 to 21, 2021, to send in questions to the Sud-Ouest borough via an online form or voice mailbox. Four people submitted a total of nine questions, which were sent in writing to representatives of the Sud-Ouest borough. The answers provided are available on the OCPM Web site.

On September 1, the OCPM held a virtual evening devoted to summarizing the contributions that had been collected from citizens since the information session on June 9.

The commission then continued its reflection process and finished writing the report, which was submitted on January 10, 2022.





MIL Montréal Campus

The OCPM held a public consultation on a draft amendment to By-law 06-069, adopted under section 89 of the Charter. The by-law provides a framework for the development of the MIL Montréal site in the borough of Outremont. The regulatory amendments involved three subjects. The first has to do with the construction of a primary school on Thérèse-Lavoie-Roux Avenue, on a lot whose shape would require that the school be permitted to use part of the adjacent neighbourhood park as a schoolyard during school hours. In return, the Centre de services scolaire Marguerite-Bourgeoys would make available some of their premises to the community outside of school hours. The second involves an increase in the densities allowed on one of the Université de Montréal lots, where a digital intelligence innovation centre would be erected. Lastly, the regulatory amendments call for the removal of the Atlantic sector from the territory of application of By-law 06-069, with a view to having it be subject to the by-laws of the borough of Outremont.

Because of the pandemic, all of the activities were held virtually. Firstly, the information session was webcast on September 2 and remained available on various platforms. Afterwards, the question-and-answer session was held, in virtual format, on September 16. During that session, representatives of the City of Montréal, the borough of Outremont, the Université de Montréal and the Centre de services scolaire Marguerite-Bourgeoys answered citizens' questions posed in advance or live over the telephone. At that stage, the Office received some 100 written questions from approximately 30 people, as well as a phone call during the live phone-in component. Then, the opinions phase continued until October 24. The commission received 20 written briefs, two of which were presented at the hearing-of-opinions session on October 19, and three additional oral presentations were made that had not been the subject of written briefs. Moreover, a total of 60 opinions were submitted on line. The sessions (information, question-and-answer and hearing-of-opinions) were viewed more than 613 times. The analysis and drawing up of the report will be completed in 2022.

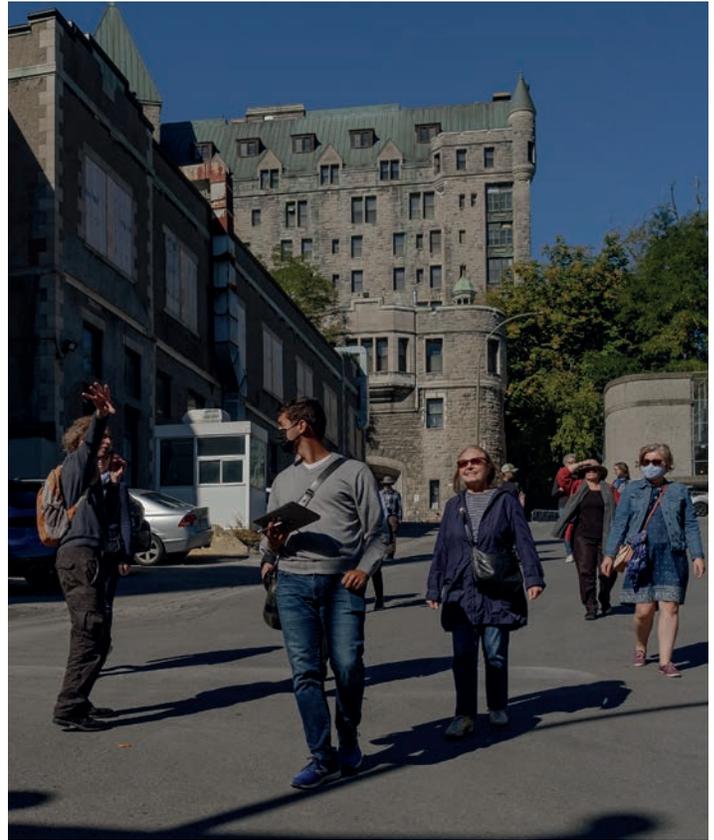
Redevelopment of the site of the former Royal Victoria Hospital

In June 2021, the OCPM was given a mandate to conduct a public consultation on the repurposing of the site of the former Royal Victoria Hospital and Allan Memorial Institute.

The Québec Government is seeking to redevelop the site, left largely vacant by the consolidation of McGill University Health Centre (MUHC) activities at the Glen site in 2015.

The draft Master Development Plan submitted for consultation includes a vision for the overall site as well as orientations and objectives concerning the built environment, landscape, mobility and infrastructures. A description of the concept of McGill University's New Vic project is also included in the overall planning. As it is located within the boundaries of the Mount Royal heritage site, the draft Master Development Plan for the site of the former Royal Victoria Hospital, which is the object of concerted planning by the City, the Société québécoise d'infrastructures (SQI), the ministère de la Culture et des Communications and McGill University, led to the drawing up of two draft by-laws and a collaborative arrangement.

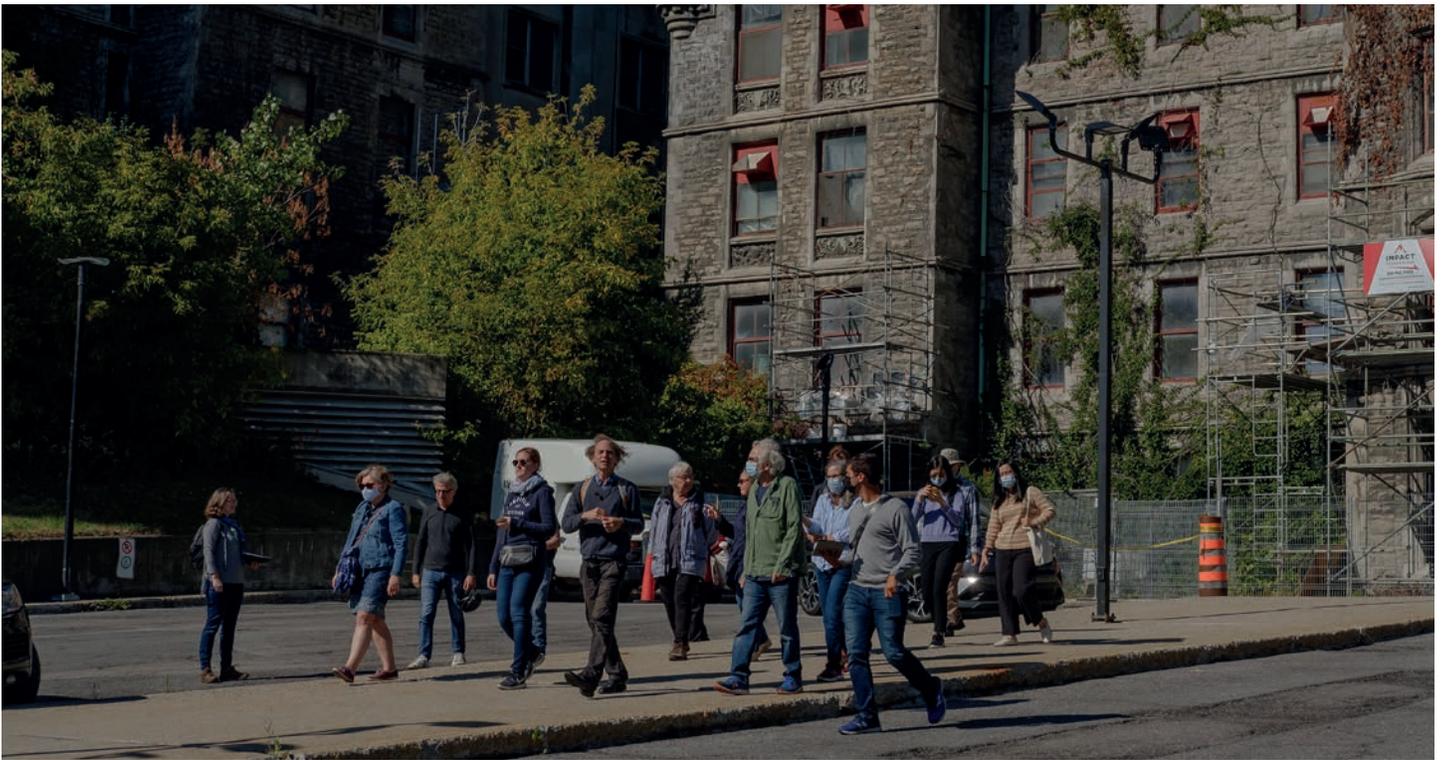
The first draft by-law deals with the demolition, construction, transformation and occupation of buildings, as well as the development of outdoor spaces on the site of the former Royal Victoria Hospital. The second draft by-law aims to modify the land-use designation as well as a number of maps (maximum heights, building density, targeted properties, and protected natural and green spaces) of the Master Plan and its complementary document.



Owing to the COVID-19 pandemic, all of the activities were held virtually. The consultation was launched on September 8 with the broadcast of video presentations of the Master Development Plan by the Société québécoise des infrastructures (SQI), of the New Vic project by McGill University, and of the regulatory framework by the borough of Ville-Marie and the City of Montréal. Afterwards, the question-and-answer session comprising a phone-in component was broadcast live on September 23. During that session, representatives of the City of Montréal, the SQI and the university answered citizens' questions, which were posed in advance or live over the telephone. Afterwards, the videos of the sessions remained available for delayed viewing. The opinions period then continued until November 21. The participants had the option of submitting their opinions on line, sending them in by mail, or answering open thematic question on the Web site or on the form in the postal kit. The consultation activities ended with the holding of six virtual hearing-of-opinions sessions, on November 10, 11, 12, 15, 19 and 22. A series of guided tours as well as a virtual tour were organized for participants wishing to familiarize themselves with the site.



In addition to answers to the introductory questionnaire, the commission received 43 questions from 21 people, as well as 203 opinions, 32 of which were accompanied by presentations before the commissioners. There were 1504 views of videos of the consultation, for a total of approximately 2397. The analysis of opinions received and the drawing up of the report are under way.



Two other mandates were also given to the Office in 2021, but did not give rise to any activities over the course of the year. The first was for a consultation about the *Projet de ville*, a vast document containing a series of proposals that the City would like to test and submit to Montrealers in anticipation of a Master Plan and mobility plan looking ahead to 2050. Its adoption is contemplated for 2023.

The second pertains to the examination of a Special Planning Program (SPP) for the Lachine-Est sector. The regulatory amendment stems from the upstream public consultation carried out by the Office for that sector in 2019.

To complete this overview, there are also two consultation files for which we do not have completion dates.

The oldest is a mandate that has been pending since 2013. It has to do with a consultation on the report of the interministerial committee on the use of redundant building 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 Montréal's executive committee.

Also, one mandate received in 2019 was not the object of consultation activities either in 2020 or in 2021. It involves a draft amendment to the by-law adopted under section 89 of the Charter dealing with a portion of the site of the former Montréal Children's Hospital. The proposed amendment involves tower 6 of the real estate project under

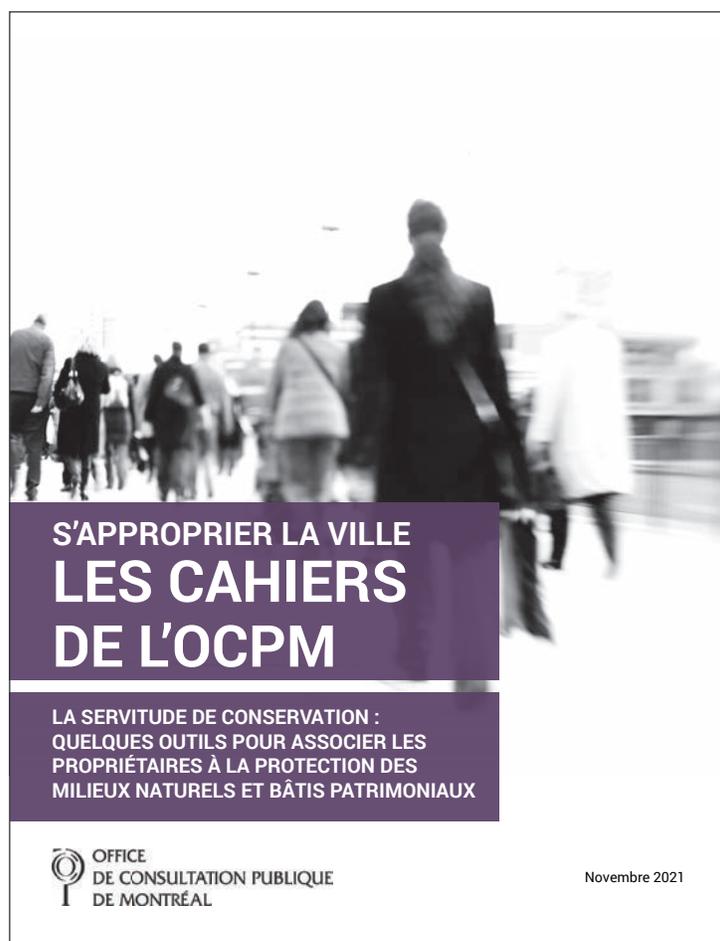
construction on that site. The Office did not receive from the City the required documentation before August 31, making it impossible to hold the consultation before the end of 2021, owing to the electoral period and the vacancy in the president's position at the OCPM.

Lastly, the support provided by the Office to the Centre d'histoire de Montréal in a new positioning process was suspended in 2020 owing to the pandemic. It should be noted that our support is the result of an accompaniment mandate given to the OCPM by the executive committee. In November, it was agreed with those responsible for the Centre, which is now known as *Mémoire des Montréalais*, that our mandate was over. The progress report produced on August 16, 2019, therefore became the final report, which was submitted to the mayor and the chair of the executive committee on November 25, 2021.

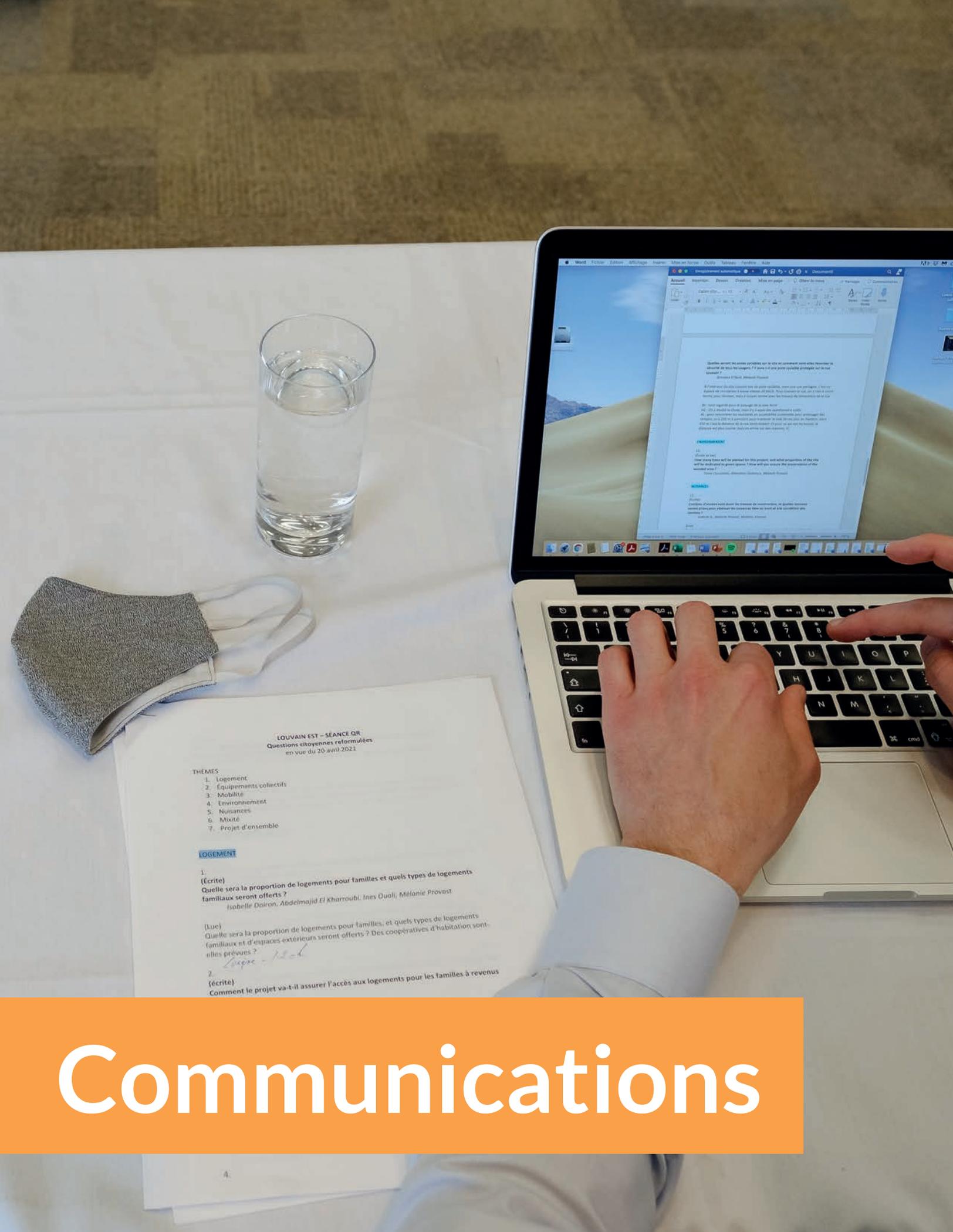
In total this year, we recorded 16,879 participations in Office activities, consisting in attending outdoor activities or guided tours, asking questions, filing briefs, and participating via the digital tools employed by the Office.

We ended the year by publishing a new Cahier de l'Office, "*La servitude de conservation : quelques outils pour associer les propriétaires à la protection des milieux naturels et bâtis patrimoniaux.*" [The conservation easement: a few tools to involve landowners in the protection of natural and heritage built environments.] The new guide on the potential of easements allows private players to contribute to heritage conservation – a problem that is not often addressed, but nevertheless important in a municipal environment. The new Cahier is available on the [OCPM Web site](#).

By publishing the Cahier, we sought to raise awareness of those instruments of protection that are useful in land-use planning endeavours requiring heritage conservation measures. It presents easements as means of conservation, gives examples both in Québec and other areas of North America, and provides a comprehensive bibliography on the subject.



Interested in this topic?
Check it out in the Publications
section of our Web site.



Communications

In 2021, the communications team and its work were marked, for a second consecutive year, by corporate and socio-technological changes. Among other things, the COVID-19 pandemic again impacted our ways of informing and interacting with citizens, community players and media.

Although many of our methods were adjusted to the reality of the pandemic in 2020, every consultation was reviewed and adapted to the field reality and the objective of the event according to health restrictions. Consequently, all of the consultations were again held partially or entirely in virtual format. Therefore, webcasting (simultaneously on Facebook and YouTube or delayed on our Web site) became the standard for information and question-and-answer sessions, and hearings of opinions. Additional options to express opinions on line and over the telephone were also developed in 2020 and perfected in 2021.

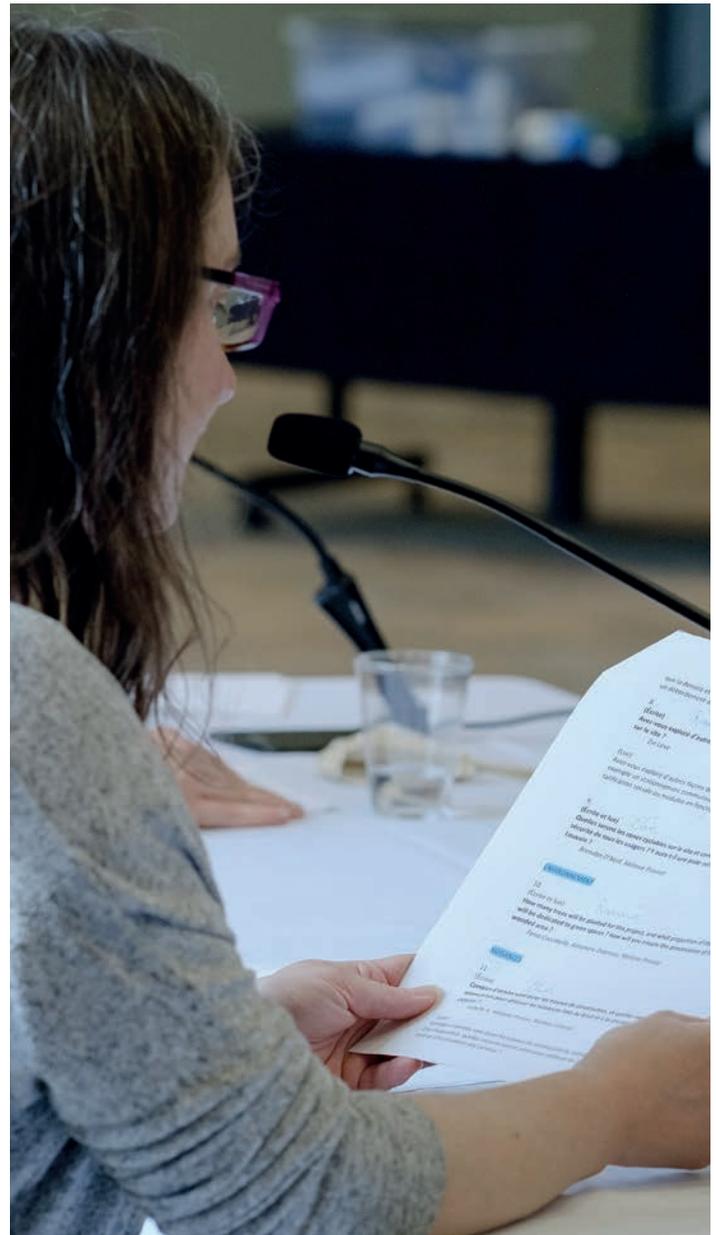
Following that virtual shift, we noted that some of the presenters were having difficulty employing the technology. Therefore, to assist developers in preparing virtual presentations, we developed a “good presenter’s guide” by creating five video capsules: Organization of Content; Popularization of Content; Introduction; Technical Guidance; and The 10-20-30 Rule. The capsules are given to the relevant organizations at the official opening of the consultation.

From a corporate standpoint, the OCPM experienced a major change in 2021: our director of communications, Anik Pouliot, left the organization after having been with us for 14 years. The change in management called for major adjustments to our daily operations, and to the strategy and vision of upcoming mandates.

That being said, our traditional communications activities were also maintained. When the OCPM holds a public consultation, it employs various means of mobilization to reach people and provide them with user-friendly, accessible information. We send out, as required, invitations directly to citizens and organizations concerned with the ongoing consultation project. Usually, the OCPM distributes an information flyer by mail announcing the consultation to those affected by a given project. Depending on the consultation, the distribution may cover between 7800 and 26,000 homes. Last year, more than 102,500 flyers were distributed in areas neighbouring projects that were the subject of consultations.

The newsletter is also a very effective means of communicating with citizens and community players. Over the course of the year, 54 newsletters were sent out. As our various distribution lists include almost 6300 concerned citizens and organizations, some 340,200 messages were delivered.

In 2021, the OCPM also published five public notices in a daily newspaper and issued 16 press releases or media invitations. Those media relations resulted in 217 mentions in newspapers (print or Web), and on radio and television.



We are also very active on our four social networks – Facebook, Instagram, LinkedIn and Twitter – comprising 17,219 subscribers, a 9% increase over the previous year. We published 120 messages and advertising campaigns on Facebook to attract public attention to steps involved in some of our public consultations. Those publications reached 532,000 people.

Lastly, the OCPM Web site, our indispensable communication tool, continues to inform citizens and groups interested in public consultations and remains a major source of important documentation on urban development. Despite this having been another year in slowdown mode, more than 56,000 unique visitors accessed the OCPM Internet site. Again this year, our visitors were almost equally divided in terms of gender (53.5% women) and covered all age categories (25% were between the ages of 25-34).

2021 in numbers

49

OCPM public
events

9

Public
consultations

981

Oral and written
opinions presented
to the commissioners

102,000+

Flyers distributed

N.B. In recent years, more and more consultations are spread over more than one year. Participations are counted in the year in which the last public activities took place.

Viewings are calculated as of December 31, 2021 and combined the statistics of all of our platforms.

12,546

Views of webcasts

4 333

Participations in
activities in person or
on line

Subscribers to our social networks :

Facebook

11,200

LinkedIn

2,348

Twitter

3,080

Newsletter

6,111



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. We also continued our co-operation with the Bureau de la présidence du conseil by holding a virtual segment of the Caravane de la démocratie. The activity allows citizens to acquire basic knowledge of all citizens' participatory mechanisms in the life of the city, which include the Office, of course, but also the services of the Ombudsman, the councils established by the City (youth, intercultural and female Montrealers), as well as the council commissions. The virtual meeting of the Caravan involved elected officials and civil society groups of the borough of Saint-Léonard.

Moreover, the Office also presented its budget before the Commission de l'administration et des finances as part of the City's overall budget review by that city council commission.



As is the case every year, meetings were held with groups of students as part of their urban planning, landscape architecture and public administration training in Montréal universities. This year, those activities, usually led by analysts' coordinator Élise Naud, were held by videoconference or in person, when health restrictions allowed.

Within the framework of its partnership with the International Black Economic Forum (IBEF), the Office de consultation publique de Montréal participated in the pilot phase of the development of the international index of the quality of life of African and African-descendent people in cities. The pilot phase targets a minimum of 27 cities in 20 countries. It involves comparative research of cities' performance in terms of the economic inclusion and quality of life of African and African-descendent people. The International Black Economic Forum (IBEF), via this participatory process, aims to identify cities that are able to create a framework facilitating the fulfillment of African and African-descendent people on their territory. The goal is to develop public policies, initiatives stemming from African and African-descendent communities and good practices that could inspire other cities to do better.

More specifically, the OCPM was involved in the mobilization and networking of partners in Africa and Europe, notably the International Observatory on Participatory Democracy (IOPD), Enda ECOPOP (Dakar), the Délégation régionale des enseignements secondaires du Littoral (Douala-Cameroon), and the political, strategic and social research unit of Dschang University (Cameroon). The Office also participated in the planning of the process and proposed a methodological process and guide for the organization of discussion groups, while being involved in the organization of a number of discussion groups in Africa.

Within the framework of that project, and in keeping with its credo "*participation without exclusion*," the Office paid particular attention to the participation of Montrealers from diverse backgrounds in consultation processes. Some constraints and obstacles to participation were identified, the objective being to diversify tools and methods to better ensure the accessibility of its processes.

The Office represents Montréal in various international forums focusing on issues of participatory democracy. The main such forum is the International Observatory on Participatory Democracy, the IOPD. The Office has been a member of the network for many years. In 2020, the Office had planned to participate in the 20th edition of the IOPD conference, which was to be held in Abidjan, in the Ivory Coast. Unfortunately, owing to unforeseen circumstances, the event was postponed indefinitely. The 20th conference was finally held in 2021, in both in-person and virtual formats. We did not participate in the in-person portion of the event, held in Abidjan as had originally been planned in 2020, but we did play an active role in the virtual portion held in late November and early December. We were able to share our new methods of participation in public consultations in the context of the pandemic and to present the advances achieved by the Office in recent years in terms of women's presence

in public consultations. In fact, since 2014, various measures have been taken that have resulted in increasing to a point of parity women's participation in our various consultations. We also participated in the virtual General Meeting of the IOPD in our capacity as member of the Observatory's governance committee.

Moreover, we maintained a presence at the association québécoise de participation publique, notably through the contribution of the secretary general as a speaker during the group's annual General Meeting.

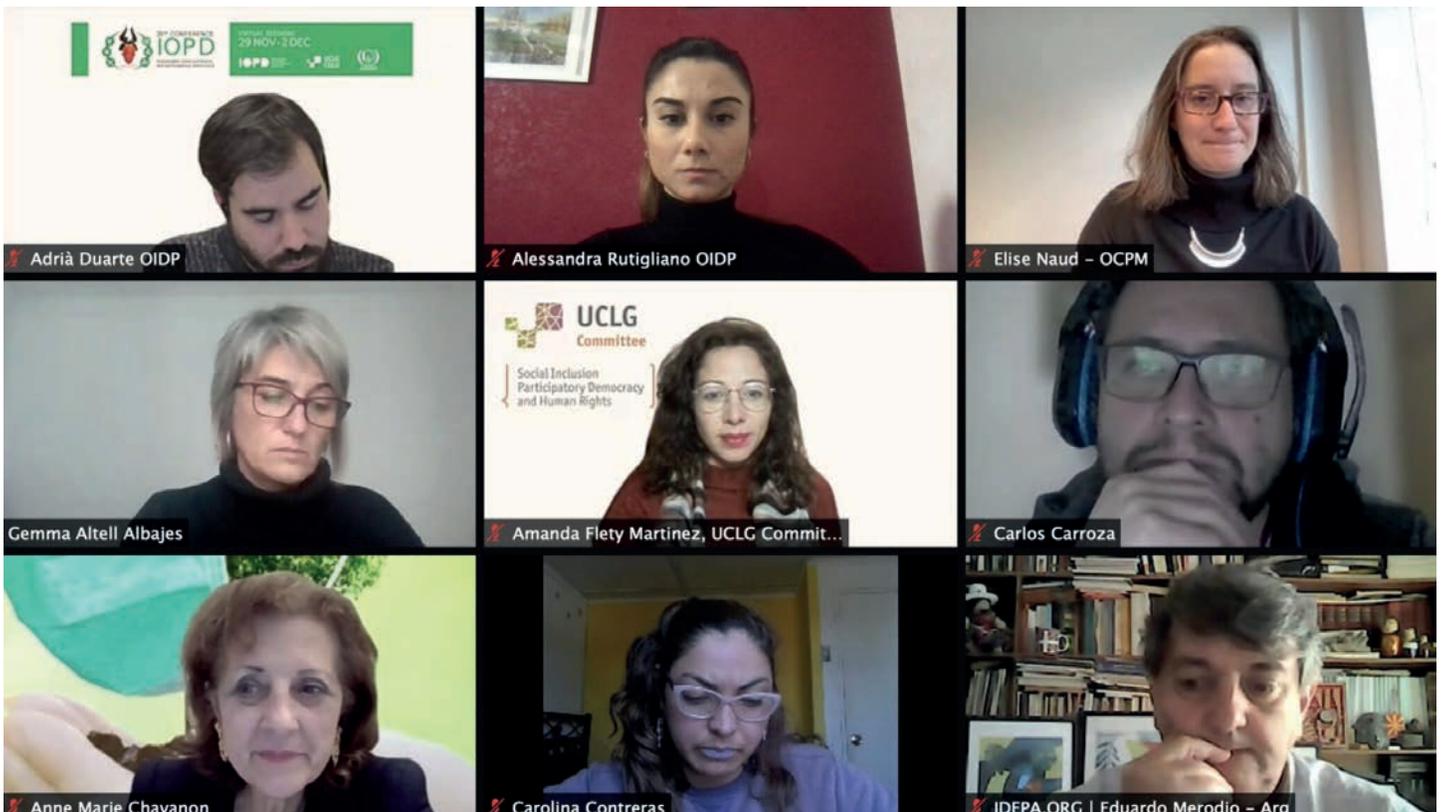
The secretary general continued to ensure the presence of the Office and represented Montréal in a work group that studies and compares the citizen participation practices of four cities: Barcelona, Madrid, Cordoba in Argentina, and Montréal. The process is under the responsibility of the World Association of Major Metropolises, Metropolis, of which Montréal is a founding member. The work group was particularly active in 2021. A virtual seminar on the case of Madrid was held in May, one on the OCPM took place on June 8 last, and a final one on the participatory budget of the City of Cordoba, Argentina, was held on November 3.

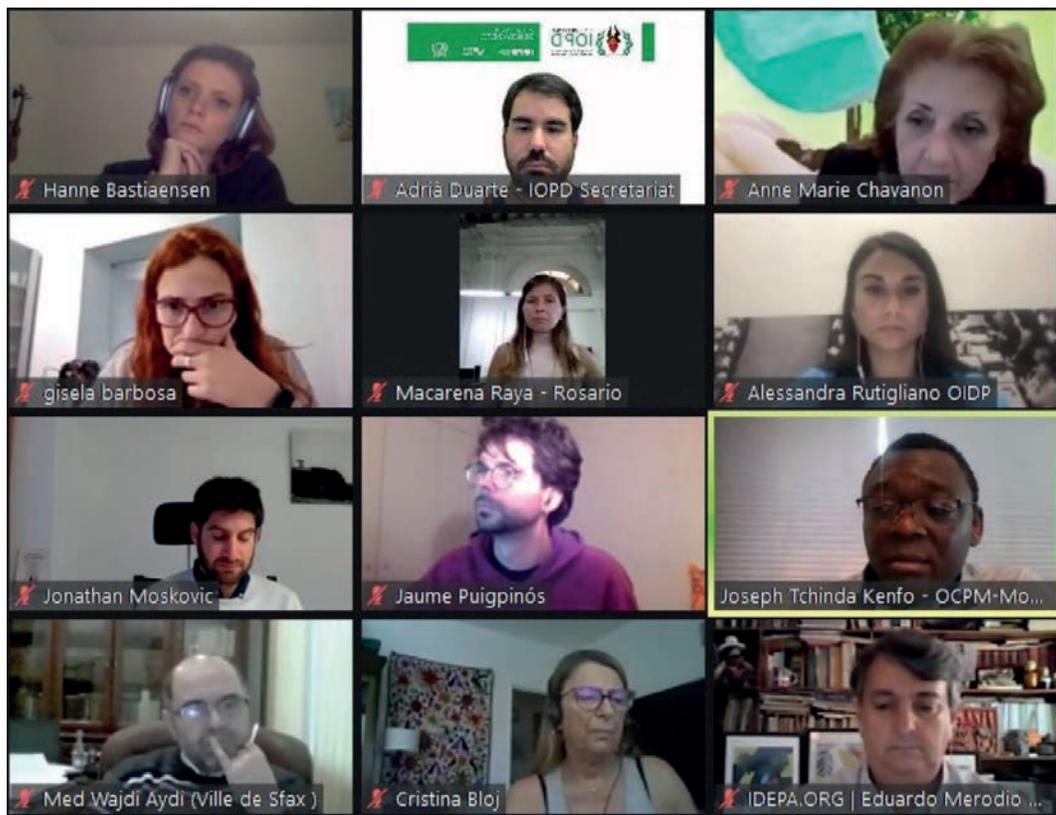
Over the course of the summer, the group also drew up files on each of the four participating cities. For the file on Montréal, interviews were held with Sophie Mauzerolle, the elected official responsible for the OCPM on the City's executive committee, and with Luc Gagnon, the director of the City of Montréal's urban planning and mobility

department. A discussion workshop was also held on the Montréal community's perception of the OCPM and its work. It provided a forum for discussions among Martin Galarneau, an associate with the TGTA real estate developer, Laurence Bherer, a professor of political science at the Université de Montréal, Kathryn Travers, a development officer at Concertation Montréal (MTElles), and Dinu Bumbaru, a policy director at Héritage Montréal. We would like to thank all of those people for their time and willingness to participate in the project.

Lastly, a workshop with representatives of the four cities was held on November 4. It dealt with participatory democracy in a metropolitan context and contributed, in addition to the presence of the Office through the participation of Élise Naud, analysts' coordinator, the expertise of the Bureau de la présidence du conseil municipal.

The president of the OCPM also participated in a number of activities and events, largely on a virtual basis, as a contribution on the part of the Office. She ensured the presence of the OCPM on the occasion of a presentation at the 9th référentiel (conference) of the Opération Partage of the Groupe d'expertise pour le développement des cités interculturelles au Québec, the GEDCIQ, whose objective is to consolidate and develop expertise in matters pertaining to immigration and intercultural relations in municipalities, local organizations and all other institutions concerned. The cooperation with the OCPM was carried out in two phases. The first involved a presentation of the conclusions





of the report on the consultation on systemic racism and discrimination under City jurisdiction, and the second dealt specifically with the connection among the reception of immigrants, integration and social development.

The president was also invited to share her vision of the metropolis and its issues in light of her personal and professional experience at a conference in the series **Montréal vu par.../Montréal as seen by...** The series of conferences is presented in cooperation with the Association des étudiant.e.s en études québécoises, the Programme d'études sur le Québec and McGill's Institute of Canadian Studies.

The Institut de la Concertation et de la Participation Citoyenne (ICPC) held a meeting on cooperation in the ecological transition, as part of a discussion series. The activity took the form of a round table, and aimed to examine, from an international standpoint, the way in which cooperation and citizen participation contribute to territories' leaning towards ecological transition. On that occasion, the president gave a presentation on consultations stemming from the right of initiative of 2016, Vert Montréal, and shared her observations on the inclusion of environmental issues in citizen contributions that have been made since that time.

Moreover, at the request of the right-of-initiative petitioners that led to the consultation on systemic racism and discrimination under City jurisdiction, the president presented, to a follow-up group set up by the organization, the conclusions of the report as well as the various follow-up mechanisms for recommendations brought to our attention.

Within the framework of a debate on the Parisian metropolis organized by the Syndicat Paris Métropole, the president of the OCPM gave a presentation on the operations of the Office and on its impact on participatory democracy in Montréal. The discussion, notably with elected officials, aimed to enrich reflections on citizen participation in anticipation of the writing of the *Livre (ou)vert sur la gouvernance du grand Paris* [open green book on the governance of greater Paris].

On another note, the Office is preparing to commemorate its 20 years of existence in 2022. To that end, we have undertaken a process with a university research group known as réseau Villes, Régions, Monde (VRM), bringing together researchers from a number of universities, including the Université du Québec à Montréal and the Université du Québec en Outaouais (UQO), to hold a conference next October. Its aim would be to draw up a progress report on the 20 years of the Office, also a critical progress report on the effects, scope and follow-up of consultations held by the OCPM over the course of all those years. The three main research themes are: effects on decision-making; participation and inclusion; and the effects of consultation on public issues. The work is already well underway, and we believe that after 20 years, there is material for and interest in the drawing up of such a report, notably to provide an outlook for the future 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 an auditor—the firm of Deloitte—associated with the City’s auditor general. The audited financial statements are presented to city council.

In 2021, the number of mandates received and the scale of the various activities of the Office were such that the funds allocated at the beginning of the year in the annual City budget were sufficient to carry out all of the mandates. Consequently, the Office did not need to request additional credits, as provided for under section 82 of the Charter of Ville de Montréal.

The following is a breakdown by major categories:



2021 Budget	
Remuneration	\$860,000
Employee benefits	130,000
Transportation and communications	125,000
Professional and administrative services	880,000
Rent and maintenance	310,000
Non-durable goods	45,000
TOTAL	\$2,350,000



Appendix

Appendix I

BIOGRAPHICAL NOTES



DOMINIQUE OLLIVIER **President from 2014 to 2021**

Having been appointed to the Office de consultation publique de Montréal in 2009 as a commissioner, Dominique Ollivier has served as its president since 2014. Over the course of her mandate, she has transformed the practices of the organization by promoting the testing of new participation techniques. Today, she is actively involved in reflecting on new issues in public participation.

She holds a Master's in Public Administration from the École nationale d'administration publique, and has over 30 years' experience in project and organizational management, and in communications. She held various positions in social organizations (1991-1995), Québec ministers' offices (1995-2001), and 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. In March 2011, she co-founded the consulting firm Ki3, specializing in 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 contributions to the promotion of social development, citizen participation and diversity in Québec's cultural environment.

Ms. Ollivier left her position as President of the Office on September 10, 2021.

Part-time or *ad hoc* commissioners in 2021



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

Claudia Atomei is involved in building community capacity for socio-ecological transition. For the past seven years, she has experimented with interventions aimed at transforming food systems in Québec and other areas, through interdisciplinary research, accompaniment and networking of various players, and direct action in our urban communities. She has also contributed to the creation and development of networks structuring the ecosystem of urban agriculture in Montréal.

Ms. Atomei is currently leading a co-construction and knowledge-transfer project on community entrepreneurship in the Québec food industry, as part of the TIESS (Territoires innovants en économie sociale et solidaire) team. She is also involved in the development of Lande, an organization that accompanies groups of citizens in cooperative processes for the re-appropriation and enhancement of vacant land in Montréal.

Claudia holds a Bachelor's in Earth System Science from McGill University, and a Master's in Urban Planning from the Université de Montréal, where she was awarded the Prix d'excellence of the École d'urbanisme et d'architecture de paysage.



ISABELLE BEAULIEU

Commissioner from 2015 to 2021

Isabelle Beaulieu has a Doctorate in Political Science from the Université de Montréal, as well as extensive experience in public consultation and knowledge mobilization. Over the course of her career, she has managed various teams and carried out mandates for public and private organizations. As a commissioner with the OCPM since 2015, she has participated in major consultations.

Ms. Beaulieu also has solid professional experience at the international level; she was Director of studies for the firm of Taylor Nelson Sofres in Kuala Lumpur, Malaysia and, more recently, Director of the Québec Bureau in Washington, D.C. In addition to those accomplishments, she taught at the Université de Montréal for a number of years and at two Montréal CÉGEPS, and created a course for the Têluq.

She is actively involved in the production of didactic communication tools aimed at various publics, and in the citizen, political and social participation of groups at risk of exclusion. She was a member of Québec's Conseil supérieur de la langue française from 2002 to 2007.



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 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 retiree 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 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. 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 in NPO governance.

Bruno-Serge Boucher is a Chartered Director (ASC, C.Dir.).



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, and the Conseil des universités du Québec. She now works as a consultant.

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



JEAN CAOUCETTE

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. He is currently a member of the board of the Corporation des Cinémas Beaubien et Parc.



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 fair ecological transition, socio-ecological impact, and in the organizational strategy 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, human wealth, finance and operations.

In her current position as interim director general of the Observatoire québécois des inégalités, she assists the organization in improving its performance. She is also developing a program to reduce the inequality footprint of organizations and studying the dynamics between socio-economic inequalities and climate changes. She is also chair of the board of directors of Poly-Mer and administrator of the Centre de santé des femmes de Montréal. Through her time with the Forum jeunesse de l'île de Montréal and her numerous commitments in the areas of 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 Master's in Strategy, a D.E.S.S. (specialized graduate studies) in Environment and Social Responsibility, and a Bachelor's in Business Administration and International Studies. She completed her education with a Certificate in Law from the Université de Montréal, university certification in governance from the Collège des administrateurs de sociétés, and a number of university programs from the HEC Montréal École des dirigeants, including one in organizational development. She is a Chartered Director (C.Dir.) as well as a member of the Ordre des administrateurs agréés and 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 was 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.



HELEN FINN

Helen Finn is an accredited mediator, group facilitator and attorney, with a special affinity for difficulties surrounding urban development projects. Her experience includes more than ten years as a city clerk, and the running of some 100 municipal public consultations. That experience has led her to study best practices in international public consultation and citizen participation, as well as consensus-development methods. She is always on the lookout for innovative ideas on how to promote social acceptance of development projects. As an experienced group mediator and facilitator, she has a knack for stimulating effective communication to resolve conflicts and optimize development processes.



LISE GAGNÉ

Ms. Gagné holds a Bachelor's and a Master's in Architecture, with an option in Project Management from the Université de Montréal (2008), and is a member of the Ordre des architectes du Québec (2012). She is a LEED AP certified professional and followed the PMP training course of the Project Management Institute (2017).

Since 2008, Lise Gagné has worked primarily in Montréal for architectural firms recognized by the Canadian and international architectural community. She is currently working on construction mandates for new schools in Morocco and the Ivory Coast.

She also has a Bachelor of Laws degree and is still a sworn member and, is registered with the Barreau du Québec (1988), and worked as a lawyer with Hydro-Québec (1988-2004).

For over 33 years now, Ms. Gagné has been recognized for her high level of competency in project planning, management, organization and control. She has had many opportunities to highlight her aptitudes in managing multidisciplinary teams in interaction with all stakeholders in numerous projects under her responsibility. Her leadership, quick analytical mind, sense of organization and ease in writing and communicating have largely contributed to the success of mandates on which she has worked.

Her great interest in serving civil society has allowed her to sit as a member of the Comité consultatif sur le développement économique du territoire de la Ville de Montréal (2018). She also currently combines the titles of chair of the board of directors of the Festival international de jardins de Métis, secretary of the Fiducie foncière du mont Pinnacle, and president of the Comité consultatif en urbanisme (CCU) of the municipality of Frelighsburg.



PIERRE GAUTHIER

Pierre Gauthier is an Associate Professor with the department of Geography, Planning and Environment at Concordia University, where he has taught since 2001.

He holds a Bachelor's degree in Architecture from the Université de Montréal, as well as a Master's in that discipline from the Université Laval and a Doctorate in Urban Planning from McGill University. His research and teaching pertain to the genesis of architectural and urban forms, physical and spatial urban planning, urban design, and the impact of transportation infrastructures on urban environments.

He sat on the Conseil du patrimoine de la Ville de Montréal as a substitute member in 2010-2011, as a regular member from 2011 to 2014, and lastly as vice-chair in 2014-2015. He also sat on the board of directors of the Regroupement économique et social du Sud-Ouest (RESO), first as a member between 2008 and 2013, and then as chair from 2014 to 2018.



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, and sat on the commission for the Faubourgs area in 2018 and 2019. He is currently accompanying two Montréal boroughs in social development and citizen participation projects, and contributing to the creation of an educational kit for the BAPE.



JUDY GOLD

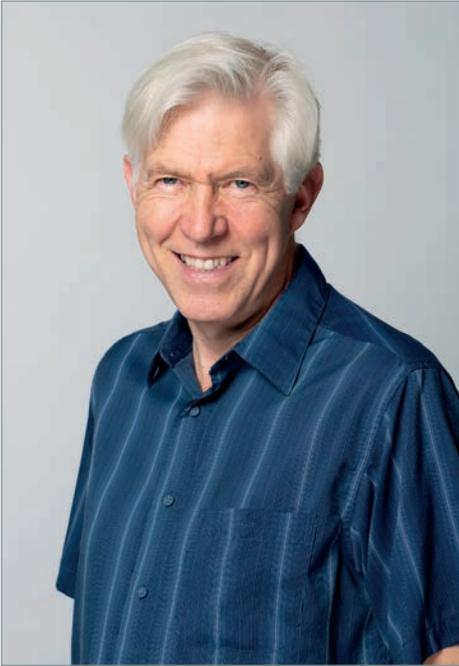
Judy Gold studied anthropology at McGill University and social services at the Université de Montréal.

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

David Hanna worked as a full professor of urban planning at the UQAM's department of urban and tourism studies until his retirement in 2016. He holds a Doctorate in Geography from McGill University, and is an expert in urban transportation, urban morphology and urban heritage. He also has long-standing experience in public consultation, having notably carried out mandates for the Montréal advisory committee for the protection of cultural assets from 1991 to 2003.

From 1999 to 2004, he served as president of the Conseil du patrimoine religieux du Québec. Since 2018, he has been a commissioner at the OCPM, having sat on a number of commissions. He was also appointed by the STM as commissioner for a public consultation in 2020. Throughout his career, as attested to by his numerous publications and contributions to scientific conferences, he developed a relevant and open vision of human, economic, architectural and heritage issues inherent to living 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.

He was a member of the commission on the Namur-Hippodrome neighbourhood.



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 R  gime de retraite des groupes communautaires et de femmes until the beginning of 2020. Previously, she had worked at the F  d  ration qu  b  coise des organismes communautaires famille and with an employability service, the SORIF. Her interest in regional development led her to work at the Conf  rence r  gionale des   lus de Montr  al. She holds a degree in Education from the UQAM and is certified as a society administrator by the Coll  ge des administrateurs of the Universit   Laval.

Being concerned with the financial autonomy of women and the latter's contribution to social and economic development, she became involved with several organizations, serving as chair of the Conseil des Montr  alaises and the R  seau habitation femmes, for example. Ms. Leahey is one of the founding members of Vivacit  , an equitable real estate company.



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'administration 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 35 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 session for elected official and municipal executives. Ms. Musau left the Office on July 19, 2021.



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 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.

Always involved in Montréal's cultural development, Danielle Sauvage sits on the boards of a number of artistic organizations, including the Festival TransAmériques, the 7 Fingers Foundation, and the Fondation Molinari.



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. 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 the president 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), Baromètre (2000-2002), and president of 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 is a strategy consultant with professional associations and orders as well as a governance trainer. Over the years, he has perfected his role as a facilitator and diplomatically rallied groups of stakeholders.

His career began as a distance-education university teacher at the Télé-université. He then worked in the professional system and assumed, from 2007 to 2017, the general management of the Conseil interprofessionnel du Québec, the grouping of the 46 professional orders. He is also the author of articles on democratic processes and various public policy issues.

Jean-François Thuot holds a Ph. D. in Political Science from the UQAM. He is a member of the Ordre des administrateurs agréés du Québec (Adm.A) and a certified company director (ASC).



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 Centre de services scolaire de Montréal (CSSDM). 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 leaders with experience 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.

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 as 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

ORGANIZATION, PRACTICES AND CODE OF PROFESSIONAL CONDUCT

ORGANIZATIONAL STRUCTURE OF THE OFFICE

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

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, for public hearings, for participatory processes and for hearing of opinions.

Human resources

The Office team comprises commissioners appointed by city council, administrative staff, and external collaborators hired on a contractual basis. The latter contribute to the holding of the consultations and support the commissioners in their work.

Commissioners

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

In September 2018, the city council appointed Ms. Dominique Ollivier as president of the Office for a second four-year term. Ms. Ollivier left her position as President of the Office on September 10, 2021.

Ad hoc commissioners in 2021

Maryse Alcindor, Priscilla Ananian, Claudia Atomei, Isabelle Beaulieu, Bruno Bergeron, Bruno-Serge Boucher, Nicole Brodeur, Jean Caouette, Éric Cardinal, Danielle Casara, Pierre-Constantin Charles, Lorène Cristini, Alain Duhamel, Habib El-Hage, Ariane Émond, Helen Finn, Lise Gagné, Pierre Gauthier, 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.

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

Staff

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

The Office's now smaller general secretariat is composed of a secretary general, Mr. Luc Doray, supported by a small team of employees. Mr. Doray is a permanent employee of the Ville de Montréal, assigned to the OCPM by the executive committee in the fall of 2002. In 2021, the team also included a director of communications, Anik Pouliot, who left during the year, and an analysts' coordinator, Élise Naud. Contract employees are 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 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

After receiving a mandate from the City, the OCPM forms a commission, usually comprised of three commissioners, and posts on line a documentation file that evolves throughout the consultation. The file contains numerous documents, such as the official mandate, the documentation from the City and real estate developer, the transcriptions of public sessions, as well as reference documents and useful links. They allow the population and interest groups to obtain all relevant information about the consultation so they can express an informed opinion on the issues under study.

As soon as the consultation mandate is received, the OCPM communicates with the City, the real estate developer or the requesting group to inform them of its expectations and practices regarding documentation. The relevant body must present clearly the rationale for the project, the principles and orientations used in its development, its main features and, where applicable, the options submitted for public consultation.

For every mandate, the City, the developer or the requesting group prepares documents and presentations intended for the public. Each of the documentation files is unique, but they usually adhere to the following structure:

- Procedure and object of the mandate: the decisional file prepared by the various Montréal authorities;
- Consultation process: the public notices, steps, activities and schedule prepared by the OCPM;
- Documentation submitted by the City of Montréal and the borough: the documentation relating to the justification for the project, its various aspects and impacts, the relevant excerpts of the Master Plan and urban planning by-laws in force;
- Documentation submitted by the developer (for real estate projects): the main plans, location maps, sketches and visual simulations, as well as any information that may provide an analytical framework for the project;
- Documentation submitted by the requesting group (in right-of-initiative cases): the studies, analyses, reports and other documents required to understand the issue under study;
- Reference documents and useful links: documents used by the commission for its analysis of the file or issue under study;
- Work of the commission: the reports on preparatory meetings and activities of the commission, and questions sent by the commission to the City or real estate developers;
- Transcription and webcast;
- Opinions presented to the commission orally or in writing;
- Opinions presented on line.

In the name of transparency, any document submitted to the commission is automatically made public in the documentation file on the consultation page. It may be viewed on line at any time. The documentation file remains accessible even after the publication of the consultation report. A hard copy is also made available to the public at the offices of the OCPM.

Communications and dissemination

The OCPM develops and implements various types of communication to inform Montrealers of an upcoming public consultation.

The draft by-laws that are the object of a public consultation led by the OCPM must be announced in a newspaper distributed on Montréal territory at least 15 days prior to the first session. For other types of consultation, a public notice is issued. Although its form may vary, the notice always includes:

- The object of the public consultation;
- The date, time and location of the public consultation session(s);
- The locations where the documentation is available;
- The deadlines and methods for presenting an opinion to the commission.

During every public consultation process, a communication strategy is implemented to regularly inform citizens and groups interested in the subject or territory under study. To that end, the OCPM may:

- Distribute flyers door-to-door in the area affected by the project, and disseminate information in municipal public locations, such as libraries and borough offices, as well as with organizations concerned;
- Send information to interested persons, groups and organizations using e-mail distribution lists produced according to the nature of the files that are the object of the consultation;
- Share information using publications and advertising campaigns on social networks (Facebook, Instagram, YouTube, Twitter and LinkedIn) and with the media.

Preparatory meetings

In the days following the public announcement of the consultation, the OCPM commission organizes formal meetings with City representatives, the real estate developer or, in right-of-initiative cases, the spokespersons of the requesting group. Those meetings allow discussions on the manner in which the issues are perceived by all concerned, the procedures of the consultative process, the expectations of the OCPM in terms of documentation to be provided, and any other topic of interest relating to the file.

As the meetings are of a public nature, the OCPM draws up a report and adds it to the documentation file for the consultation.

Information phase

A public consultation held by the OCPM involves several steps and allocates the time required to each of those steps to allow enlightened citizen contributions.

The first part of a consultation generally begins with one or more information sessions on the project. During those sessions, the City representatives, the real estate developer or the spokespersons for the requesting group under the right of initiative present the object of the consultation as well as the relevant technical and thematic issues. Sometimes, especially in cases of upstream consultations, the subject under study may be highly complex. In order to provide the public with a key to understanding the issue, and to help define it, the OCPM may also invite people with thematic expertise to the information sessions. Following all the presentations, a second meeting is convened approximately two weeks later so that citizens and group representatives may ask questions to develop a good understanding of the file under study, thereby contributing to the elaboration of enlightened opinions that can be forwarded to the commission.

The information sessions are held at least 15 days after the announcement of the consultation. The duration of the information phase is determined by the time required to properly explain the project and answer the public's questions.

The OCPM is responsible for providing accessible and transparent information. Important facets of the work include employing a variety of methods to reach the more marginalized groups and creating an environment that is conducive to participation. During the information sessions, no form of demonstration, disagreeable remark or defamatory comment is permitted in order to ensure peaceful debates.

All sessions of the information phase of a consultation are public and accessible. They are webcast live on the site of the OCPM and on social media. The recordings are added to the documentation file. The sessions may be viewed at any time. The presentations, the questions from the public and the discussions with the commission are transcribed in shorthand and are available in the documentation file a few days after the session.

According to the type of consultation

The OCPM adapts the procedures of the information phase to meet the objective of the consultation and according to the type of mandate.

Upstream consultations. When the City wishes to validate or identify the public's priorities, a longer and more diverse information phase promotes citizen reflection and makes it possible to obtain a broader range of opinions. The OCPM may organize workshops, thematic sessions and citizens' forums, or employ any other formula to contribute to this ideation phase of the project.

Downstream consultations. As these consultations present to the population projects that are relatively advanced, the information phase organized by the OCPM is usually composed of an information session held to present the points of view of the City and real estate developer. The session may be extended or replicated elsewhere on the territory to promote accessibility and answer all of the public's questions. As required, the OCPM may also add thematic sessions to examine a specific aspect of the project.

Consultations under the right of initiative. The goal of this type of consultation is to stimulate public discussions leading to constructive, innovative and mobilizing proposals. During the information phase, the OCPM uses panels, seminars and thematic sessions organized throughout Montréal territory to hear a variety of voices, identify good practices and ascertain citizens' expectations regarding the object of the consultation. Self-managed activities by people wishing to participate are also made available to the public.

Participation in information sessions

After the information sessions, during which the presentations of the spokespersons of the City, the promoter or the group requesting the right of initiative have been made, the public will be convened two weeks later to a meeting in order to ask questions. It may happen that these questions can also be asked remotely, by telephone. In OCPM processes, each person is entitled to ask two questions per registration. If time permits, anyone wishing to do so may re-register to ask questions several times. The information sessions and question and answer sessions are webcast live and remain available afterwards.

The commission invites people to speak in the order of registration. However, to promote accessible and equal participation, people who need to return to family obligations (i.e. parents, caregivers, etc.) are given priority to speak. The commissioners also ensure that men and women alternate at the microphone. All questions are addressed to the chair of the commission, who then directs them to the resource-persons able to answer them. The commissioners may also ask any questions aimed at enlightening the public about the object of the consultation. The session is adjourned when all the people listed on the register have asked their questions.

The commission ensures that all questions submitted by the public are answered. If the City, the developer or the spokespersons for the requesting group under the right of initiative are not able to provide an answer during the information session, the OCPM will re-submit the question to them in writing. An answer will have to be sent in writing to the commission as soon as possible, and the document will be added to the documentation file. If, during an information session, the commissioners believe that all the people on the register will not have the opportunity to be heard over the course of one evening, the commission may decide to continue the session the following day or provide the opportunity to submit questions in writing. The details of those decisions are transmitted clearly to all stakeholders and will be added to the consultation site.

Hearing-of-opinions phase

The hearing-of-opinions phase gives all people, organizations and companies concerned the opportunity to express their ideas, comments and concerns on the object of the consultation. Whether they have university expertise, professional experience or a citizen idea, all persons wishing to do so may share their opinion orally or in writing, in French or in English. The hearing-of-opinions phase also allows the commission to speak with participants to probe or qualify observed tendencies, or to make them react on other opinions presented.

The OCPM makes a variety of methods available to the public to present opinions to the commissioners. Those possibilities include, but are not limited to, presenting them in person or by video-conference call or telephone, submitting a written document, and answering open questions on the consultation site.

The hearing-of-opinions phase begins at least three weeks after the information session. It may comprise one or several public sessions, depending on the number of people registered and the number of opinions submitted. It is also possible to submit an opinion in writing without presenting it before the commissioners.

Every person, organization or company that registers will have 20 minutes to present their opinion orally. This usually involves a ten-minute presentation followed by a ten-minute question-and-answer period with the commissioners. For their part, written briefs may involve a one-page personal-reflection text, a report produced with partners, or a scientific study. All formats are acceptable.

Analysis and report of the commission

Following the hearing-of-opinions phase, the public part of the consultation is over. The commission and its team begin deliberations and the drafting of a report to be submitted to the City (executive committee, city council or agglomeration council), thereby relaying citizens' opinions to assist in public decision-making. The drafting process may take several weeks.

The members of the OCPM commission study the file and make their analysis and recommendations in the light of a number of different sources:

- The documents of the City and real estate developer, all project specifications and the studies and plans having served in their writing;
- The oral, written and online opinions of people and groups who participated;
- The applicable policies of the City, for example the Master Plan. Depending on the case, other major policies are taken into consideration, such as policies on sustainable development, heritage and natural environments, among others;
- The notices issued by various committees, advisory councils and permanent commissions of the City of Montréal that were produced upstream of the public consultation. These could include a borough's advisory council on urban planning (CCU), the heritage council (Conseil du patrimoine), the Comité Jacques-Viger (CJV), one of the three advisory councils of the City of Montréal (Conseil interculturel de Montréal, Conseil des Montréalaises, Conseil jeunesse de Montréal), or one of the 11 permanent commissions of the city council.

Every report on a consultation conducted by the OCPM is unique. However, the reports are structured as follows:

- Chapter 1: a summary description of the project in question;
- Chapter 2: an outline of the concerns, expectations and opinions of participants;
- Chapter 3: the commission's analysis and ensuing recommendations.

Tabling and publication of the report

When the consultation report is ready, it is sent to the mayor of Montréal and to the president of the executive committee. Fifteen days later, the report is made public on the site of the OCPM and tabled with the executive committee, and then with the city council.

The consultation report is made public before its adoption by city council. The sequence is designed to allow interested individuals and groups to look over the report and, as required, to question elected officials at city council during the tabling of the report, or to ask questions directly to the borough council.

Appendix IV

LIST OF EMPLOYEES AND COLLABORATORS IN 2021

Employees

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

Collaborators

Émilie-Jade Bigelow
Jean-Sébastien Caron de Montigny
Reinaldo De Freitas
Joanne Gibbs
Caroline Gosselin
Pierre Goyer
Guy Grenier
Carole Guenat
Anne-Sophie Lacroix

Marc-André Lapointe
Jean-Claude Lauzon
Romain Luttringer
Yasmina Malki
Vincent Roy
Joseph Tchinda Kenfo
Katerina Tzotzi
Akos Verboczy



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