



OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

2011 ANNUAL REPORT

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DE MONTRÉAL

Mr. Harout Chitilian
President of the City Council
Ville de Montréal
Montréal (Québec)

Mr. President:

In keeping with the *Charter of Ville de Montréal*, (R.S.Q., c. C-11.4), I am pleased to enclose the 2011 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, 2011.

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

Yours sincerely,

Louise Roy

May 1, 2012

ACKNOWLEDGEMENTS

The Office de consultation publique de Montréal (OCPM) would like to thank all of its collaborators who contributed to the promotion of Office activities in 2011.

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

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

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



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OFFICE
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DE MONTRÉAL

PRESIDENT'S MESSAGE



The year 2011 brought with it a number of considerable challenges for the Office de consultation publique de Montréal (OCPM). The Office consulted Montrealers on 11 projects, in addition to completing some mandates undertaken in 2010. With the expansion project for the MUHC on the mountain, concerns inevitably raised by the expansion of institutions beyond their historical footprint on the mountain resurfaced. The redevelopment of the Centre Raymond-Préfontaine site confirmed the challenges posed by residential development on contaminated land, and by the social integration of new arrivals in a community fearing the effects of gentrification. Moreover, the establishment of residual organic matter treatment infrastructures on four sites at the four corners of agglomeration territory reopened the issue of equitable distribution of community equipment, whose potential impacts often raise concerns.

The celebrations for Montréal's 375th anniversary also required the investment of a good deal of time and energy in a specific discussion process organized at the request of the Montréal executive committee and the Bureau du 375^e anniversaire de Montréal. More than 340 citizens from all of the boroughs and a wide variety of areas attended the sessions. A vast range of ideas and proposals emerged from the meetings, and I had the opportunity to present a summary of them on November 8 last, at a large gathering organized by the Bureau.



The consultations this year were also marked by three projects involving planning for a dynamic reconstruction of large areas of downtown Montréal. In fact, as announced last year, we examined two Special Planning Programs (SPP) at the two extremities of the borough of Ville-Marie. The first, the SPP for the Quartier des grands jardins, covers the area west of Guy Street to the Westmount border. The second, the SPP for the Sainte-Marie district, focuses on the east end of the borough. Furthermore, an Office commission examined some 40 modifications to downtown building height and density maps.

All three cases required that we solicit the opinions of citizens and civil society regarding the parameters required for the development of those vast strategic areas. Following the consultations, elected officials authorized the regulation amendments, which later allowed real estate developers in compliance with them to proceed with their projects by right, with no other forms of public consultation. In cases where regulation adjustments become necessary, the SPP approach is used.

This is an interesting formula in that it avoids ad hoc interventions that lack global perspective, something for which Montréal projects have often been reproached in recent years. However, the consultation and project-approval processes for downtown also raise concerns. We must ensure that such tools are not used as screens to bring into conformity, without debate, projects that could significantly alter the profile of certain areas, especially downtown.

Moreover, in examining the *Framework of revision of heights and densities in downtown Montréal*, the suggestion was made to streamline the project-approval procedure under section 89 of the Charter of Ville de Montréal, making evaluation and approval procedures more flexible and thereby facilitating the realization of downtown projects while ensuring appropriate integration levels. It is precisely because this framework involves the strategic core of Montréal that the Office wants to stress the importance of maintaining credible consultation mechanisms throughout. The idea put forth by the borough of Ville-Marie requires detailed analysis and we believe that the public revision of Montréal's public consultation policy is the appropriate forum to do so.

THE OFFICE RECOMMENDS:

- > *That the statutory revision of Montréal's public consultation policy be used as an opportunity to study the impact of new consultation and project-approval processes for downtown;*
- > *That the revision include not only consultation processes, but also the administrative aspects of project-approval processes, with a view to better defining problems and identifying the best possible solutions.*

Throughout the year, we tracked the progress of the Draft Bill on sustainable land use and urban planning, which was the object of special consultations in the summer and fall by the National Assembly's parliamentary commission on land-use planning. In December, the Minister officially tabled Bill 47 on the issue. It involves a comprehensive reform of the Act respecting land use planning and development.

Many issues were raised, one of which drew particular attention, involving the possibility of municipalities creating free zones inside of which the referendum process would be abolished and replaced with a consultation process agreed upon by the municipality. The Bill sets out a number of criteria for creating such zones. In the case of Montréal, a situation suspending the referendum process already exists: the exercise by city council of its right under section 89 of the Charter. In this case, the referendum process is replaced by an obligation to hold public consultations conducted by the OCPM. The citizens thereby benefit from the by-law being examined by the Office, a neutral third party. It is a mechanism that has worked well for many years. Therefore, we believe that it should apply, for Montréal, on the territory of the proposed free zones.

THE OFFICE RECOMMENDS

- > *that, in Montréal, all consultations on the territory of the proposed free zones provided for under Bill 47 be held by the Office de consultation publique de Montréal.*

In addition to the consultation and deliberation on Bill 47, the year was rich in international exchange. With the financial support of the Fonds franco-qubécois de coopération décentralisée, we initiated sustained cooperation with public consultation teams in the Greater Lyon area, notably through a joint seminar in Montréal last October. A productive cooperation was also established with the Association internationale des maires francophones (AIMF). As part of the latter's

activities, the Office gave a three-day public consultation training seminar for some 40 Senegal municipal elected officials. The training took place in September, in Saint-Louis, Senegal. The AIMF also contributed to the visit of a delegation from the city of Yerevan, Armenia's capital, allowing our guests to familiarize themselves with Montréal's public consultation mechanisms. Moreover, the Office had the opportunity to present its work at a plenary session of the Metropolis Conference of the World Association of Major Metropolises.

The OCPM will celebrate its 10th anniversary in 2012. Throughout those years, the Office and its practices have greatly evolved, a process that is sure to continue. We fully intend to mark this important step in our short history in the fall.



Louise Roy, President



MISSION AND MANDATE OF THE OFFICE

MISSION

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

MANDATE

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

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

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

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

- > Shared or institutional equipment, such as cultural equipment, a hospital, university, college, convention centre, house of detention, cemetery, regional park or botanical garden;
- > Major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- > A residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, such an establishment the floor area of which is greater than 25,000 square metres;
- > 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, amending section 89.1 of the City Charter, was sanctioned 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 sanctioned, 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.



CONSULTATIONS

In 2011, the Office de consultation publique de Montréal was entrusted with mandates pertaining to real estate development, the examination of land-use planning proposals for large areas of Montréal, and regulation amendments unrelated to specific projects. The Office also completed this year three projects for which it had been given initial mandates in 2010. A Special Planning Program (SPP) was submitted to consultation for the west end of the borough of Ville-Marie, known as the Quartier des grands jardins. The project involved an area running from the west end of downtown to the boundary of the City of Westmount. Similarly, at the opposite end of the borough, another SPP was the object of a vast consultation. It pertained to the redevelopment of the Sainte-Marie district, extending from Champlain Street to the limits of the Ville-Marie borough to the east, and from Sherbrooke Street to the St. Lawrence River. Moreover, the mandate was modified along the way and the consultation was re-focused to address height and density changes, some 40 in all, in downtown Montréal.

A regulation project was also submitted for consultation, involving amendments to the Master Plan's complementary document regarding the installation of telecommunication antennas on Montréal territory. The consultation followed a review of the problem by a special city council committee. Two real estate projects were also the object of public consultations. The first pertained to the construction of condominiums on the site of the old Centre Raymond-Préfontaine in the borough of Rosemont – La Petite-Patrie. The project also included the rehabilitation of the Centre's building. The second consultation revisited the expansion project for the Mountain Campus of the McGill University Health Centre. As major changes had been made to the project examined in 2008, a new consultation was required for the reworked project.

Moreover, for the first time since regulation provisions have allowed it, the Office was given a mandate by the agglomeration council, pertaining to the establishment of biomethanation and composting facilities in four separate areas of the island of Montréal, on agglomeration territory. Two of the areas are on Montréal territory, in the boroughs of Villeray – Saint-Michel – Parc Extension and LaSalle; and the other two in the linked cities of Dorval and Montréal-Est.

Lastly, the Office held a series of consultations at the request of the Bureau du 375^e anniversaire de Montréal, under mandate of the executive committee. This somewhat different exercise, compared with our usual practices, allowed us to meet 340 citizens, in small groups where they were free to express their vision of the festivities to be held in 2017. This consultation was also a great success.

Over the course of the consultations, and while remaining loyal to practices on which its credibility is founded, the Office has striven to employ a variety of new instruments to reach the greatest possible number of Montrealers and better respond to the various implementation contexts for municipal projects and policies. We are referring here primarily to the use of social media, and online communications from citizens on the OCPM Web site.

In total, some 3000 Montrealers participated in the public consultations of the Office this year, attending 42 public sessions where 251 briefs were filed.



DESIGNATION

Residential development of the Centre Raymond-Préfontaine site



RESOLUTION

It is resolved that the draft by-law entitled “*Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047)*” shall be adopted in order to create a new density zone on the land comprised of lots 3 635 817 and 4 728 132 of the cadastre of Québec, situated south of Rachel Street East and in various locations along Marcel-Pepin Street (western portion of the site of the old Centre Raymond-Préfontaine), and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public consultation meeting in accordance with the law.

KEY DATES

Information session:

May 4, 2011

Presentation of briefs:

May 25 and 26, 2011

Report filing:

July 12, 2011

Report release:

August 9, 2011

TERRITORY

Borough of Rosemont – La Petite-Patrie

PURPOSE OF THE CONSULTATION

The site of the Centre Raymond-Préfontaine is located in the borough of Rosemont – La Petite-Patrie, approximately 600 metres from the Préfontaine metro station. The building, known today as the Centre Raymond-Préfontaine, was built in 1886 by architect Adolphe Levesque. Constructed by municipal authorities, the building was the first civic hospital administered by Ville de Montréal, and was established to control smallpox epidemics.

The proposed project would be built on various sites along Marcel-Pepin Street, on the western portion, as the eastern portion of the site is already occupied by social housing erected in 2004. It would comprise 253 condo units, divided among three buildings, and involve a total investment of \$63 million.

The site, located east of Marcel-Pepin Street, was once occupied by a quarry, and later used for waste disposal by the old hospital. Because of the high level

of contamination on that portion of the site, the Ville de Montréal is requiring that the developer employ a risk management approach for the construction of the building planned for that location. The building would therefore not hold any housing units, garages, or basement storage spaces. It would rest on a structural concrete slab supported by posts, with a basement consisting of a crawl space.

According to the developer’s plans, the overall project would include a variety of housing types, to conform to the needs of a mixed clientele. The redeveloped site would consist of 35% studios and one-bedroom units; 50% two-bedroom units; and 15% three-bedroom units. Furthermore, 15% of all units would be open on two sides, and 10% would be accessible directly from outside.

SUMMARY OF THE COMMISSION'S REPORT

The commission was in favour of the project submitted from the start, subject to recommendations aimed at enhancing the project. The commission recognizes the developer's efforts to realize the project in a spirit of sustainable development.

However, the commission makes a number of recommendations aimed at enhancing the approach, notably in terms of social, community and environmental aspects.

The residential project will be inserted into an area already containing 122 social and community housing units. The importance of taking measures to promote a social mix and of creating a harmonious living

environment on the site has not gone unnoticed by the commission. Among such measures, the commission recommends including a number of affordable condos in the project, and creating a community hall open to all residents on the ground floor of the Centre Raymond-Préfontaine. Furthermore, the construction of a second park devoted to children's playgrounds will help to create a pleasant living environment for all residents of the site, notably for families with children.

Lastly, special attention must be paid to management and follow-up of the planned decontamination of the land.

DESIGNATION

Special Planning Program (SPP) for the Quartier des grands jardins



RESOLUTION

It is resolved that the draft by-law entitled "Règlement modifiant le Plan d'urbanisme de la Ville de Montréal (O4-O47)" shall be adopted, incorporating the SPP for the Quartier des grands jardins, and that the file shall be submitted to the Office de consultation publique de Montréal (OCPM) so that it may hold the public consultation meeting in accordance with the law.

KEY DATES

Information sessions:
March 28, 29 and 30, 2011

Presentation of briefs:
April 20, 26 and 27, 2011

Report filing:
July 19, 2011

Report release:
August 9, 2011

TERRITORY

Borough of Ville-Marie

PURPOSE OF THE CONSULTATION

The borough of Ville-Marie proposes a Special Planning Program (SPP) for the western portion of its territory, known as the “Quartier des grands jardins.” The SPP is a detailed planning exercise that applies to a given territory and, once completed, becomes part of the municipality’s planning program.

The SPP is structured around three major orientations from which stem various objectives. The first orientation is heritage development and enhancement. Its objectives are to protect and enhance the heritage aspects of the area’s major institutions, highlight and promote the area’s exceptional urban landscapes, and preserve buildings of heritage interest.

As the second orientation concerns the quality of living environments, the aim of the SPP is to increase the area’s percentage of green spaces, consolidate the residential character of the neighbourhood by improving the quality of housing and community services, and implement

a local sustainable development strategy. The third orientation, involving economic vitality, deals with the revitalization of Sainte-Catherine Street and support for activities development for the Concordia University campus and other local institutions.

The other major element of the SPP concerns the redevelopment of Cabot Square and its surrounding area. The redevelopment consists of an expansion towards the east, the establishment of a new garden on the current parking lot located on the eastern portion of the Montréal Children’s Hospital site, the reparcellation of Place Henri-Dunant and Lambert-Closse Street, and the construction of planted medians along the centre of Atwater Avenue and René-Lévesque Boulevard.

SUMMARY OF THE COMMISSION’S REPORT

The SPP for the Quartier des grands jardins had been long awaited. It met a need, and many had been asking for one for years. The basic issue was identifying measures to enhance the qualities of the neighbourhood and make it a warm and welcoming living environment. Along with most of the citizens and organizations who expressed an opinion, the commission believes that this SPP is welcomed, serving as a good tool to guide the revitalization of a neighbourhood with a great deal of potential, but that needs some serious work.

However, to achieve expected results, it must be enhanced, and several of its proposals clarified. The commission made recommendations concerning a number of objectives and measures set out in the draft SPP, regarding heritage protection, housing, safety, green spaces, and other issues raised. Here are a few examples:

The commission recommends that the Ville de Montréal and borough of Ville-Marie:

- a) actively pursue the implementation of a targeted homelessness action plan in cooperation with local organizations;
- b) pay special attention to the problem of Aboriginal homelessness;
- c) regularly update area residents on the progress and upcoming steps of their activities.

The commission recommends that planning begin immediately for a community centre, in partnership with interested organizations, and that the centre be included in the final draft of the SPP.

The commission recommends that the Ville de Montréal and borough of Ville-Marie:

- a) allocate to the area covered by the SPP, as soon as possible, a part of the community and affordable housing budgets assigned by the Québec government;
- b) rigorously apply the affordable housing inclusion strategy and, if possible, get the SHDM involved in projects start-ups;
- c) incorporate the above elements in the final version of the SPP.

The commission recommends that all conversions of institutional buildings and applications for the expansion of built area be subject to very specific conditions ensuring:

- a) the maintenance of the integrity of heritage sites, including the institutional building-to-land ratio and,
- b) appropriate access to and repurposing of property with a view to meeting local needs for green spaces, but in a way that does not hinder the quality of life of people residing in the institutional buildings.

The commission recommends that the future PIIA (Site Planning and Architectural Integration Program) by-law, in terms of private residential heritage, cover, in addition to Shaughnessy village, the Souvenir Street area, as well as significant locations north of Sainte-Catherine Street, including those along Sherbrooke Street.

The commission recommends that the area covered by the maximum height increase to 44 metres under the Master Plan be extended up to Bishop Street, on the condition that heritage protection is ensured for exceptional buildings along Sainte-Catherine Street.

The commission recommends that the borough of Ville-Marie first work on establishing the necessary conditions to ensure the success of the new park provided for under the SPP:

- a) by proposing viable alternatives allowing for compensation for the loss of public parking spaces;
- b) by employing the necessary means to deal with existing and anticipated safety issues;
- c) by proposing a layout that addresses concerns expressed regarding the site's geometry;
- d) by inviting, on that basis, area residents to become involved in the development of the programming for the project, which will be used to complete the design.

The commission recommends:

- a) that the borough be more specific about the investment budget required for all the work to be carried out on the territory of the SPP for the Quartier des grands jardins;
- b) that it establish the time table required to successfully complete the work, draft its PIIA by-law, and start up or complete other proposed initiatives.

In addition to specific recommendations, the commission accords particular importance to the conditions for implementation of the SPP. It therefore insists on the necessity of appropriate financing for the projects, a more precise time table, and follow-up mechanisms that leave a great deal of room for partnerships with the community.



DESIGNATION

Special Planning Program for the Sainte-Marie district



RESOLUTION

It is resolved that the draft by-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047)” shall be adopted, incorporating the Special Planning Program for the Sainte-Marie district, and that the file shall be submitted to the Office de consultation publique de Montréal (OCPM) so that it may hold the public consultation meeting in accordance with the law.

KEY DATES

Information sessions:
Mai 3, 11 and 12, 2011

Presentation of briefs:
June 1, 2 and 6, 2011

Report filing:
August 30, 2011

Report release:
September 13, 2011

TERRITORY

Borough of Ville-Marie

PURPOSE OF THE CONSULTATION

The borough of Ville-Marie proposes a Special Planning Program (SPP) for the eastern portion of its territory, known as the “Sainte-Marie” district. The SPP is a detailed planning exercise that applies to a given territory and, once completed, becomes part of the municipality’s planning program.

Three objectives/issues emerge from this draft SPP. Firstly, it is important to structure the area’s development around its strengths, i.e. its proximity to downtown, and to make it a green neighbourhood. The second issue

consists in re-establishing a density that is more in line with that of an area so close to downtown to attract more residents to the neighbourhood. The third and final issue involves an economic repositioning based on culture. Furthermore, the SPP identifies primary areas for intervention, including Ontario Street, the Frontenac area, and the JTI-Macdonald and Parthenais sectors.

SUMMARY OF THE COMMISSION'S REPORT

The SPP for the Sainte-Marie district is the culmination of a great deal of work over an extended period of time by the borough, in cooperation with concerned bodies and local organizations. It allows the fine-tuning and amendment of Montréal's Master Plan for the Sainte-Marie district, and the initiation, for all intents and purposes, of the five-year revision of the next Master Plan, scheduled for 2013. Moreover, discussions about the SPP in a broader public consultation enable the purely urbanistic function of the SPP to be included in a more encompassing social and political exercise. The commission views this as a very important and propitious moment, and an exceptional opportunity for the area.

The public consultation exercise also made it possible to establish boundaries inherent to an SPP, and the necessity of its incorporation into broader, more encompassing parameters. One only has to look at Montréal's situation as a metropolis, the complexity of drawing up a local transportation plan taking into account Montréal's overall vehicular traffic and links to the suburbs, the still uncertain future of the redevelopment of Notre-Dame Street, the Jacques-Cartier bridge and the gateway to Montréal, the link between the neighbourhood and the west and east ends of town, or the evoked sea-front concept. The challenge here is always to properly identify the global, which overdetermines the thought horizon, and the local, with its particularities and history, and which remains the territory where the interventions are to take place.

According to the commission, it is important to properly target issues raised by the restructuring of the neighbourhood, as well as their scope in the final version of the SPP. It therefore believes that the Administration, through its SPP, should take a clear position on those issues, independently of their time horizon. It should

also exercise more proactive leadership and begin as soon as possible the initial discussion process for decisions that will have to be made.

In its report, the commission often stressed the necessity of conducting studies and better incorporating information that is already available, but dispersed throughout the machine, with a view to enhancing the work to be done. The commission believes that these complementary requests do not represent a great deal of work, as the borough already has most of the required information on hand. In that context, the commission suggests that the SPP, once amended and approved, be implemented as quickly as possible, at least in terms of what is considered the first phase of the project. That initial phase would include the development of Place Frontenac into an open public space, as part of the larger framework of the redevelopment of Ontario Street. The housing renovation programs should be implemented quickly. It is also important to actively pursue discussions with locals.

According to comments made at the hearing, the expected time frame for implementing the SPP is approximately five years. However, the magnitude and complexity of the project, as well as the above-mentioned uncertainties regarding a number of elements, would indicate a longer time frame. Moreover, the borough, as master craftsman of its SPP, does not necessarily have all the means to fulfil its ambitions. The revival of the neighbourhood relies on a number of players: higher levels of government, as well as the area's major economic players, major institutions, and local social players. In that context, the local cooperation endeavours initiated many years ago must also be tirelessly pursued, because, ultimately, the future of a city depends first and foremost on the players that shape it, beginning with the citizens that call it home.



DESIGNATION

Expansion of the Montréal General Hospital – Mountain Campus (MUHC)



RESOLUTION

It is resolved that the draft by-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047)” shall be adopted, in terms of land-use designation, height, and land coverage ratio, to authorize the expansion of the Montréal General Hospital (MUHC), while taking into account protection and enhancement measures established for Mount Royal, and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public meeting in accordance with the law.

KEY DATES

Information sessions:

June 6, 2011

Presentation of briefs:

June 27 and 28, 2011

Report filing:

August 30, 2011

Report release:

September 13, 2011

TERRITORY

Borough of Ville-Marie

PURPOSE OF THE CONSULTATION

The Montréal General Hospital, also known as the Mountain Campus of the McGill University Health Centre (MUHC), is located on the southern slope of Mount Royal. The hospital complex comprises an H-shaped main building, ranging from seven stories, for wings looking onto des Pins Avenue, to 17 stories, for those on the Cedar Avenue side. The site, a property covering approximately 48,690 square metres, also holds seven other pavilions. A first modernization and expansion project was submitted for public consultation in 2008, but the “expansion” portion of the project was never realized.

The current MUHC project consists in a redeployment on two properties: 1650 Cedar Avenue, the current site of the Montréal General, and 1750 Cedar Avenue, a recently acquired neighbouring property. In total, the expansion consists of 27,309 square metres of floor space, including 10,816 square metres of indoor parking. It also includes the renovation of care units in the existing buildings, as well as a master plan for green spaces. The total number of parking spaces for the Mountain Campus would rise to 1076 on site and 331 off site, for a total of 1407 units.

SUMMARY OF THE COMMISSION'S REPORT

The main recommendation in the report concerns the building at 1750 Cedar. The commission believes, in light of municipal policies, and of statements made before it, that the acquisition and occupation of 1750 Cedar would increase the nuisance factor for residents of the avenue, whose largely residential nature is confirmed by the Master Plan. Therefore, the commission concludes that it cannot recommend the proposed change of use for 1750 Cedar Avenue.

The Montréal General Hospital is an institution located on the side of Mount Royal, at the very gateway to the park, within the fragile environment of the historic and natural borough of Mount Royal. Such a location is somewhat of a privilege, but it also comes with certain obligations and responsibilities, notably that of designing an exemplary development project with respect to the social environment and long-term protection objectives for the mountain. This is even truer when a public institution is involved.

The Montréal General Hospital has a duty to act responsibly not only because of its location, but also because it is accountable to Montrealers on many fronts, as a care and service provider, of course, but also as a good corporate citizen concerned that its development is respectful of the environment into which it is inserted.

It was in the light of that obligation that the commission examined the expansion project for the Montréal General Hospital, leading it to retain only a portion of it. Therefore, the commission would like the MUHC to make the revisions required to better integrate the project into its urban and natural surroundings.

DESIGNATION

375th Anniversary of Montréal: Operation *CARTE BLANCHE*



RESOLUTION

On April 20, 2011, the OCPM was given a mandate by the Ville de Montréal executive committee to “support the Bureau du 375^e in the opinion-gathering exercise DESTINATION 2017.”

KEY DATES

Consultation meetings:
from May 13 to September 20, 2011

Report filing:
October 25, 2011

Report release:
November 8, 2011

TERRITORY

Ville de Montréal

PURPOSE OF THE CONSULTATION

The OCPM participated in Operation *CARTE BLANCHE*, consisting of 34 citizen opinion-gathering meetings. The groups were formed of people recruited by the boroughs and from Montréal's major socio-economic sectors. They were joined by groups of Ville de Montréal employees representing all departments.



SUMMARY OF THE COMMISSION'S REPORT

The consultation on the celebrations for Montréal's 375th anniversary provided an opportunity to initiate a vast mobilization of people who care about the future of Montréal. All areas consulted want to take advantage of the opportunity to make 2017 a positive element for Montréal positioning, and the beginning of a new era in its development.

In light of the opinions expressed, the commission finds that several trends were clearly identified and could translate into orientations or guiding principles for 2017.

Firstly, the commission notes a large consensus in terms of objectives and vision for the celebrations. Their ultimate goal should be to consolidate Montréal's identity, notably by clarifying its corporate image and promoting a representation of the metropolis inclusive of the diversity of its overall territory.

Secondly, the commission notes the participants' concern for inclusion, equity and social justice. It also observes a strong consensus around the idea of ensuring that marginalized and low-income residents not be excluded from the celebrations, and invites celebration organizers to make sure that inclusion and accessibility serve as major guiding principles for the orientations.

Thirdly, in terms of organizing the celebrations, the commission observes that citizens want to play a major role in their planning and implementation. Montrealers want the celebrations to be designed primarily for Montrealers, and carried out by Montrealers. The commission also notes the participants' wish to ensure high visibility for local creative talents at the 375th.

Fourthly, the commission notes that participants are unanimous in wanting to leave behind lasting legacies that have a direct impact on the development of Montréal's identity and the improvement of citizens' quality of life. Therefore, if investments are necessary, the enhancement of the River and its shores, public transportation, and sustainable development projects are considered priorities by all. In that same spirit, citizens do not want the 375th to serve as an opportunity to create new infrastructures, but would prefer that existing ones be revitalized, restored or further enhanced.

The commission is convinced that a momentum was definitely created by this consultation exercise, and believes that it is very important to capitalize on that interest to make the celebrations a true community project. If all areas consulted, boroughs, socio-economic sectors and Montréal employees, follow through with their commitment to the operation, the final results should satisfy all expectations.

DESIGNATION

Draft by-law on telecommunication antennas



RESOLUTION

It is resolved that the draft by-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (O4-047)” shall be adopted, adding provisions on antennas to its complementary document, and that the file shall be submitted to the Office de consultation publique de Montréal (OCPM) so that it may hold the public consultation meeting in accordance with the law.

KEY DATES

Information sessions:

September 19, 22, 27 and 28, 2011

Presentation of briefs:

October 11, 17 and 20, 2011

Report filing:

December 22, 2011

Report release:

January 26, 2012

TERRITORY

Ville de Montréal

PURPOSE OF THE CONSULTATION

In the fall of 2010, the borough of Rivière-des-Prairies – Pointe-aux-Trembles shared its own and its citizens’ concerns with the Ville de Montréal council regarding the proliferation of antennas and antenna supports. The council was asked to convey its intention to oppose the installation of antennas that do not conform to borough by-laws, and to take the necessary measures to deny installations that require variances.

The preferred course of action consists in amending the Master Plan, specifically section 5.8.1 of *Part III – The complementary document*, which deals with antennas. The new by-law would replace the existing section with more elaborate provisions, outlining more precise requirements. The proposed amendments provide that antennas on public property and antenna towers more than 10 metres tall on private property be authorized under the conditional use procedure. The draft by-law also covers antennas mounted on roofs and walls.

SUMMARY OF THE COMMISSION'S REPORT

Most of the participants who spoke at the meetings subscribe to urban insertion objectives. At the same time, citizens expect their city to reassure them and to protect their quality of life. For their part, telecommunications companies, whose services are booming, would like a clear and predictable municipal framework.

The commission took into consideration the often diverging views of participants on what should be done. It also examined the policies and practices in force in Montréal and in other cities in Québec and other areas. In the end, the commission believes that, if properly governed, the installation of telecommunication

antennas and antenna systems can continue, while being effective, safe, not hazardous to public health, and well integrated into the urban environment.

The commission firmly believes that the Ville de Montréal, without taking the place of other public or private players, can work towards the convergence of the skills and interests of all parties concerned. In the meetings, the major players offered Montréal their cooperation to that end. The latter should follow-up on these commitments without delay.

DESIGNATION

Framework of revision of heights and densities in downtown Montréal



RESOLUTION

It is resolved that the draft by-law entitled "Règlement modifiant le Plan d'urbanisme de Montréal (04-047)" shall be adopted and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public consultation meeting in accordance with the law.

KEY DATES

Information sessions:
November 1 and 7, 2011

Presentation of briefs:
November 30 and December 1, 2011

Report filing:
February 14, 2012

Report release:
February 29, 2012

TERRITORY

Borough of Ville-Marie

PURPOSE OF THE CONSULTATION

The borough of Ville-Marie proposes the modification of two maps included in the Master Plan: the map entitled “Building Heights,” and the one entitled “Building Density.” The heights will be changed in 28 zones – half the changes involve increases, the other half decreases – and the densities in nine zones, all involving increases. Most of the zones in question are located in the Montréal business centre and surrounding areas. The proposed amendments are supported by a reference document entitled *Framework of revision of heights and densities in downtown Montréal*. The borough thereby wishes to proceed all at once with an update covering the entire downtown area, to avoid later height and density changes on a case-by-case basis.

The major objective announced in the *Framework of revision* is to support and accelerate the development of vacant land in strategic areas located around the business centre, to take advantage of the strong housing market downtown, while further protecting its principal

spatial and landscape qualities, such as the downtown skyline and certain views of Mount Royal. The borough expects that, with the proposed revision, the buildable potential will reach 13,500 housing units and 750,000 square metres of office space. With a view to providing an individual framework for each project in targeted areas, the borough decided to streamline the special planning program procedure, forgoing conformity with the urban planning by-law.

Lastly, in view of the upcoming revision of the Master Plan, and of its assessment of the development situation downtown, the borough offers several avenues of thought concerning the use of planning tools downtown.

SUMMARY OF THE COMMISSION'S REPORT

The commission found that issues arising from various proposals emanating from the *Framework of revision of heights and densities in downtown Montréal*, as well as issues of a more general nature affecting numerous aspects of downtown Montréal development, attracted a great deal of interest.

This revision of downtown heights and densities set in motion a debate on the update of the Master Plan. Above and beyond all topics addressed, it marked the beginning of the process to collectively review the vision for the future of Montréal and its downtown centre.

In that context, the commission considers that the exercise to review downtown heights and densities is useful and relevant, given the fact that the maps in question have not been updated for a long time, and that it may facilitate the development of a number of projects. However, it would have been preferable that the exercise be preceded by a public debate stemming from a draft development statement for downtown,

as originally planned. This would have provided more fertile ground to further explore many of the issues raised before the commission, and issues pertaining to heights and densities would have been more thoroughly examined. That is why the commission recommends that work begin as soon as possible to draw up such a statement, as planned in 2010.

The commission is in favour of 21 height changes and 7 of the 9 density changes proposed in the *Framework of revision*, including those relating to the Bishop-Crescent and surrounding areas. It is against five of the height changes and one density change. It also recommends a density modification along with a number of modifications to proposals pertaining to a few highly strategic areas.



Notably, it recommends not to follow through on the proposal to raise to 80 metres the maximum height allowed in the zone bordering the Ville-Marie Expressway, directly in line with and to the west of the court house, specifically to maintain a visual link to downtown from Place Vauquelin. To reconcile the development of the area - including the projects for the Quartier de la santé - with the preservation and enhancement of exceptional elements of the landscape, including views, it recommends that an SPP be drawn up to provide overall planning for the territory covering areas bordering the expressway between Sanguinet Street and Saint-Laurent Boulevard.

It also recommends the status quo (65 metres) in terms of maximum height allowable for zone 12, covering the Duke-Bonaventure corridor, and underscores the importance of a discussion process between the borough of Ville-Marie and the Sud-Ouest borough, with a view to agreeing on an appropriate building height limit for the overall area between the Faubourg des Récollets and the Griffintown neighbourhood.

Moreover, it recommends that evaluation criteria for projects examined under this by-law be incorporated into the by-law for SPP. It also applauds the borough's willingness to distribute a guide explaining the rules in force and their application.

Furthermore, the commission underscored in its report the importance of completing the characterization of the downtown urban landscape, establishing a development strategy for vacant lots, enhancing housing policies and, lastly, drawing up an action plan for downtown within the framework of Montréal's new economic development policy. Those four endeavours are each important in their own right, but they will also contribute to sparking the work leading to the update of the Master Plan. They will also help to identify measures to highlight downtown's myriad qualities, making it a warm and welcoming living and working environment.

DESIGNATION

Treatment of organic matter



RESOLUTION

It is resolved that four draft by-laws authorizing the construction and occupation of centres for organic matter treatment by biomethanation and composting for the identified sites (site on Saint-Patrick Street in the borough of LaSalle, site on Aviation Street in Dorval, site of the Demix quarry in Montréal-Est, and site of the Complexe environnemental Saint-Michel (CESM) in the borough of Villeray — Saint-Michel — Parc-Extension) shall be approved, and that they shall be submitted to the Office de consultation publique de Montréal so that it may hold the public meeting in accordance with the law.

It is resolved that the draft by-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (O4-O47),¹” concerning the land-use designation of part of the site of the Complexe environnemental de Saint-Michel, shall be adopted, and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public consultation meeting in accordance with the law.

KEY DATES

Information sessions:
November 2, 7, 9 and 14, 2011

Presentation of briefs:
November 30, and
December 5, 6, and 8, 2011

Report filing:
March 20, 2012

Report release:
April 3, 2012

TERRITORY

Montréal agglomeration

¹ The amendment to the Urban Plan applies only to the site of the CESM in the borough of Villeray — Saint-Michel — Parc Extension.

PURPOSE OF THE CONSULTATION

In keeping with the Waste Management Master Plan for the Agglomeration of Montréal, the project consists in establishing five infrastructures (four organic matter treatment centres and one pilot household waste pretreatment centre) on four sites spread out over the territory of the agglomeration. The project submitted calls for the construction of a biomethanation plant with a capacity of 60,000 tons/year and a pilot pretreatment centre with a capacity of 25,000 tons/year on the site of the Demix quarry in Montréal-Est, a composting centre in a closed building and covered windrows on the site of the CESM, with a capacity of 29,000 tons/year, a biomethanation plant with a capacity of 60,000 tons/year on the site of the old Solutia plant in the borough of LaSalle, and a composting centre in a closed building, with a capacity of 50,000 tons/year, on the site on Aviation Street in Dorval.

The four draft by-laws in question provide for variances to the urban planning by-laws of the boroughs and cities concerned, notably with respect to height, land coverage, density, volume, landscape development, architecture, design, parking, and driveways. Amendments to the Master Plan concerning the land-use designation of part of the site of the Complexe environnemental de Saint-Michel (CESM) are also planned.

SUMMARY OF THE COMMISSION'S REPORT

Upon completion of its analysis, the commission salutes the agglomeration's efforts to promote the "reduce, reuse, recycle, recovery and disposal" concept, and to respect the objectives of the *Politique québécoise de gestion des matières résiduelles*. However, the commission believes that the agglomeration will face significant challenges in implementing the stated principles of regional autonomy and territorial equity, and recommends a major change to the planned sequence of events. As the project has yet to gain social acceptance in all areas, the commission asks that an inventory of residual matters produced on the territory

be conducted, along with a census of facilities involved in residual matter management and a risk evaluation study, in order to provide an overall picture of the management of residual matters within the Montréal agglomeration, and enable informed decision-making. In terms of the sites in question, the commission asks that special attention be paid to infrastructure development and integration (noise, odours, traffic, greening, etc.) in order to improve the quality of life of neighbouring residents.





COMMUNICATIONS OVERVIEW

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

In 2011, the Office published 58 public notices and advertisements in 19 daily and weekly newspapers. Two poster campaigns and three radio campaigns were also conducted. In some cases, in addition to the notices, the Office also sends special invitations to citizens and organizations directly concerned by the ongoing consultation project.

Usually, the Office distributes flyers to citizens that will be affected by a given project. Depending on the consultation, the distribution may cover between 150 and 30,000 homes. The flyer is also made available at various locations, such as municipal libraries, Maisons de la culture, and borough offices.

Last year, 191,300 flyers were distributed in sectors neighbouring projects that were the subject of consultations. The flyers were also made available at many Montréal service points.

When a consultation report is published, a news release is issued to the media and to individuals and organization that have expressed an interest in the project.

The Office Web site remains an important source of information on OCPM activities and projects submitted for consultation. In addition to Office consultation procedures and general information about public consultations, some 9000 documents of interest on all projects presented to the Office are made available to the public in PDF format. The site is updated on a regular basis for every document presented to the commissions, as well as for press releases, published report, and any other proposed activities.

Continuing with its transformation initiated in 2010, the site is offering users ever increasing interactivity. In 2011, quizzes, questionnaires and photo commentary exercises were used for some projects. Moreover, the Office now broadcasts video sequences directly on its site as well as on YouTube.

Since the new platform has been installed, the OCPM has also relied on social networks to disseminate its own information. The Office Facebook page now has almost 500 followers. Late in 2011, in order to reach a different public and ensure broader dissemination of information, the OCPM also registered on Twitter, where 150 people are already following its activities. This social media integration will continue in 2012, in parallel with a site management system overhaul.

In 2011, the OCPM Web site was visited by 30,000 users (29,922 individual visitors). More than half (53.86%) of those visitors were accessing the OCPM site for the first time. It is interesting to note that Facebook, at 12.17%², is currently the second largest source of traffic on the site.

² Source: Google Analytics, analysis conducted between January 1 and December 31, 2011 inclusively.



EXTERNAL RELATIONS OF THE OFFICE

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

The year 2011 was a busy one for the OCPM on that front. In addition to pursuing its exchanges with representatives of foreign organizations and governments wishing to learn more about the practices of the Office, several important activities were carried out. The Office initiated a two-year cooperation with the Greater Lyon area, involving discussions on public consultations for major projects. The activity is made possible by the contribution of the Fonds franco-québécois de coopération décentralisée (FFQCD), which is funded by the Québec government's Ministère des Relations internationales and the Consulate General of France in Québec City. Discussions were held throughout the year, and a delegation from the Greater Lyon area came to Montréal to participate in a joint seminar with the Office on October 12 to 14 last. Publications are planned for the end of the collaboration, which will continue through 2012.

The Office has also entered into a collaboration with the Association internationale des maires francophones (AIMF) and, with the Association's financial support, was able to organize a seminar on public consultation training for municipal elected officials, which was given to Senegalese elected officials. The training took place from September 3 to 5, in Saint-Louis, Senegal, bringing together some 40 elected officials, including the mayors of the country's major cities, as well as the mayor of the capital city of Dakar. The AIMF is comprised of approximately 60 mayors of cities where the primary language is French, throughout Africa, Europe and the Americas.

Also in the fall, the OCPM hosted the one-week mission of a delegation from the city of Yerevan, the capital of Armenia. The visit, held as part of the cooperation protocol between Montréal and Yerevan, also enjoyed the financial support of the Association internationale des maires francophones. The delegation was made up of civil servants and officers of the mayor's office,

who attended presentations on the work of the Office and on public consultation and citizen participation mechanisms in Montréal. Follow-ups on that mission are expected in 2012.

The Office also participated in various conventions in 2011. It had an important presence at the ÉCOCITÉS and CIVICUS conventions, both held in Montréal late in the summer, with a booth and presentations by the President of the Office. Furthermore, a financial contribution from Metropolis, the World Association of Major Metropolises, allowed the Secretary General of the Office to attend the Association's Conference, held in November in Porto Alegre, where he gave a presentation on the role of the Office at a plenary session.

Other visitors also came by the Office over the course of the year, leading to a variety of unexpected activities, such as a conference organized in cooperation with the Institut international de gestion des grandes métropoles (IIGGM). On that occasion, some 40 people had the opportunity to hear and speak with Mr. Paul Lecroart, urban planner and researcher with the Institut d'aménagement et d'urbanisme de la Région Île-de-France, on the topic "Major European projects: teachings for metropolises." We also had the opportunity to present the role of the Office to a delegation from the Communauté urbaine de Bordeaux, and to a delegation of professors from the Party School of the Central Committee of the Chinese Communist Party. The latter activity was held at the request of the Rights and Democracy organization.

Lastly, over the course of the year, the Office was also invited by a number of boroughs to make presentations about its role and activities to groups of students and members of citizens' groups interested in public consultation.





BUDGET OF THE OFFICE

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

In 2011, the Office was allocated a budget of \$1.5 million, in addition to the contribution from the Fonds des immeubles, an amount that has remained unchanged since 2003. This amount is meant to cover all budgetary items: the remuneration of commissioners and permanent staff; the fees of ad hoc commissioners, analysts/researchers and other professional resources required to hold public consultations; the publication of public notices; the printing of commission reports; rent for the offices; and general administrative expenses.

However, at a certain point in the year, it became apparent that consultations would be more numerous and complex than anticipated, and require more activities than in 2010. Consequently, the resources at our disposal proved insufficient, and we had to request an additional amount of \$460,000, which was granted to us by the Montréal executive committee. This was the third time in Office history that we were forced to request additional funds; in 2010, we were able to repay \$250,000 to the Ville de Montréal. Those fluctuations depend primarily on the number and complexity of mandates we receive over the course of the year.



APPENDIX I

LOUISE ROY PRESIDENT

Louise Roy, a graduate of the Faculté des Lettres of the Université de Montréal, has worked as an independent public consultation, participatory management and problem resolution expert for over 25 years in Québec, Canada, and abroad. Throughout those years, she has focused her interests on the processes of concertation, consultation and mediation.

From 1981 to 1986, Ms. Roy held the positions of commissioner and then of vice-president of the BAPE. Throughout her career, she managed or participated in a number of consultations related to energy generation, water and waste management, and land-use management at the municipal, regional, provincial and national levels. She was also closely involved in the implementation of the Plan Saint-Laurent and the introduction of water management on a watershed basis.

Since the early 2000s, she has focused more specifically on urban issues. She chaired the public consultation commissions on the Plan métropolitain de gestion des matières résiduelles [Metropolitan Waste Management Plan] of the Communauté métropolitaine de Montréal, the Montréal Cultural Development Policy, the Mount Royal Master Protection and Enhancement Plan, and the development project for the site of the old CN Shops in Pointe-Saint-Charles.

Ms. Roy has been president of the Office de consultation publique de Montréal since June 19, 2006.

PART-TIME OR AD HOC COMMISSIONERS IN 2011

ANDRÉ BEAUCHAMP COMMISSIONER

André Beauchamp has been a theologian and environmental specialist for over 20 years. From 1978 to 1983, he acted as secretary of the Ministère de l'Environnement, deputy regional director (Montréal region), and chief of staff and special advisor to the minister. He also chaired the Conseil consultatif de l'environnement for a brief period in 1983, and the Bureau d'audiences publiques sur l'environnement (BAPE) for four years.

Since 1990, André Beauchamp has worked as a consultant in environmental and social mediation, and in environmental public consultation. He participated in the work of the Chaire de recherche en éthique

de l'environnement Hydro-Québec/McGill. He headed the BAPE Commission sur la gestion de l'eau au Québec, and participated in the Commission sur le développement durable de la production porcine. Thus, he has developed solid expertise in environmental ethics and the integration of values.

André Beauchamp, an expert in the area of public consultation, has written several publications: *Environnement et consensus social*, *Gérer le risque, vaincre la peur* and *Introduction à l'éthique de l'environnement*.

BRUNO BERGERON COMMISSIONER

Bruno Bergeron has been a member of the Ordre des urbanistes du Québec and the Canadian Institute of Planners since 1980, and holds a Bachelor's degree in environmental design as well as a Master's in urban analysis and management from the Université du Québec. He has extensive experience in the field of municipal urban planning. Having managed the urban planning departments of Saint-Hyacinthe, Boucherville and Longueuil, he now works as a consultant for various municipalities and real estate development companies. Among other accomplishments, he was responsible for producing the Ahuntsic/Cartierville and Côte-des-Neiges/Notre-Dame-de-Grâce borough chapters of the Montréal Master Plan.

Many of the urban and environmental projects under his management 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 rehabilitation project for the spawning ground of the Rivière aux Pins in Boucherville, by the Canadian Waterfowl Management Plan.

Public consultation has always played a key role in Mr. Bergeron's projects. 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 integration and development.

Actively involved in his profession, Mr. Bergeron has served as president of the Association des coordonnateurs municipaux en rénovation urbaine and the Ordre des urbanistes du Québec, and as vice-president of the Association des urbanistes municipaux du Québec. In 1994, he was awarded the Médaille du mérite by his peers. In 2004, he received the Conseil Interprofessionnel du Québec merit award for his exemplary contribution to the development of his profession.

NICOLE BOILY **COMMISSIONER**

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

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

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

She later became chief of staff of the Ministre de la Condition féminine and vice-president of the Conseil du trésor, where she was responsible for coordinating

all ministerial activities. She then returned to the institutional arena as director general of the Institut canadien d'éducation des adultes.

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

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

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

JEAN-CLAUDE BOISVERT **COMMISSIONER**

Jean-Claude Boisvert obtained a Bachelor's of Architecture from the Université de Montréal in 1968. He has been a member of the Ordre des Architectes du Québec since 1973, dividing his professional activities between the practice of architecture and urban planning in the public, para-public and private sectors.

During that time, he acted as project manager and senior designer on a number of projects, including: the insertion of several residential and multi-purpose complexes into the urban fabric of Montréal, 1985-2009; the master development plan for the campus of the Université de Montréal, 1993-95; the master plan for the redevelopment of the Faubourg des Récollets, 1990-93; the planning of the commuter train stations on the Montréal-Rigaud line, 1982-85; the Canadian Chancellery in Belgrade, in the former Yugoslavia, 1980-81; and the Centre olympique Claude Robillard in Montréal, 1974-76.

From 1977 to 2000, he worked as a reviewer and visiting professor in several architectural and urban design workshops at the Faculté de l'aménagement of the Université de Montréal.

Mr. Boisvert has been an ad hoc commissioner with the OCPM since 2004. He served as vice-president of the Commission de réaménagement urbain et de développement durable du Plateau Mont-Royal, 2003-2004; and as a member of the Commission Jacques-Viger, 1996-2000; the design committee for several pavilions of the Université de Montréal, 1990-2000; the architectural quality evaluation committees for architectural contests of the new Faculté de l'aménagement of the Université de Montréal, 1995; and the Musée de la Civilisation and Québec Palais de Justice, 1981 and 1979.

Having retired as an architect, Jean-Claude Boisvert now works as an urban planning consultant.

NICOLE BRODEUR

COMMISSIONER

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

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

She then worked for approximately ten years at the Ministère des Relations avec les Citoyens et de l'Immigration, first as associate deputy minister, and later as deputy minister. She actively participated in setting

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

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

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

JEAN BURTON

COMMISSIONER

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

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

vice-president of communications and human resources at the SOQUEM. Mr. Burton began his career as a visiting professor at the Université de Montréal's Département de Sciences biologiques, and as a research associate for the Centre de recherches écologiques de Montréal, from May 1974 to June 1982.

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

JEAN CAOUETTE

COMMISSIONER

Jean Caouette, a Quebec 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 in various firms in Montréal, Québec City and Toronto. He later 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 currently sits on the board of the Corporation de développement économique communautaire de Rosemont – Petite-Patrie. He is also a member of the borough's urban planning advisory committee.

VIATEUR CHÉNARD

COMMISSIONER

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

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

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

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

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

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

IRÈNE CINQ-MARS **COMMISSIONER**

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

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

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

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

LOUIS DÉRIGER **COMMISSIONER**

Louis Dériger holds a Master's degree in Civil Engineering, specializing in the environment, from the École Polytechnique de Montréal, as well as a Bachelor's in Landscape Architecture from the Université de Montréal. Over the course of his career, he has held positions as project manager and director for firms of consultants in landscape architecture, urban planning, engineering and the environment. He also directed his own consultation company from 1984 to 1994. From 2003 to 2005, he was a lecturer in urban studies for the UQÀM-INRS Master's program in urban studies (urbanization, culture and society). Since 2001, Mr. Dériger has worked as an environmental consultant.

A part-time additional member of the Bureau d'audiences publiques sur l'environnement (BAPE) from 1999 to 2007 and again since 2008, Mr. Dériger participated, both as commissioner and chair, in approximately 20 inquiry and public hearing commissions on various projects: transforming stations, hydro-electric complexes, wind farms, oil storage tanks, road networks, and channel dredging. Among others, he reviewed projects involving the modernization of Notre-Dame Street in Montréal, and the construction of additional storage tanks for liquid products in Montréal-Est. An ad hoc commissioner with the Office de consultation publique de Montréal since March 2003, he sat on the public consultations on the cultural development policy for the City of Montréal, the development of a new Université de Montréal campus on the site of the former Outremont rail yards, the redevelopment of the Séville block, and the draft Mount Royal Master Protection and Enhancement Plan.

ALAIN DUHAMEL

COMMISSIONER

Following a long career in journalism, Mr. Duhamel remains active in the field. He holds a Bachelor's in political science from the University of Ottawa, as well as a degree in communications from Saint Paul University.

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

Alain Duhamel is very active in the cooperative movement. He has been an elected leader of the Caisse populaire Desjardins Ahuntsic-Viel since 1982, and has served as chairman of its board of directors for the past seven years.

HABIB EL-HAGE

COMMISSIONER

Mr. Habib El-Hage holds a Ph.D. in sociology from the UQAM and a Master's in Social Intervention (UQAM). His interests focus on the problem of identity in a migratory context, intercultural mediation practices, psychosocial intervention and institutional adaptation. Mr. El-Hage is an Associate Fellow with the Chaire de recherche sur l'immigration, l'ethnicité et la citoyenneté (CRIEC), and a member of the team Migration et ethnicité dans les interventions en santé et en services sociaux (METISS) of the CSSS de la Montagne.

From a professional standpoint, he is a social worker with the Collège de Rosemont, dealing with young people and the numerous problems affecting scholastic achievement, problems of mental health, youth suicide, violence and harassment. He has been involved in the organization of numerous seminars on intercultural and citizenship-related issues.

He is very involved with the issue of intercultural relations and plays a key role in its volunteer applications. Until recently, Mr. El-Hage served as vice-president of the Conseil interculturel de Montréal, where he coordinated, co-wrote, and publicly presented a number of opinions and briefs to Ville de Montréal political officials. He is also a member of several organizations, including the Canadian Mental Health Association.

ARIANE ÉMOND

COMMISSIONER

Independent journalist Ariane Émond has touched all aspects of communication. She worked as a columnist for *Le Devoir* from 1990 to 1995, and the newspaper *Alternatives* from 2001 to 2008, and still contributes to the *Gazette des femmes*. She was a radio and television host, commentator, and reporter with Radio-Canada for some 20 years, and worked as a host, writer and researcher with Télé-Québec (1974-1987). Co-founder and figurehead of the feminist news magazine *La Vie en rose* (1980-1987), she was one of the artists of the Hors-Série 2005. Ms. Émond has contributed to some 15 Québec documentaries, and earned a number of awards for her work in both film and journalism, including the Prix René-Lévesque and Le Prix Judith-Jasmin.

Her interest in cultural and social issues (inequality, education and the drop-out rate, immigration and integration, issues involving cities and the renewal of their living environment, etc.) infuses her professional dedication. She was the first executive director of Culture Montréal (2003-2005), and continues to work with various cultural and community organizations.

For more than 20 years, she has regularly acted as host for events, colloquia, conventions and public debates organized by ministries, universities, municipalities and associations.

She is a member of the Institut du Nouveau Monde (INM), a non-partisan institute devoted to the renewal of ideas and citizen participation, and sat on its Board of Directors from 2005 to 2008. She is vice-chair of the Board of Directors of the friends of the magazine *Développement social*, a publication of the Institut national de la santé publique, devoted to community development. As a sponsor of the young foundation *60 millions de filles* for the past five years, Ariane Émond is deeply committed to the education of girls in developing countries. As an author, Ariane Émond published, among others, *Les Ponts d'Ariane* (VLB 1994), a series of chronicles on the rapprochement between men and women, generations, and cultures. She also contributed to the photo album *ÉLOGES* (Editions du passage, 2007), conducting 14 interviews with actresses concerning their preparation work.

CLAUDE FABIEN

COMMISSIONER

A lawyer and member of the Barreau du Québec since 1966, Claude Fabien is an honorary professor of the Faculté de droit of the Université de Montréal. He holds a Bachelor of Arts and a Licentiate in Laws from the Université de Montréal, and a Master of Laws from McGill University.

Early in his career, he was an attorney with the law firm of Deschênes, DeGrandpré, Colas et associés (1966-1969). He then worked as a legal information engineer at the Université de Montréal (1969-1972), and as a civil law professor at the Université de Sherbrooke (1972-1979) and the Université de Montréal (1979-2008). He was dean of the Faculté de droit of the Université de Montréal from 1995 to 2000, after serving as its vice-dean and secretary. He has taught and published mainly in the area of civil law: contracts (mandates, service contracts, employment contracts), civil liability, proof, the protection of adults under a disability, and civil law reform. He has been a grievance arbitrator certified by the Ministre du Travail and a mediator certified by the Barreau since 1975.

In terms of community service, he has worked in many university and professional organizations. He has been president of the Association des professeurs de droit du Québec, the Canadian Law Information Council, the Canadian Association of Law Professors, and the Canadian Council of Law Deans.

Mr. Fabien lives and works in Montréal, where he practises law, primarily as a grievance adjudicator. He has been an ad hoc commissioner with the OCPM since 2003. He was a member of the commission on the proposal for the *Montréal Charter of Rights and Responsibilities* (2004), as well as chair of the commission on the redevelopment of the site of the former Viger station and hotel (2008), the commission on the development and modernization of the Maison de Radio-Canada (2009), the commission on the 2-22 Ste-Catherine Est (2009), and the commission on the revision of the Montréal Charter of Rights and Responsibilities (2011).

JUDY GOLD **COMMISSIONER**

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

As an ad hoc commissioner with the Office de consultation publique de Montréal since 2004, Ms. Gold has been involved, as commissioner or chair, in public consultations on various projects, including the Montréal Cultural Development Policy, the master development plan for the Contrecoeur site, the redevelopment of the Mount Royal Peel entrance and Clairière, the Montréal family action plan, the redevelopment project for Place l'Acadie and Place Henri-Bourassa, and the redevelopment project for the Namur — Jean-Talon Ouest area.

She was a part-time member of the Bureau d'audiences publiques sur l'environnement (BAPE) from 2003 to 2009, and sat on the project commissions for the extension of the Du Vallon axis in Québec City and the improvement of ground transportation infrastructures near the Montréal-Trudeau airport.

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

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

MICHEL HAMELIN **COMMISSIONER**

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

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

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

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

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

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

PETER JACOBS

COMMISSIONER

Mr. Jacobs is a Professor at the École d'architecture de paysage of the Faculté de l'aménagement of the Université de Montréal. He taught as a visiting professor at Harvard University's Graduate School of Design on three separate occasions, and has lectured widely in North America, Europe and Latin America. He is the recipient of the A.H. Tammsaare Environment Prize, the President's Prize of the Canadian Society of Landscape Architects, and the Governor General's medal on the occasion of the 125th Anniversary of the Confederation of Canada. Following his practice in architecture, he focused on landscape planning and urban design.

He is a Fellow and Past President of the Canadian Society of Landscape Architects (CSLA), Canada's senior delegate to the International Federation of Landscape Architects (IFLA), and a Fellow of the American Society of Landscape Architects (ASLA). He is also an Honorary Fellow of the Columbian Society of Landscape Architects and, more recently, was appointed Chair of the College of Senior Fellows, Landscape and Garden Studies at Dumbarton Oaks, Washington, D.C.

He has served as Chairman of the Sustainable Development Commission of the International Union for the Conservation of Nature and Natural Resources

(IUCN), and as Chairman of the Kativik Environmental Quality Commission (Québec, Canada) (KEQC). He is Chairman of the Public Advisory Committee on Canada's State of Environment Report, and sits on numerous Canadian committees concerned with environmental issues and sustainable development.

He is also a member of numerous scientific and professional editorial advisory committees, and has written and published texts related to landscape perception, planning theory and methods, and sustainable development. His current studies focus on the histories of the idea of landscape, the meanings attributed to landscape in various cultures, and how they inform management strategies and actions over time.

He has chaired and remains a member of numerous design juries. He is a consultant to the City of Montréal for the development of urban open space networks, including the restoration of Mount Royal Park, originally designed by F.L. Olmsted; the rehabilitation of St. Helen's and Notre-Dame Islands; and the design of Place Berri in downtown Montréal. He has collaborated on numerous urban design projects throughout Canada, and several of his projects have received planning and design awards from professional associations.

LUC LACHARITÉ

COMMISSIONER

Luc Lacharité headed major organizations for almost 35 years, during which time he developed professional relationships at the highest levels of both the private and public sectors. His reputation as an effective, conscientious manager as well as his expertise in matters pertaining to public affairs and government relations are favourably recognized.

Since his departure from Groupe CGI inc., where he was vice-president of public affairs for five years, he has worked as a consultant as a senior partner with Nereus Conseils Stratégiques. For a period of six months in 2010, he was also Acting President and CEO of Montréal International.

Earlier, Luc Lacharité had worked in the top echelons of various organizations with a high strategic profile. Notably, he was executive vice-president of the Board of Trade of Metropolitan Montréal for more than 15 years.

His leadership and team-mobilization skills have allowed him to make a significant contribution to many initiatives benefiting both the economy and quality of life in the metropolitan area.

Previously, he had been director general of the Union des municipalités du Québec, after holding the same position at the Société des Jeux du Québec. He had also worked as a senior municipal executive, following a few years spent in the field of education.

He still plays an active role in community and cultural life, as a member of the board of directors of Boulot vers..., a social reintegration organization.

He is an educational science graduate of the Université Laval. He was appointed ad hoc commissioner with the OCPM in February 2009.

HÉLÈNE LAPERRIÈRE

COMMISSIONER

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

Specializing in urban studies, strategic planning and heritage development and enhancement, Hélène Laperrière operates a private urban planning practice, while also managing the Groupe Culture et Ville, which she founded in 1998. Since 2009, she has made a number of trips to China, where she teaches urban planning as well as development and enhancement of the social and built heritage.

From 2000 to 2003, she was involved in the construction of the Bibliothèque Nationale du Québec, first as a member of the architectural jury, and then as a member of the construction committee. Between 1999 and 2009, she sat as vice-president of the board of

directors of Montréal, Arts Interculturels (MAI). She was also a member of the editorial committee of *Urbanité*, the *Ordre des urbanistes du Québec* magazine, from 2005 to 2008. She is the author of historical and heritage guides for various regions of Québec.

Ms. Laperrière has been a member of the *Ordre des Urbanistes du Québec* and the Canadian Institute of Planners since 1982. She was also a member of the Canadian Real Estate Association, the Association de l'immeuble du Québec, and the *Chambre d'immeuble de Montréal* from 1984 to 1985. Between 1990 and 1996, she acted as secretary of the Association des étudiants du doctorat en aménagement of the Université de Montréal.

She also chaired the board of directors of the CIRQ (Centre d'Intervention et de Revitalisation des Quartiers, now *Convercité*). In 1997, she designed and was responsible for the scientific content of the *Quartiers Culturels du Monde* Web site.

HÉLÈNE MORAIS

COMMISSIONER

Hélène Morais was president of the *Conseil de la santé et du bien-être* of the Québec government for seven years, until 2006. From 1984 to 1999, she held the positions of director general of the *Conférence des conseils régionaux de la santé et des services sociaux du Québec*; director of planning at the *Ministère de la Santé et des Services sociaux*; and director of planning, evaluation and information systems and director of the *Direction du programme santé physique* at the *Régie de la santé et des services sociaux de la région de Québec*.

As a manager of some ten different administrative units and public organizations responsible for planning, evaluation, coordination and consultation, Hélène Morais was very involved in public participation, public consultation and public communication, moderating groups composed of citizens and experts, focusing on their advisory role with political decision-makers. She currently carries out consultation activities with health and social services establishments, and works with private and public sector organization executives, managers and teams as a professional coach.

Hélène Morais holds a Master's in Business Administration and a B.A. in Social Services from the Université Laval. She is a Certified Integral Coach™ with Integral Coaching Canada®, and a team coach with Team Coaching International. She is also certified by the Fédération internationale des Coachs.

Among her other commitments, Ms. Morais is also a founder of the *Forum des dirigeants et dirigeantes des organismes gouvernementaux*, of which she was president for five years; a member of the Canadian delegation to the study sessions to prepare a manifest for the United Nations on the state of the world's children, Brussels, Belgium in 2002; a member of the Canadian delegation and speaker at the World Forum on Social Development, Geneva, Switzerland, in 2000; and a member of the Canadian delegation at the World Health Organization in Geneva in 1990 and 1991.

ANTOINE MOREAU **COMMISSIONER**

Sociologist Antoine Moreau holds a Master's in Sociology from the Université de Montréal, and pursued doctoral studies at McGill University. Specializing in environmental and risk perception, he is skilled in social impact evaluation.

He has worked as a specialist for engineering firms and public and private sector companies for 20 years. He joined the Nove Environnement team in 2005.

Over the course of his career, Mr. Moreau conducted impact studies and evaluations on numerous projects, including the refurbishment of the Gentilly-2 nuclear power plant, the high-tension Saint-Césaire-Hertel power transmission line, and the Forêt de l'Aigle community forestry project.

For the past four years, Antoine Moreau has moderated joint-action tables of public forest users. These mechanisms serve to develop framework agreements among forestland users in order to reduce conflicts in usage.

From 1997 to 2001, he chaired the board of directors of the Association québécoise pour l'évaluation d'impact (A.Q.E.I.).

DOMINIQUE OLLIVIER **COMMISSIONER**

Dominique Ollivier studied civil engineering before obtaining a Master's in Public Administration from the École nationale d'administration publique.

She also held various positions in social organizations and Québec ministers' offices before becoming Directrice adjointe des communications et conseillère spéciale en matière de citoyenneté with the office of the Bloc québécois leader in Ottawa. From 2006 to 2011, she was director general of the Institut de coopération pour l'éducation des adultes (ICEA), and in June 2011, she was appointed Vice-President, North America, of the International Council for Adult Education.

Ms. Ollivier's career is marked with volunteer work in numerous community organizations and participation in a number of cultural juries. She has written many texts and memoranda dealing with issues of cultural diversity and adult education, as well as numerous articles published in various magazines and newspapers.

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

JEAN PARÉ **COMMISSIONER**

Jean Paré holds a Bachelor of Arts, a Licence in Law, and a Master's in Urban Planning from the Université de Montréal. He attended specialized courses in public law, political science and land-use planning at the University of Paris, and received complementary training in international development, project management and geomatics.

Before beginning his studies in urban planning, Mr. Paré practised law as an assistant in the legal department of Expo '67. In 1970, he was hired by the land-use planning consultants firm of Jean-Claude La Haye et Associés. From 1974 to 1980, he was director of planning and then director of development of the Société d'aménagement de l'Outaouais.

In 1980, he joined the Montréal Coopers & Lybrand Consulting Group. In 1986, he established the strategic planning department of Raymond Chabot Grant Thornton. He then opened his own firm in 1988.

Mr. Paré has been involved in major projects. In 1992-1993, he was assistant secretary of the Groupe de travail sur Montréal et sa région. In 1998-1999, he coordinated social and environmental projects for the Commission scientifique et technique sur la tempête de verglas de janvier 1998. Between 2000 and 2002, he worked as a government assistant in Outaouais for the municipal reorganization, and as secretary of the Outaouais Transition Committee.

Jean Paré has been a part-time additional commissioner with the Bureau d'audiences publiques sur l'environnement (BAPE) since 1990. A commissioner with the Office de consultation publique de Montréal from 2002 to 2008, Mr. Paré was hired, in March 2008, to work as a technical consultant at the Tangiers Wilaya, in Morocco. Having returned to Montréal in December 2009, Jean Paré rejoined the OCPM as a commissioner in October 2010.

MICHEL SÉGUIN **COMMISSIONER**

Michel Séguin holds a Bachelor's in Social Sciences from the University of Ottawa, a Master's in Environmental Studies from York University in Toronto, and a Doctorate in Sociology from the Université de Montréal.

He has worked in the area of communications at the CBC, Communications Canada, and the French network TVOntario, as well as in the environmental field, notably as an environmental group representative at the Canadian Council of Ministers of the Environment, and at Action RE-buts, of which he was co-founder. He is currently the coordinator of the C-Vert project of the Claudine and Stephen Bronfman Family Foundation.

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

LUBA SERGE COMMISSIONER

Luba Serge holds a Bachelor's in Sociology and a Master's in Urban Planning from McGill University, and is currently working towards a doctorate at Concordia University. She has almost 25 years' experience in various areas related to housing and neighbourhood revitalization, having been involved in setting up housing cooperatives in Montréal neighbourhoods, planning and developing the Milton-Parc project in the 1980s, and developing the Benny Farm Community Land Trust from 1997 to 2001. From 1987 to 1990, she worked at the Montréal Service de l'habitation during the drawing up of the political statement on housing and the establishment of the policy on the conversion of rental housing units into condominiums. Between 1990 and 1993, she worked 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, including its impact on neighbourhood revitalization and security improvement and crime prevention.

As a consultant for the past 15 years or so, she has conducted studies on the issues of homelessness, housing for seniors, social exclusion, and affordable and community housing. During that time, she participated in a variety of projects, such as the introduction of Canadian housing construction methods in Russia, and a pilot project for the establishment of community land trusts in two Montréal neighbourhoods. From 1992 to 1998, she was a member of the CCU in Montréal West. In addition to her consulting work, she also teaches at the CEGEP and university levels.

She was appointed ad hoc commissioner with the OCPM in April 2008, and sat on the commissions for the public consultations regarding the redevelopment projects for the old CN shops (1), the Séville block, and the Centre Raymond-Préfontaine.

NICOLE VALOIS COMMISSIONER

Nicole Valois is a landscape architect and professor at the École d'architecture de paysage of the Université de Montréal, where she teaches project methodology and landscaping in urban environments. She is also an Associate Fellow with the Canada Research Chair on Built Heritage, at the Université de Montréal. She has recognized expertise in landscaping studies in urban environments for the purpose of landscape enhancement, evaluation and management for urban design and heritage conservation projects. She sat as an expert on several juries and committees, including those of the Conseil des Arts et des Lettres Québec, the Commission Jacques-Viger, the Comité consultatif d'urbanisme, and Champ Libre. She also received awards, on two separate occasions, from the Conseil des Arts et des Lettres du Québec, for her research on creation in urban landscapes.

She has published numerous works, including *Le patrimoine architectural et paysager du campus de l'Université de Montréal*, at the Presses de Université de Montréal; *Place Émilie-Gamelin in Montréal - landscape narrative, meaning and the uses of public space*, in the magazine JoLA, and *Analyse paysagère de l'arrondissement historique et naturel du Mont-Royal - Historique et caractérisation des paysages*, a report submitted to the Ville de Montréal. The master plan for the Place Valois area, the development of the Promenade Darlington (Ville de Montréal), and the reconstruction of the Olmsted bridge on Mount Royal, which was awarded the AAPQ prize for excellence, are also included on her list of achievements. Lastly, she has managed research/creations on the integration of contemporary development in heritage environments in France, including the Jardin du tricentenaire at the Abbaye des Prémontrés in Pont-à-Mousson, and the Sentier de la marre salée in Marsal.

ARLINDO VIEIRA

COMMISSIONER

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

In addition to his many years as a lawyer in private practice, Arlindo Vieira has extensive experience working in various areas of government. 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.), and administrative law judge with the Régie des alcools, des courses et des jeux.

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 has also acquired public consultation experience in matters pertaining to heritage.

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

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

JOSHUA WOLFE

COMMISSIONER

Joshua Wolfe holds a Master's degree in Urban Planning from the Université de Montréal, and a Bachelor's in Science & Human Affairs from Concordia University. He has extensive experience in heritage preservation, urban design, and urban environmental legislation. He works as a sustainable development consultant for municipalities and NGOs. In 1990, he became a member of the American Institute of Certified Planners. Mr. Wolfe is listed in the Canadian Who's Who for his urban planning work, and he received similar recognition in the year 2000 in the American publication Marquis Who's Who. He taught sustainable development for cities and public participation at Concordia University, the UCLA Extension Public Policy Program, McGill University, the Institut international de gestion des grandes métropoles, and the International Association for Public Participation.

A native Montrealer, Mr. Wolfe spent over five years in California, where he conducted environmental impact studies and prepared planning programs for various municipalities and other public organization in the

regions of San Francisco and San Diego. From 1998 to 2000, he worked on the *Policy Guide on Planning for Sustainability* of the American Planning Association. In Montréal, he was director general of the Héritage Montréal foundation, and contributed on a regular basis to the architectural and urban planning column of the newspaper *The Gazette*. The book *Découvrir Montréal*, published by Libre Expression, was co-written by Mr. Wolfe and Cécile Grenier. Furthermore, he is the author of some fifty articles, book chapters and scientific papers. He also set up the Comité du patrimoine bâti juif, and sat on the board of the Fondation du patrimoine religieux du Québec. He was one of the founders of the housing cooperative Les Tourelles, in Milton-Parc, where he lived for over 15 years. Having formerly been a member of the national board of directors of the Canadian Parks and Wilderness Society (CPAWS), he is currently vice-president of SNAP-Québec.

Joshua Wolfe has been an ad hoc commissioner since 2002.

APPENDIX II

EXTRACTS CHARTER OF VILLE DE MONTRÉAL, R.S.Q., C. C.-11.

DIVISION I OFFICE DE CONSULTATION PUBLIQUE

Public consultation office.

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

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

President.

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

Term of office.

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

Term of office.

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

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

Additional commissioner.

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

List.

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

Candidates.

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

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

Disqualification.

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

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

Remuneration and expenses.

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

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

Personnel.

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

Assignment of city employee.

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

Treasurer.

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

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

Fiscal year.

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

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

Sums made available.

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

Minimum amount.

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

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

Functions of Office.

83. The functions of the Office shall be:

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

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

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

3° to hold public hearings in the territory of the city, at the request of the city council or the executive committee, on any project designated by the council or the committee.

Provisions not applicable.

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

Report on activities.

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

2000, c. 56, Sch. I, s. 83; 2003, c. 19, s. 61; 2003, c. 28, s. 23; 2008, c. 19, a. 6.

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 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, university, college, convention centre, house of detention, cemetery, regional park or botanical garden;
- 2°** major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- 3°** a residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, a commercial or industrial establishment the floor area of which is greater than 25,000 m²;
- 4°** housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the Act respecting the Société d'habitation du Québec (chapter S-8);
- 5°** cultural property recognized or classified or a historic monument designated under the Cultural Property Act (chapter B-4) or where the planned site of the project is a historic or natural district or heritage site within the meaning of that Act.

Business district.

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

Content of by-law.

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

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

Approval by referendum.

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

Public consultation.

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

Public consultation.

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

Applicable provisions.

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

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

Provisions not applicable.

However,

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

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

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

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

O.C. 1213-2005, s. 7



APPENDIX III

ORGANIZATIONAL STRUCTURE OF THE OFFICE

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

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

Physical resources

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

Human resources

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

Commissioners

In June 2010, the city council appointed Ms. Louise Roy as president of the Office for a new four-year term. On the recommendation of the Office president, a number of part-time commissioners are appointed by city council to hold consultations. The latter may not work as City employees or municipal elected officials.

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

President

Louise Roy

Ad hoc commissioners in 2011

André Beauchamp, Bruno Bergeron, Nicole Boily, Jean-Claude Boisvert, Nicole Brodeur, Jean Burton, Jean Caouette, Viateur Chénard, Irène Cinq-Mars, Louis Déryger, Alain Duhamel, Habib El-Hage, Ariane Émond, Claude Fabien, Judy Gold, Michel Hamelin, Peter Jacobs, Luc Lacharité, Hélène Laperrière, Hélène Morais, Antoine Moreau, Dominique Ollivier, Jean Paré, Michel Séguin, Luba Serge, Nicole Valois, Arlindo Vieira, and Joshua Wolfe.

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

Staff

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

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

Collaborators

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

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

PRACTICES OF THE OFFICE

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

COMMISSIONERS' CODE OF PROFESSIONAL CONDUCT

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

General provisions

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 or 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.
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

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

Public consultation

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

SETTING UP A PUBLIC CONSULTATION

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

Public notice

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

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

Communications

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

Documentation file

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

The documentation file usually contains:

Any descriptive or explanatory document pertaining to the project, including a summary of the studies surrounding its development. The documentation presents the project's rationale, the principles and orientations surrounding its development, its main characteristics and, where applicable, the options submitted for public consultation;

- The basis for decision prepared by various City officials;
- The documentation justifying the project, addressing its various aspects and impacts;
- As required, relevant extracts of the plan and urban planning by-laws in force;
- Any major plans, area maps, sketches and visual simulations required to better understand the project.

Preparatory meetings of the commission

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

Public consultation

The public consultation is always divided into two distinct parts: the question period, and the expression of opinions.

The first part allows participants and the commission to hear a description of the project submitted for public consultation and a presentation of the regulatory framework, and to ask questions about the project. During the first part, representatives of the developer and municipal departments present the various elements of the project and answer the questions of the participants and commissioners. Thematic workshops or sessions may also be held during the first part to examine specific aspects of certain projects under consideration.

The second part allows participants to express their concerns, opinions and comments on the project. These may be presented in the form of a written brief or oral commentary. In the second part, the representatives of the developer and municipal departments no longer participate, although they may be present in the hall. At the end of the second part, a representative of the developer or the Ville de Montréal may ask to exercise their right of rectification, to bring a correction or add to factual information. The two parts are separated by a period of approximately 21 days, to allow participants to prepare their briefs or statements of opinion.

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

Depending on the nature or complexity of files submitted for consultation, other formulas may be employed, such as colloquia, conferences, seminars, open-house days, and on-line consultations.

Analysis and report of the commission

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

STANDARD PUBLIC CONSULTATION MEETING PROCEDURE

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

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

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

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

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

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

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

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

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

At the end of the session, the chair may, according to the procedures he establishes, hear a representative of the developer or Ville de Montréal who wishes to rectify facts or correct objective information.

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



APPENDIX IV

LIST OF EMPLOYEES AND COLLABORATORS IN 2011

Employees

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

Collaborators

Michel Agnaïeff
Brunelle-Amélie Bourque
Richard Brunelle
Léa Cousineau
José Fernando Diaz
Delphine Dusabe
Mathieu Fournier
Tida Goudiaby
Henri Goulet
Félix Hébert
Charlotte Horny
Laurent Maurice Lafontant

Victor Lapalme
Nhat Tan Le
Marie Leahey
Olivier Légaré
Christelle Lollier-Théberge
Liane Mbonyumuvunyi
Denise Mumporese
Élise Naud
Marc-André Roche
Simon Saint-Pierre
Gabrielle Tremblay



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