



OFFICE
DE CONSULTATION PUBLIQUE
DE MONTRÉAL

MA VILLE MA VOIX

10 YEARS OF PUBLIC
CONSULTATIONS
WITH MONTREALERS

2012
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 2012 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, 2012.

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

Yours sincerely,

Louise Roy
President of the Office de consultation publique de Montréal

June 1, 2013

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 2012.

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

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

Without everyone's good will and co-operation, 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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PRESIDENT'S MESSAGE





The year 2012 marked the tenth anniversary of the Office de consultation publique de Montréal. Born with the new Ville de Montréal arising from the municipal mergers in the early 2000s, the OCPM now has ten years of operation and over 100 public consultations under its belt. We wanted to mark this important milestone in the life of our organization and involve Montrealers in our commemoration. In the Hall of Honour at City Hall, an exhibition allowed citizens to join us in retracing our path and identifying the major steps that have marked the history of our institution. A little brochure entitled *Ma Ville, Ma Voix – 10 years of public consultations with Montrealers* was published for the occasion.

We also wanted to reflect on our course and the path that lies ahead of us by asking Montrealers about their understanding and perception of the OCPM after ten years of service.

Following a survey carried out at our request, we noted that approximately one Montrealer in five knows what the Office de consultation publique de Montréal is, and that among those, 86% have a favourable opinion of it, 85% believe that it is useful, and 80% find it credible. We find those numbers encouraging. We also wanted to reconcile our statistical data to answer an often asked question about participation in Office consultations: Who are the people who speak at the meetings? We noted that 31% of the opinions expressed come from interested or directly concerned citizens. Social and community groups, urban planners and related specialists, and socio-economic groups, which are often local, account respectively for 22%, 18% and 20%. Lastly, representatives of political communities bring up the rear with 9%. We pushed our examination further to learn that 79% of citizens only came to one meeting, with the corresponding figure at 75% for organizations. This attests to the great variety of citizens and organizations appearing before us.

10 YEARS

Moreover, our 10th anniversary afforded us an opportunity to take a closer look at the effects of our consultations on Mount Royal, an emblem that is near and dear to the hearts of Montrealers. The volume 3, no. 1 of the Cahiers de l'OCPM, entitled *Le mont Royal, une richesse collective*, recounts, throughout history, high moments of citizen involvement focusing on the preservation and enhancement of the mountain, and sets out concerns expressed by the public, since 2006, over the course of the ten public consultations held by the OCPM on projects located in the historic and natural borough of Mount Royal. This analysis allowed us to evaluate the influence of the results of the consultations on policies concerning the mountain, and to define perspectives and issues for the coming years.

In October, a mini-conference on the conditions of a useful and genuine dialogue on the city and on the place of a neutral third party in the public consultation processes in our city brought together numerous organization representatives and citizens who joined their experience and ideas to our own.

In addition to all of the above, 2012 saw Montréal's first-ever consultation held at citizens' request, under their right of initiative. In accordance with the citizens' Charter of Rights and Responsibilities, Montrealers may, under certain conditions, request that a public consultation be held on a subject of their choice. One of those conditions is to collect the signatures of 15,000 citizens. Some groups took it upon themselves to use that tool to obtain

a consultation on the state of urban agriculture in Montréal. More than 29,000 signatures were collected, and the OCPM was given the mandate to hold the consultation. The latter provided an opportunity to ascertain the interest of a collaboration of a number of partners from community and institutional milieus, as well as civil servants from various Montréal departments and boroughs, in the realization of a whole range of public information activities. One hundred and five briefs were submitted to the commission, which drew up an outline of urban agricultural practices in Montréal and proposed courses of action to consolidate and disseminate those practices.

I cannot complete this overview without mentioning the innovative exercise that helped to define a vision for the development of the Griffintown area in the Sud-Ouest borough. This area, lying at the gateway to downtown, has experienced booming development over the past few years, and everyone felt the need to plot a course to ensure planned development of the area according to a shared vision. The upstream consultation, bringing together Ville de Montréal representatives, citizens and community groups, experts, and representatives of the economic and institutional communities, was a great success in citizen participation, with more than 1000 people taking part in the process.

OF PUBLIC CONSULTATIONS WITH MONTREALERS

The review and reflection brought about by the tenth anniversary of the Office lead me to reiterate the necessity of a neutral third party like the OCPM in the public examination of major projects or major actions that affect the city. I believe that many Montrealers share this conviction, as do the elected officials who reiterated their unanimous support for the Office through a motion adopted by city council at its meeting on October 22. I am also of the opinion that Office interventions should be foreseeable and predetermined, so that all citizens, groups and developers know the circumstances under which the Office will intervene. Therefore, I believe that the Charter of Ville de Montréal should specify and broaden the criteria whereby cases are automatically submitted to the Office for consultation, while preserving the political authorities' option to mandate the OCPM on any other issues, as already provided for in the Charter. Along the same vein, I believe that in the event of a reform of the Land Use Planning and Development Act, in any future major cases where the right to referendum may be excluded, automatic recourse to the Office should be provided for Montréal.

The last ten years largely attest to the viability of a model like that of the Office de consultation publique, as does the fact that Porto Alegre, Brazil, a beacon city in terms of citizen participation, is preparing to emulate it. The coming years should serve to consolidate this institution that has become, over the years, a point of reference in public debates on major policies and development projects, as well as a special venue for public debate and citizen participation.



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

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

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

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

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

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

CONSULTATIONS

IN 2012, 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 held the first public consultation resulting from the right of initiative provided for in the Montréal Charter of Rights and Responsibilities. That right, which has been in effect since January 1, 2010, provides that citizens may, under certain conditions, request a consultation on a specific issue. The consultation held by the Office concerned the state of urban agriculture in Montréal, and followed a mobilization of citizens leading to the collection of 29,000 signatures, almost double the number required under the by-law.

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 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 Website.

Constant efforts are also made to facilitate citizen participation on site at the consultation meetings. For example, in 2012, the reception staff was given training on how to interact with citizens, and how to make it easier for people with physical limitations to attend the meetings.

In total, some 3500 Montrealers participated in the public consultations of the Office this year, attending 43 public sessions where 417 briefs were filed.

DESIGNATION

State of urban agriculture in Montréal



RESOLUTION

It is resolved that the Office de consultation publique de Montréal shall be mandated to hold a public consultation on the state of urban agriculture in Montréal, in keeping with the provisions of Appendix B of the Règlement sur la Charte montréalaise des droits et responsabilités et sur le droit d'initiative.

It is also resolved that the Direction générale shall be mandated to entrust the Direction des grands parcs et du verdissement with the responsibility to act as the administrative unit responsible for the present file, in accordance with the collaborative procedures provided under the latter Direction's intervention.

KEY DATES

Exhibition:

May 12, 2012

Information sessions:

June 5, 11, 12, 13 and 14, 2012

Presentation of briefs:

June 18, 19, 20 and 21, 2012

Report filing:

October 3, 2012

Report release:

October 17, 2012

TERRITORY

Ville de Montréal



PURPOSE OF THE CONSULTATION

The public consultation on urban agriculture (UA) was held pursuant to the right of initiative established in the *Montréal Charter of Rights and Responsibilities*, in force since 2010. It was a first in Montréal, resulting from a popular appeal initiated by the Urban Agriculture Working Group. A total of 29,000 signatures were collected, far exceeding the 15,000-signature requirement, and attesting to Montrealers' keen interest in UA.

The main objective of the consultation was to better understand the issues surrounding UA in Montréal, with a view to supporting and accelerating its development. After meeting with some 15 organizations specializing in pre-consultation to identify the main UA issues in Montréal, the OCPM organized an exhibition on May 12, 2012, behind the Marché Maisonneuve, to allow some 30 UA practitioners to present their activities in the form of mini-conferences and workshops.

SUMMARY OF THE COMMISSION'S REPORT

The commission applauds the involvement of citizens and community organizations throughout the long process. However, it notes that greater participation on the part of the institutional, business and co-op communities, as well as the food distribution and processing industries, would have provided valuable information, fostering the expression of diverse points of view and determining the feasibility or pragmatism of innovative and bold ideas brought forth in the various meetings.

The following week, the OCPM organized a seminar at the Palais des congrès, where speakers and panelists addressed various public interest topics, such as food safety, awareness-raising in schools, community gardens, and new commercial initiatives. Later, a comprehensive overview of UA in Montréal was presented to the public at six (6) information sessions held in May and June 2012. Following those sessions, the commission held seven (7) presentations of briefs to study the 103 briefs submitted by citizens, 53 of which were the subject of oral presentations.

The consultation led the commission to four (4) major conclusions. Firstly, UA is a little known subject that nonetheless brings into play a large diversity of actors, and whose economic, social and environmental scope is still largely underestimated.

Secondly, UA is a multifunctional concept that must be approached systematically and sustainably in order to grasp the overall risks and opportunities involved.

Thirdly, the level of interest raised by UA practitioners demonstrated that there is a solid base of expertise, cooperation and knowledge in Montréal. The commission notes the strong participation of young people.

Fourthly, the transversality of UA led participants to express themselves on very different levels of debate. An ideal vision of UA was developed, with no evaluation of the citizen and institutional contributions required to support such a vision.

Furthermore, the commission affirms that UA in Montréal is founded on deep motivations that promote exchange among different universes (educational, social and entrepreneurial) and communities, making it a focal issue whose development Montréal must strive to promote, in keeping with its internal policies.

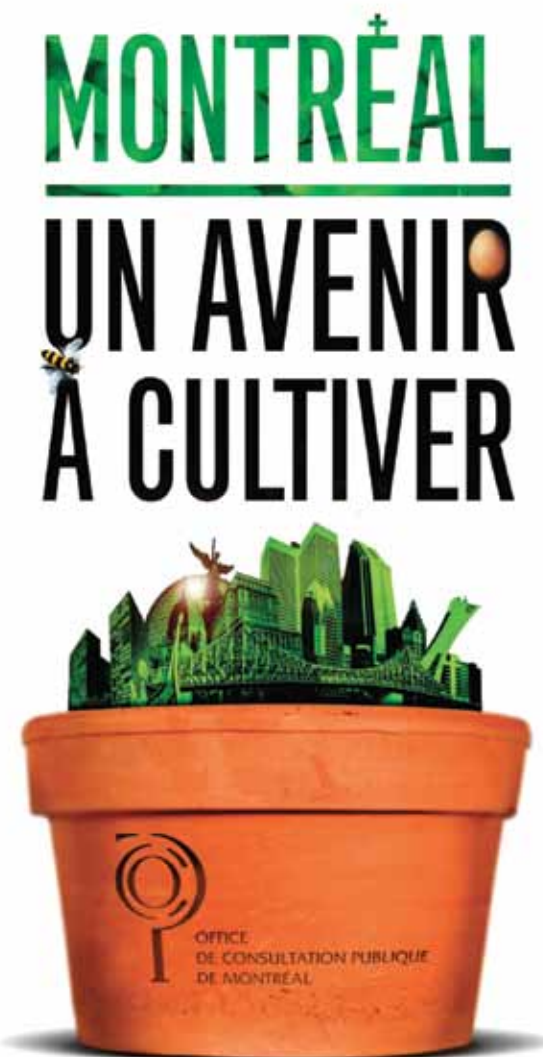
With a view to integrating UA in the Montréal Master Plan, the commission has identified three (3) types of approaches: *a specific approach*, as a development orientation; *a functional approach*, as a key component of any urban planning; and, lastly, *a sectional approach*, to address specific problems with concrete action.

The commission also suggests that Montréal integrate a green belt into the Master Plan, and recommends that it include UA in its planning by-laws. Moreover, it proposes the idea that private developers be required to provide a 20% minimum in terms of greening, integrating UA into the procedural requirements. The commission urges the Ville de Montréal to adopt a similar approach in terms of contributions for parks. Moreover, the commission recommends that new community gardens be established as soon as possible to meet strong popular demand.

Furthermore, the commission believes that Montréal should identify the types of projects that it would like to see on its territory, notably in terms of commercial greenhouses, and recommends that it integrate basic criteria into borough by-laws. Under that logic, the commission supports the gradual development of existing beekeeping activities in Montréal, and draws the municipal administration's attention to answering the citizens' call to allow and provide a framework for the raising of chickens and other small animals throughout its territory. The same applies for the planting of fruit trees and food plants.

Overall, the commission encourages the development of initiatives aimed at preserving farmland, and at promoting ecological consciousness-raising (e.g.: integrated approach to participation in schools) and improvement of the image of the urban environment. The commission therefore recommends that Montréal provide leadership fostering the emulation of partnerships, while ensuring easy and transparent access to unused land and spaces.

Lastly, the commission finds that a dynamic has been created with this first consultation exercise on UA, and hopes that follow-up on the discussions will be conducted in accordance with the principles of participatory governance. The commission believes that UA is founded on multi-sectional issues for the future, and that Montréal can set an example for the world to follow.



DESIGNATION

Griffintown Detailed Planning Area



RESOLUTION

It is resolved that the Office de consultation publique de Montréal shall be mandated to hold the activities for the first step of the public interaction process towards the completion of planning for the Griffintown area, while respecting decisions already made by Montréal regarding the area of the SPP for the Griffintown - Peel-Wellington sector, the site of the Bassins du Nouveau Havre, and the Quartier Bonaventure project.

KEY DATES

Information sessions:

January 20 and 21, 2012

Presentation of briefs:

February 13, 14, 15 and 16, 2012

Report filing:

April 13, 2012

Report release:

April 27, 2012

TERRITORY

Griffintown – Sud-Ouest borough

PURPOSE OF THE CONSULTATION

In the fall of 2011, the OCPM was mandated by Ville de Montréal to lead an open debate with multiple parties interested in the redevelopment of the historic Griffintown area.

The area's heritage dates back to the 19th-century industrial era, and its history is closely linked with that of the Lachine Canal. The closing of the Canal in 1970 led to Griffintown's final decline. In addition to its industrial built heritage, Griffintown has seen many generations of workers and immigrant populations, notably the Irish. This is a priceless heritage to be preserved in keeping with the character of the area.

Given the complexity of the issues involved in the project (elements pertaining to the vision; development principles; implementation examples; financing; governance and emergencies), preliminary meetings were held with various players in order to draw up a first state of affairs

and understand existing consensus, different priorities and several visions as to the nature of Griffintown and what it should become. The seminar and open-house day resulted from those preliminary activities.

Following this first consultation, a second will culminate in an integrated development plan, including a regulation framework exclusive to Griffintown.

SUMMARY OF THE COMMISSION'S REPORT

The general opinion of the commission is that the redevelopment of an urban area as important as Griffintown, at the gateway to downtown Montréal and the historic quarter, requires a great deal of thought. The commission notes that some projects requiring a variance to by-laws in force have been allowed, despite the fact that a number of players had voiced their disapproval of those projects in the absence of an overall vision.

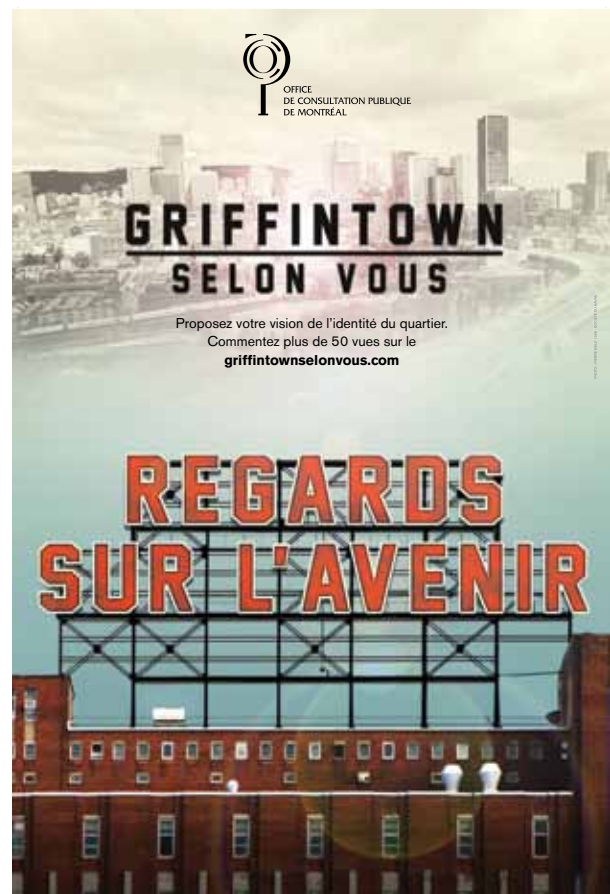
Nonetheless, the commission believes that it is not too late to reverse that trend. However, it wishes to alert public officials to the urgency of taking action. The current rate of development is too fast, and Montréal must assume a true leadership role, not act as a mediator between private developers and the community. The implementation of a moratorium on real estate development could reaffirm Montréal's leadership of the area's revitalization. According to the commission, Montréal should pursue the following objectives: the protection of the urban heritage; the structuring of real estate development; and, lastly, the assurance of coherent, effective development.

The commission believes that the respect of a transparent, open and credible decision-making process must be ensured in the future at each stage of the area's development in order to re-establish the credibility of municipal authorities. The involvement of the entire community upstream of the planning and regulation activities is recommended.

The commission also underscores the fact that a consensus was reached regarding the short-term development of public and green spaces, as they highlight the character of the area and the quality of life associated with it. The development of streets with atmosphere and meeting areas is also included in stated expectations. The development of the area must allow for the improvement of public transit, and accord a special place to pedestrians and cyclists.

The commission believes that it is important to focus on what is already there, and to integrate and transform it as required. It also believes that it is important to focus on diversity, to create a population mix and a variety of activities and uses, rather than a single-function residential area. The commission recommends the identification and protection of emblematic elements, as well as their integration into day-to-day life. The street grid, dating back to the early 1800s, should inspire the area's development. Also, the commission thinks that the area's densification should respect the character of the existing heritage and go hand-in-hand with a desirable quality of life on a human scale.

The commission recognizes that technological, social, urbanistic and environmental creativity and innovation are ingrained in Griffintown's DNA, and proposes that the Ville de Montréal use those qualities as a driving force in the area's revitalization (protection of the artists' studios, establishment of co-op projects, creation of green spaces, establishment of garbage collection, recycling, and composting, integration of the Lachine Canal into the area, etc.).



DESIGNATION

Conversion of the building Le Nordelec-2



RESOLUTION

It is resolved that the draft by-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047),” as well as the “Règlement autorisant la transformation d’une partie de l’immeuble «Le Nordelec» situé au 1751, rue Richardson à des fins d’habitation et de commerce et la construction d’immeubles à des fins résidentielles et commerciales sur les terrains adjacents portant les numéros de lot 2 160 226, 2 160 227, 2 160 228 et 1 852 (P-06-039),” shall be adopted, 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 session:

January 31, 2012

Presentation of briefs:

February 21, 2012

Report filing:

April 17, 2012

Report release:

May 1, 2012

TERRITORY

Sud-Ouest borough

PURPOSE OF THE CONSULTATION

The Nordelec site was constructed between 1913 and 1948 for industrial purposes. The project involves 22,000 square metres between Richardson, Shearer and Saint Patrick Streets, and the extension of Richmond Street (renamed De la Sucrierie Street). In terms of the latter, the developer agrees to initiate the process to decontaminate, subdivide and transfer to the Ville de Montréal the street’s right-of-way. In 2006, a first consultation was held on developing the Nordelec quadrangle into four (4) distinct blocks containing some 1305 housing units for various population categories, and 1322 to 1561 parking spaces.

The 2011 revised project is based essentially within block A, to allow an increase in the number of housing units without affecting site coverage. The agreement reached with Bâtir son quartier calls for a \$375,000 increase in the developer’s financial contribution, over and above the initial budget, to ensure the construction of 95 housing units, bringing the total number of housing units on the Nordelec site to 1400.

To ease the negative external effects of the project on its immediate surroundings, the Ville de Montréal requires that the developer redevelop the traffic lanes on De la Sucrierie Street and at the exits from the parking areas in blocks A (De la Sucrierie Street) and B (Montmorency Street). The lots on block C earmarked for social housing were the first under construction.

For this project, permission was given to change the scheduling in order to accelerate the conversion of some wings in the existing building. The advisory committee for the Sud-Ouest borough ensured the respect of Canada Mortgage and Housing Corporation (CMHC) standards for zones exposed to street noise.

SUMMARY OF THE COMMISSION'S REPORT

The commission points out that, with a view to social acceptance of the project, its only goal is to re-evaluate the Nordelec project as a whole, not only the changes made to the project in 2006.

The issue of housing is often raised, both in the briefs and during the hearing of opinions. The commission notes that social housing is a major concern of participating citizens. The fear of losing established jobs in the building, at the heart of a community already rocked by job losses, is also one of the main concerns expressed.

The commission underscores the fact that, in 2006, the project was analyzed in its entirety, and that the initial proposal remains valid in 2012. Consequently, it is not within the commission's mandate to recommend a Special Planning Program (SPP) for the north end of Pointe-Saint-Charles.

However, the commission sets forth a number of measures to address the issues raised, notably in terms of social housing, traffic and parking, commercial area, nuisance management, project insertion, and green spaces. The commission recommends that the calculation of the financial compensation paid by the promoter to cover social housing be revised to reflect the actual increase from the number of units planned in the 2006 project.

Furthermore, the commission recommends that mixed uses be encouraged, and applauds the developer's social housing efforts, in decontaminating and transferring the lots in block C. Nonetheless, it notes that the current layout of the housing units will not meet the overall needs of families seeking affordable housing.

Lastly, special attention will have to be focused on the updating of Joe Beef park, which should be financed by the developer, and in keeping with the revitalization model for the eastern and western commercial hubs, aimed at opening up the Pointe-Saint-Charles area.

DESIGNATION

Municipal soccer complex project



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, as shall the “Règlement modifiant le Plan d’urbanisme de l’arrondissement Villeray – Saint-Michel – Parc-Extension (12-018),” prepared pursuant to sub-paragraph 1 of the first paragraph of section 89 of the Charter of Ville de Montréal to allow the proposal of variances to the zoning by-law of the territory concerned with the municipal soccer complex project, 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 session:

May 14, 2012

Presentation of briefs:

June 5, 2012

Report filing:

August 15, 2012

Report release:

August 29, 2012

TERRITORY

Borough of Villeray – Saint-Michel – Parc-Extension

PURPOSE OF THE CONSULTATION

Being aware of the lack of indoor sports complexes to meet growing demand by soccer players who would like to be able to play year-round on the island of Montréal, the Ville de Montréal plans to build a 37,000-square-metre soccer complex on a section of the Complexe environnemental de Saint-Michel (CESM), along Papineau Avenue, to the north of Le TAZ.

To allow the greatest possible number of people to benefit from the project, the CESM site was chosen for strategic reasons (central location, proximity to major roads, public transit access) and practical reasons (available space on a municipal property, proximity to the TAZ sports complex).

The purpose of the consultation is to inform citizens of the added value that such a project on the CESM site would bring by integrating it into a sustainable development strategy. Firstly, the social virtues of this project revolve around the guiding principle of accessibility for young people, the target clientele of this service project. Secondly, the environmental aspect is a primary consideration, the objective being LEED-NC Gold certification, which would ensure respect for the environment and harmonious integration into the future CESM park. Lastly, economic considerations are also an integral component of the project, as synthetic playing fields are currently being rented off the island, which means lost revenue for Montréal. Moreover, self-financing of operating costs is one of the intended objectives.

SUMMARY OF THE COMMISSION'S REPORT

The commission notes the real needs expressed during the consultation, and agrees with the unanimous opinion of the legal and natural persons who made their views known, in terms of both the project and its location. However, it believes that some elements can be perfected, and sets out a number of recommendations towards exemplary development.

It is important to note that the project won an architectural competition, and that it presents undeniable esthetic qualities. However, the commission shared its concerns in terms of respecting the integrity of the original concept. It therefore recommends that, as a first step, By-law 12 018 be enhanced to include the main characteristics of the building reflecting the award-winning project. As a second step, the commission invites the municipal administration to adopt a universal access approach and, to that end, to solicit the citizens' advice at each stage of the project. The use of Web support was mentioned to facilitate access to information and participation in discussions.

Given the project's integration and sustainability values, the commission recommends that the landscaping design be in keeping with the CESM master plan, incorporating the four elements (water, earth, air and fire), in addition to its purely functional aspect. The commission believes that the high architectural quality of the building deserves greater visibility on Papineau Avenue. This can be achieved by expanding the walkway linking the avenue in question to the esplanade and the building's main entrance. Furthermore, in the commission's opinion, the landscaping of the area surrounding Le TAZ, including the planned parking lot, should be in line with the desired level of quality.

The commission regrets the fact that the development of the parking lot was not submitted for public consultation, and recommends that Montréal present it to citizens along with a comprehensive final version of the project for the building, in order to take into account any comments and suggestions for improvement they have to offer.

Moreover, as a measure of respect for the surrounding neighbourhood and to spare residents construction-related nuisances, the commission recommends that a schedule be established targeting completion of the project by the fall of 2014. The commission also hopes that Montréal will decree that all other construction in the area between Papineau and the pedestrian and bicycle path will, in future, be prohibited.

The commissions believes that to facilitate access to the site and ensure fluid traffic flow, clear signage will have to be set up for pedestrian zones, bus drop-off zones of adequate width, and car zones.

With a view to universal access, the commission recommends that a fee structure be implemented allowing all young people to have access to this soccer complex. It also hopes that the program will make the complex available to young soccer players at suitable hours for their lifestyles.

Lastly, the commission hopes that commercial enterprises will be geared towards the needs of the target clientele of the soccer complex, and would like to see Montréal go one step further by examining the possibility of establishing social economy enterprises that would promote local hiring.



DESIGNATION

Project to rehabilitate the site of the old ministère des Transports du Québec (MTQ) garages



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, as shall the “Règlement modifiant le Plan d’urbanisme de l’arrondissement d’Ahuntsic-Cartierville (12-018),” prepared pursuant to sub-paragraph 3 of the first paragraph of section 89 of the Charter of Ville de Montréal, with a view to authorizing residential establishments whose area exceeds 25,000 square metres, 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:

May 8, 9 and 14, 2012

Presentation of briefs:

May 29 and 30, and June 6, 2013

Report filing:

August 28, 2012

Report release:

September 11, 2012

TERRITORY

Borough of Ahuntsic-Cartierville

PURPOSE OF THE CONSULTATION

The buildings on the site in question are located between Henri-Bourassa Boulevard and a Loblaws store to the south and the Tanguay Detention Centre to the north, and between the detention centre access to the east and a Société de l’assurance automobile du Québec (SAAQ) service centre to the west.

The buildings were erected in 1918, and served as warehouses until 2006. The Société immobilière du Québec (SIQ) sold the land to a private real estate developer, Constructions Musto. The company plans to build a residential development on the site, whose soil is contaminated with hydrocarbons, and the decontamination would require the complete demolition of the buildings.

In total, the project would comprise some 932 housing units, including 143 units reserved for social housing. The Ville de Montréal’s Inclusion Strategy calls for a minimum of 15% of social housing and 15% of affordable housing for any project of 200 or more units. The area of the finished project would be 100,740.8 square metres.

SUMMARY OF THE COMMISSION'S REPORT

The commission recognizes that the rehabilitation project proposed by Constructions Musto is in keeping with the orientations and objectives of the planning program for the area of Henri-Bourassa Boulevard West. However, the citizens clearly stated their opposition and noted that correcting the project's deficiencies would not be enough to make it acceptable to the general public.

The uncertain future of the Tanguay Detention Centre and uses surrounding the site call for overall integrated planning based on a vision for the future and a harmonious contextual integration with the borough of Ahuntsic-Cartierville.

Firstly, the presence of the Bois-de-Boulogne station is not a sufficient motive to invoke a TOD (transit-oriented development) approach. The commission believes that the density parameters permitted by the borough concerned are adequate for rehabilitating the site and that the variance application is not entirely justified.

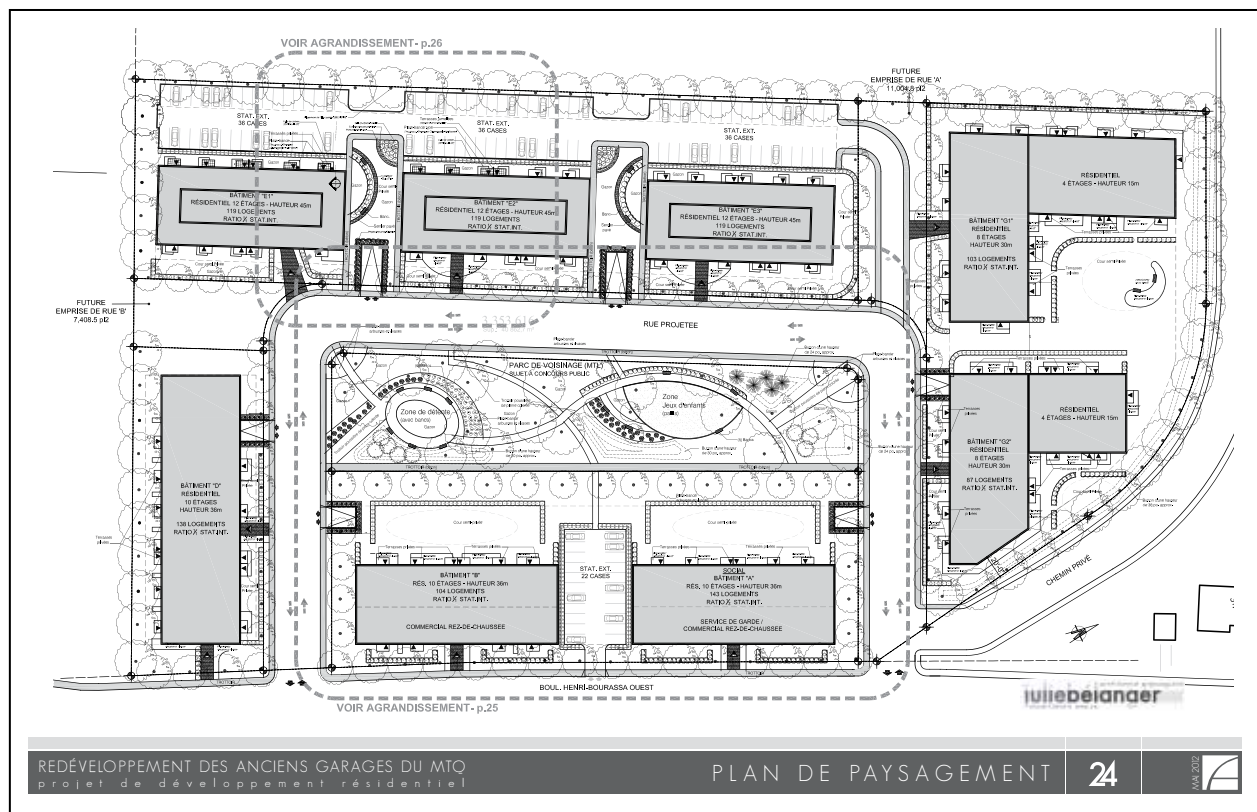
Secondly, the integration of good practices into the project's various steps and components is not clearly defined. In fact, the commission finds that the developer is not sufficiently committed to sustainable development, and therefore recommends that Montréal not adopt

the project submitted for consultation. The commission also submits that planning should be restarted within the context of a participatory process.

Moreover, the size and location of the site call for much stricter planning and design criteria than reflected in the project and stated intentions. The commission believes that the project was designed with no understanding or taking into account of the dynamics of the surrounding neighbourhood.

Social and family housing is a strong concern among citizens, and the commission is of the opinion that a consultation of social housing players should have been held earlier in the process, with a view to better integrating the project into the urban fabric. According to the commission, other needs pertaining to businesses, services and parks should also be considered in a comprehensive planning process.

Lastly, the same applies to apprehensions — unfounded but nonetheless legitimate — related to the crime risk. Such fears could have been eased or avoided with prior communication on managing the co-existence of a penal institution and neighbouring residential area.



DESIGNATION

Organic waste treatment – West end



RESOLUTION

It is resolved that the draft by-law entitled “Règlement autorisant la construction et l’occupation à des fins de centre de traitement de matières organiques par compostage en bâtiment fermé sur un emplacement situé du côté nord du boulevard Henri-Bourassa, entre la rue Valiquette et le boulevard Thimens, sur le territoire de l’arrondissement de Saint-Laurent” shall be adopted, and that it 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:

October 9, 2012

Presentation of briefs:

October 30, 2012

Report filing:

January 29, 2013

Report release:

February 7, 2013

TERRITORY

Borough of Saint-Laurent

PURPOSE OF THE CONSULTATION

On August 23, 2012, the OCPM was given the mandate to hold public hearings on draft By-law P-RCG 12-013, entitled “*Règlement autorisant la construction et l’occupation à des fins de centre de traitement des matières organiques par compostage en bâtiment fermé sur un emplacement situé du côté nord du boulevard Henri-Bourassa, entre la rue Valiquette et le boulevard Thimens, sur le territoire de l’arrondissement Saint-Laurent.*”

The public consultations on organic waste treatment (OWT) held in 2011 targeted the construction of four (4) OWT facilities for the Montréal agglomeration. Various sites had been chosen as complying with the objectives and obligation of regional autonomy and no burial, including Montréal-Est, and the environmental complexes of Saint-Michel, LaSalle, and Dorval.

Following Aéroport de Montréal’s refusal to make available the required land on Dorval territory, the stated main objective became the establishment of a closed-building composting centre on an alternative site in Saint-Laurent.

SUMMARY OF THE COMMISSION'S REPORT

The commission observed that an OWT facility, which could be compared to a dumping ground, initially aroused mistrust from neighbouring residents; concerns included noise, odours, and traffic. It was primarily the organization representatives who looked favourably on such a facility, as it provides an answer to the objectives of the Politique québécoise de gestion des matières résiduelles. Subject to the application of the recommendations set out in the report, the commission recommends the application of By-law P-RCG 12-013.

Firstly, the commission urges decision-makers to practise transparent and concerted governance throughout the project's development. The creation of a follow-up committee composed of representatives from neighbouring residential areas and public access to information should be among the main considerations.

Secondly, since noise nuisances are a primary concern on the part of citizens, the commission recommends strict adherence to stationary noise source criteria, both in industrial zones (70 dBA), and along residential zones (45 dBA). The commission invites decision-makers to take into account the remark of a municipal councillor representing the Saraguay district, who mentions truck backup alarms as another noise nuisance. The commission's recommendations also include improving the flow of traffic by updating traffic lights in the immediate area surrounding the site, scheduling truck circulation, and installing effective screens.

Furthermore, the potential odour nuisances resulting from truck traffic and composting centre operations should be the subject of an odour dispersion study. Other measures should include the installation of a special chimney on the plant site, as well as an electronic nose in residential zones offering public access to data analysis. The agglomeration and follow-up committee will be in a position to implement the necessary corrective measures in terms of the duration and intensity of odours deemed unacceptable in residential areas. Moreover, with a view to transparency, the commission hopes that the follow-up committee will have access to a list of all the chemicals used, and to atmospheric-emission-sample results for the composting centre.

Thirdly, landscaping will play a key role in gaining approval for the project, in view of its harmonious integration with the strip of shoreline running between the building and Brooke creek. The commission believes that the establishment of a pedestrian and bicycle path, in conjunction with LEED Gold certification, will allow better integration within the community.

Lastly, an awareness-raising campaign and means to facilitate the purchase of equipment for individual household and community composting for all of the boroughs and linked cities should be established in conjunction with the project.



DESIGNATION

SPP for the Quartier des spectacles – Quartier latin area



RESOLUTION

It is resolved that the draft By-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047) afin d’y intégrer le Programme particulier d’urbanisme du Quartier des spectacles – Pôle du Quartier latin” shall be inscribed in the city council meeting agenda, for notice of motion and project adoption, 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:

October 16 and 17, 2012

Presentation of briefs:

November 12, 13 and 14, 2012

Report filing:

February 5, 2013

Report release:

February 19, 2013

TERRITORY

Borough of Ville-Marie

PURPOSE OF THE CONSULTATION

The Quartier latin is located in the east end of the borough of Ville-Marie, at the confluence of the business centre, Plateau-Mont-Royal, China Town, Old Montréal, and the Village. This nerve centre is one of the oldest areas in Montréal. It is home to several teaching and research institutions (UQAM, Cégep du Vieux Montréal, Grande Bibliothèque), and offers a number of cultural venues (Théâtre St-Denis, Cinémathèque québécoise). There are also several cultural enterprises in the area. The borough proposed a Special Planning Program (SPP) for the area, with a view to clearly defining the planning of this territory and including it in the Master Plan. This SPP follows an earlier one in 2008, which targeted the development and enhancement of the Quartier des spectacles.

Given the magnitude of the project, it is critical that the vision for the future of the Quartier latin be clarified. It involves four major orientations, under which specific objectives have been updated. Firstly, given the nature of the institutions on its territory, the Quartier is a unique destination for culture and knowledge.

Secondly, the redevelopment of certain roads will facilitate pedestrian travel, and contribute to livening up the area, providing a distinctive urban experience for residents and visitors alike.

Thirdly, this SPP seeks to reorganize the life of the neighbourhood, to make it young, lived-in, intelligent and alive, day and night (24/7). To that end, the development concepts will strive to create a new way to live, work, visit and consume. For example, the addition of 2500 housing units fulfils one of the objectives, which is to double the population of the Quartier latin.

SUMMARY OF THE COMMISSION'S REPORT

Like the SPP's protagonists, the commission is happy to welcome this draft SPP. It has been a driving and mobilizing force that has brought to light numerous ideas and proposals from a large number of participants willing to work together to produce tangible results within the framework of a generous vision and ambitious intentions. They have been divided into eight (8) distinct categories:

- Community players;
- Social housing players;
- Institutional players;
- Cultural players;
- Players from the economic and business communities;
- Residents and residents' associations;
- Young people, student associations, and development professionals;
- Political party representatives.

The commission notes the diversity of development issues addressed over the course of the consultation. With a view to preserving the good momentum created by the SPP, the commission believes that the vision and orientations should be comparable, on a scale for the territory in question, to those of the Plan de Développement de Montréal (PDM) for the city.

It is important to maintain the participants' level of enthusiasm, as they identified deficiencies that could threaten the existing spirit of cooperation by neglecting some important needs of citizens. This is why the commission firmly believes in the social usefulness of the community organizations' activities, and urges the borough to engage them as active partners through their various intervention programs.

Lastly, the rapid revitalization of the main commercial arteries, such as Saint-Laurent Boulevard and Sainte-Catherine, Saint-Denis, Ontario and Berri Streets, is a sine qua non condition for transforming the Quartier latin into a strategic economic and commercial hub.

Firstly, the Quartier latin defines itself as a place of culture and knowledge through the institutions established on its territory, and the observable presence of creators, artists and cultural organizations. The commission considers their presence a key factor in the area's cultural vitality.

Consequently, the commission recommends the implementation of a distinct strategy complementary to that of Place des Arts, to foster communication and partnerships among members of the public and private cultural communities, in keeping with the cultural identity of the area.

The commission is also aware that the complex problems in updating broadcasting venues involve several areas. It recommends that the borough review the tax status of private venues to ensure that they remain competitive with public and institutional venues. It also suggests that the borough work with the government to establish specific financial assistance programs. Furthermore, the commission believes that a working group should be set up without delay to begin drawing up, with the partners, the development plan for the Quartier latin, while considering the possibility of establishing a public art walkway and diligently overseeing the designation of commemorative sites.

Secondly, the ultimate goal of this SPP is to provide a distinctive urban experience. However, the commission notes that structuring activities are still at the "intention" stage, and that the actual planning work remains to be done. Among other things, it believes that the SPP should define the uses for vacant lots and spaces likely to be developed. According to the commission, the lack of specifics regarding the regulation component prevents the SPP from fully exercising its role as a structuring development tool.



A pedestrian and cyclist travel and safety plan should be drawn up to ensure coherent interventions. Also, the commission recommends that the borough take universal access into account when planning the development of travel within the neighbourhood. The organizations representing people with reduced mobility or visual impairments should be included in the design and detailed planning of relevant amenities, and in the evaluation of the work.

Thirdly, there are three basic elements involved in turning the Quartier latin into a dynamic living environment: residents; social issues; and housing.

The commission believes that social and economic realities are not adequately addressed in this SPP, and underscores the necessity of recognizing the social mix of the Quartier latin as one of its fundamental characteristics. Also, the commission recommends that the borough take into account homeless or otherwise marginalized people, and support programs that help them.

Furthermore, the housing supply in the neighbourhood should meet the needs of the target population, which is why the commission supports the preservation and creation of rooming houses, affordable housing, and student residences. Numerous participants requested that the borough earmark the Voyageur block for student housing, and the commission supports that proposal by asking the borough to confirm that use in the SPP.

Lastly, the commission firmly believes in the positive effects of employment partnerships supported by the borough. The commission therefore suggests that the formula be extended to the Quartier des spectacles, to provide access to a variety of jobs as part of a social cohesion and economic revitalization strategy for the Quartier latin.

The fourth element of this vision for the future of the Quartier latin involves its economic and commercial revitalization, beginning with its main arteries.

The commission recommends that the borough put a halt to the gradual deterioration of Saint-Denis Street, and establish a schedule for maintaining its current attractiveness, while infusing it with new life. Moreover, the commission invites both the borough and Ville de Montréal to give more thought to developing a night-time economy in the Quartier latin.

The commission stresses the fact that favourable conditions have to be created to enhance the commercial offering along the Bullion-Sanguinet segment before undertaking the pedestrianization of Sainte-Catherine Street. It therefore recommends that the borough focus on providing the spaces required for the establishment of small and medium-sized businesses.

The commission recommends that the SPP formally incorporate Saint-Laurent Boulevard, with a view to rehabilitating the Place de la Paix and repurposing vacant premises and land.

Lastly, in terms of Ontario Street, the commission believes that it should be the subject of an integrated plan involving the establishment of local businesses and safe and user-friendly developments for pedestrians and cyclists.

In summary, the commission recommends that the borough complete and fine-tune this SPP before adopting it, with a view to improving its regulation structure. Furthermore, to maintain the mobilization and cooperation of all parties concerned, the commission also recommends that operations begin as soon as possible.

DESIGNATION

SPP for Griffintown 2



RESOLUTION

It is resolved that the draft By-law entitled "Règlement modifiant le Plan d'urbanisme de la Ville de Montréal (04-047) afin d'y intégrer le Programme particulier d'urbanisme du secteur Griffintown" shall be inscribed in the city council meeting agenda, for notice of motion and project adoption, 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.

Furthermore, it is resolved that the By-law entitled "Règlement de contrôle intérimaire limitant les hauteurs, les densités et les usages du Règlement d'urbanisme de l'arrondissement du Sud-Ouest (01-280)" shall be inscribed in the city council meeting agenda, for notice of motion, and that its adoption shall be recommended at a later meeting.

Moreover, it is resolved that an interim control resolution shall be adopted, aimed at prohibiting any new construction, building expansion, new use, or broadening of a use on the territory shown on the map entitled "Territoire d'application," included with Appendix A of Resolution CM12 0949.

Lastly, it is resolved to provide that Resolution CM12 0949 shall apply only to new uses and new constructions, and to expansions permitted under by-law, resolution or other relevant authorisation from city council.

KEY DATES

Information session:
November 20, 2012

Presentation of briefs:
11, 12 and 13, 2012

Report filing:
March 19, 2013

Report release:
April 2, 2013

TERRITORY

Griffintown - Sud-Ouest borough

PURPOSE OF THE CONSULTATION

The first consultation on the Griffintown area held in early 2012, was also presented earlier in this report. It served to demonstrate to Montréal and the borough the importance and complexity of the issues involved in the redevelopment. In fact, five (5) development principles were identified: capitalizing on the added heritage value; targeting a mixed and multifunctional neighbourhood; viewing densification as a tool to improve quality of life; enlivening the neighbourhood and creating green spaces; and positioning Griffintown as a sustainable development model – with a view to guiding Montréal in the planning of the area.

SUMMARY OF THE COMMISSION'S REPORT

This second public consultation pertaining to the redevelopment and enhancement of the Griffintown area rests on the involvement of some 250 participants. The commission's report is based on their questions, and on the 36 briefs and oral presentations through which they expressed their opinions.

The commission notes general support for the vision and overall objectives proposed by the SPP, and approves of the vision statement on which this tool is based. Heritage protection, public property development respecting the street grid, the rehabilitation of historic roads, and links with the canal were among the subjects discussed by citizens with acuity and discernment. However, the commission underscores the existence of real concerns regarding the capacity to achieve the vision proposed in the SPP, notably following real estate speculation that made the price of the neighbourhood's 84 hectares soar. The commission believes that the main challenges for Montréal involve identification with the SPP and the implementation of the necessary regulation framework to achieve the intended vision for the area.

If the conditions outlined in the SPP are met, the commission remains optimistic about the project's chances for success. Therefore, basing itself on the participants' opinions, the commission has drawn up a list of recommendations that it deems pertinent in ensuring a bright future for this strategic area of Montréal.

At the end of 2012, an SPP was proposed to citizens, constituting the second round of an open debate with the multiple stakeholders interested in the redevelopment of the historic Griffintown area. This time, the aim is to engender an integrated development plan including, notably, a dedicated regulation framework for the area.

The first recommendation concerns the mention of "residential predominance" included in the fourth vision statement, marking the undertaking to develop a mixed living environment, in keeping with citizens' fundamental expectations. Moreover, the commission believes that Montréal's priorities for the redevelopment of Griffintown are as follows:

1. To make Griffintown an innovative neighbourhood;
2. To respect and revive the elements that are representative of Griffintown's identity, and restore its rightful place in the city;
3. To create in Griffintown a new living environment resolutely anchored in the 21st century.

The commission is of the opinion that, to consolidate the social and cultural fabrics, Montréal should approach this theme from two different perspectives, i.e. the social mix, and Griffintown's role as an innovative neighbourhood.

The citizens clearly expressed their expectations concerning the creation of parks and green spaces, and the commission recommends that Montréal adopt without delay the investment plan provided for under the SPP to that end. Furthermore, it would like Montréal to announce, as soon as possible, what funds will be provided for that purpose, and to undertake to develop facilities for children and adolescents. The commission considers that the protection and preservation of the canal, and the development of its shores, should constitute a priority for Ville de Montréal, with a view to ensuring that the space remains a public property. The commission also recommends that Montréal realize the cultural corridor project, fostering cultural debate and expression in premises intended for that purpose, by relying on commemoration and public art strategies, for example.



Furthermore, the commission noted anticipated problems related to a lack of parking spaces in Griffintown, and recommends that Montréal collaborate, in synergy with the STM, in quickly drawing up the travel management plan referred to in the SPP.

In terms of heights, the commission believes that the heights of 80 metres provided for on some blocks along the area's eastern boundary may cause a break in the urban fabric, going against the objectives of the SPP, and therefore recommends that the maximum heights be lowered to 65 metres. This will help to ensure the harmonious integration of the new real estate developments, as well as the respect of the identifying character of the neighbourhood's urban landscape and the protection of its heritage.

Also, to ensure the diversity of households, and notably of young families, the commission recommends that Montréal meet with relevant government bodies that will make it possible to adjust social-housing support criteria and budgets to take into account the reality of a dense and costly urban neighbourhood. As part of an inclusion strategy, the commission recommends that the city ease development pressures, notably in the west end of the territory in question. Furthermore, it underscores the fact that so-called "affordable" housing comprises a large proportion of family housing units, and it urges Montréal to ensure that those units are in fact allocated to families who will come to live in Griffintown.

In order to meet the objectives of the SPP, the commission recommends that Montréal take a quick census of the artists' studios to identify the areas where they are concentrated, with a view to regulating their use, drawing on the experience of the western end of Plateau Mont-Royal, and thereby ensuring the long-term presence of a creative population in Griffintown.

With a view to preserving jobs and light industry, the commission recommends that Montréal and the borough continue their planning work and go ahead with the projected centralization of commercial activities within a specific area. Furthermore, the commission believes that Montréal will have to collaborate with health, social services and educational institutions in ensuring the establishment of community equipment. The commission also recommends that Montréal employ the necessary effective measures to protect the chosen land from development (constraining zoning, land reserves, etc.). The commission points out that a space must be earmarked for the construction of a primary school.

Lastly, the complexity of such a project cannot be managed without irreproachable governance, fostering a climate of public acceptance. The commission therefore recommends that the Sud-Ouest borough and the central city set up a single, well identified piloting entity to lead the project. The commission believes that it should be located within the area, to make it visible and accessible to the general public. That entity will be responsible for properly coordinating applicable municipal by-laws, providing support to development players, and maintaining constant interaction with the various communities in the area. It will also be required to render accounts to elected municipal officials and citizens. The commission recommends that the implementation of the Griffintown project be subject to a clear, honest and comprehensive governance policy.

DESIGNATION

Mirelis residential redevelopment project



RESOLUTION

It is resolved that draft By-law P-04-047-131, entitled “Règlement modifiant le chapitre d’arrondissement du Plan d’urbanisme de la Ville de Montréal (04-047), afin de modifier l’affectation de « secteur d’emplois » à « secteur mixte » sur les lots 1 868 001, 1 868 002, 1 869 275 et 1 869 276 du cadastre du Québec, situés à l’intersection sud-ouest des rues Saint-Zotique et Saint-Urbain,” shall be adopted.

Furthermore, it is resolved that draft By-law P-12-046, entitled “Règlement autorisant la transformation et l’occupation à des fins résidentielles et commerciales des bâtiments portant les numéros 6650 et 6666, rue Saint-Urbain (lots 1 868 001, 1 868 002 et 1 869 276 du cadastre du Québec) situés à l’angle sud-ouest de la rue Saint-Zotique,” 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 session:
November 13, 2012

Presentation of briefs:
December 4 and 5, 2012

Report filing:
April 9, 2013

Report release:
April 23, 2013

TERRITORY

Borough of Rosemont – La Petite-Patrie

PURPOSE OF THE CONSULTATION

The Marconi-Alexandra area comprises industrial buildings located at 6650 and 6666 Saint-Urbain, at the corner of Saint-Zotique Street. The two buildings combined represent approximately 31,500 square metres, and are the subject of a residential and commercial redevelopment project submitted by Les Investissements Mirelis Ltée.

With a view to taking into consideration the external effects of the project on the direct environment of the site (future campus of the Université de Montréal), the planning of this consultation process took the form of a Plan de développement urbain, économique et social (PDUÉS) for the Marconi-Alexandra, Atlantic, Beaumont and De Castelnau areas.

The two buildings in question were erected in the 1960s, while the walkway linking the two buildings was added in 1980. The buildings were occupied until 2008 by Main Knitting, and today, only one 1080-square-metre space remains occupied on the ground floor by the restaurant division of the SAQ.

The goal of this redevelopment project is to make the buildings habitable by creating a welcoming and inclusive place to live (social and community housing under the program AccèsLogis, preservation of parking spaces). However, the ground floor should feature commercial spaces, representing 2.5% of the total area of the project, which is expected to take two years to complete following the issuance of the permit.

SUMMARY OF THE COMMISSION'S REPORT

The commission noted that the project raised concerns on the part of citizens, and shares the apprehensions of those who spoke at the hearing. The residents observed that, in the past few years, real estate conversions are perceived as happening too quickly, giving the impression of inadequate planning, and they worry that they will be presented with a *fait accompli* while the final orientations of the PDUÉS have yet to be established.

Nevertheless, municipal intentions in terms of territorial planning targeting complete living environments, combining jobs with quality housing and green spaces, are in keeping with the opinions and wishes expressed by participants. The commission finds that the change of use of the buildings may be somewhat premature given the current context, which is why it advises decision-makers to exercise extreme caution.

The commission believes that the project could play a leading role in the conversion and revitalization of the area, relying on its main quality: the social mix. In the commission's opinion, this innovative approach must take into account the needs that have been identified, and those that have become apparent in the area over the past few years, with a view to the harmonious integration of the Mirelis project into its surrounding area.

The first of the commission's recommendations is that scheduling for the Mirelis project be finalized once the PDUÉS is approved. The latter will provide a more precise idea of the balance to be achieved between the employment and residential zones in the area. As things stand, and given the information at its disposal, the commission believes that the Mirelis project should be enhanced, notably in terms of opening more spaces for jobs in creative fields, and for the knowledge economy.

The commission's second recommendation pertains to stated family housing needs. The commission invites the developer to review the proposed types of housing by dividing the spaces differently in order to foster successful cohabitation. In fact, Montréal's urban development is based on cohabitation, and the mix of uses is a key issue.

Considering the sustainability factor that the developer is seeking to highlight through independent ecological certification, the commission believes that the project should exceed the requirements of the existing regulation framework. In fact, it notes that the absence of a dedicated space for composting is not in keeping with measures employed or planned for the area in the short run. Furthermore, it is the commission's opinion that the Mirelis project must counteract the negative impacts of the hot spot in which it is currently situated. The commission recommends that a space for composting be included in the planning, and that the environmental aspects of the project be reviewed in terms of recycling and energy efficiency.

Moreover, the commission warns the developer that social tensions can develop where there is an imbalance between green spaces for private units and for social and community housing units. The commission believes that the green space for the social housing should be expanded, and that a green strip along the former CP railway right-of-way would enrich the urban biodiversity.

The commission notes that the choice of materials is not consistent with a sustainable development framework, and that the developer should re-evaluate their quality in terms of stated objectives and criteria. It also recommends the creation of more pedestrian links to delineate the layout and thereby ensure the safety of pedestrians and cyclists around the underground parking, the outdoor parking, and the SAQ loading docks.

Lastly, as public transit is an integral part of any sustainable development process, the commission is surprised at the lack of incentives to promote active and multimodal transportation. To that end, it recommends that the number of parking spaces for automobiles be reduced to the minimum regulation number, and that those spaces be underground with parking areas for bicycles. Furthermore, the planned outdoor bicycle parking must be sufficient to accommodate all users, i.e. residents, workers, and visitors alike.

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 WEBSITE.



In 2012, the Office published 38 public notices and advertisements in 20 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 1500 and 40,000 homes. The flyer is also made available at various locations, such as municipal libraries, Maisons de la culture, and borough offices.

Last year, 143,100 flyers were distributed in sectors neighbouring projects that were the subject of consultations. Flyers and posters 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 organizations that have expressed an interest in the project.

The Office participated in an important exhibition, "Montréal du futur," organized by the Association des propriétaires et gérants d'immeubles de Montréal and held at the Complexe Desjardins from April 24 to 30. More than 40 exhibitors presented real estate projects, and the OCPM had the opportunity to explain its role in the approval process for those projects.

The Office Website 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 9200 documents of interest on all projects presented to the Office are made available to the public on a permanent basis. The site is updated on a regular basis for every document presented to the commissions, as well as for press releases, published reports, and any other proposed activities.

The improvement of the office Website is a work in perpetual progress. In 2012, and on the occasion of the celebration of the 10th anniversary of the OCPM, the site underwent a major transformation, both in terms of appearance and technical functionality. The determination of the Office to facilitate the integration of social networks led to the implementation of tools that make it easier to share news and site contents.

Again as part of the 10th anniversary celebrations, one of the activities of the Office was broadcasted live on the Web. The half-day seminar, held on October 25, attracted over 350 people on the Internet, who also had the option of following the discussions on the Office Twitter wire and Facebook page. The video archive of that day (goo.gl/elUiU) is available on the Office YouTube channel, which now boasts some 60 videos and almost 13,000 views.

The social networks are playing an increasingly important role in OCPM communications. At the end of 2012, the Office's Twitter wire had almost 500 followers, and its Facebook page had over 800 members. The Office also reaches interested parties through electronic information bulletins announcing public consultations as well as any other public events. The mailing list now includes over 1200 subscribers, who were sent 25,000 e-mails over the course of the year.

In 2012, the OCPM Website was visited by more than 35,000 users. More than half (51%) of those visitors were accessing the OCPM site for the first time.

THE 10TH ANNIVERSARY

THE YEAR 2012 MARKED THE 10TH ANNIVERSARY OF THE OFFICE DE CONSULTATION PUBLIQUE DE MONTRÉAL. IN FACT, THE OFFICE SAW THE LIGHT OF DAY ON JANUARY 1, 2002, WITH THE DAWN OF THE NEW VILLE DE MONTRÉAL, AND IT WAS ON SEPTEMBER 1 OF THAT YEAR THAT IT BEGAN OPERATIONS, TO HOLD A FIRST CONSULTATION ON OCTOBER 22, IN THE BOROUGH OF SAINT-LAURENT.



The OCPM marked this anniversary with a number of activities. First, there was a trip down memory lane, with the publication of a history of the Office, from before its establishment to its genesis and evolution throughout the years. This history is available in English (goo.gl/NDrjK) and French (goo.gl/VGwqe), in electronic and print format, and in simplified language.

The key commemorative moments took place in the fall. In early September, banners appeared on Montréal streets bearing the colours and slogan of the festivities:

“Ma ville, Ma Voix: 10 ans de consultations publiques auprès des Montréalais [My city, my voice: 10 years of public consultations with Montrealers].”

The banners were displayed downtown and in Old Montréal and a few boroughs until the end of November, at which time they were recycled into various useful objects—document holders, bags, wallets—that will serve as souvenirs of this season for years to come. Moreover, by recycling the banners, the Office prevented the burial of 22 kg of plastic materials.

On September 24, a four-page supplement was published in the newspaper *Métro*, with a distribution of 170,000, introducing the Office, its mission, and its main accomplishments to the general public.





In November, an exhibition was held marking the ten years of the Office in the Hall of Honour at City Hall. Organized in co-operation with the Bureau de la présidence du conseil, it allowed civil servants and citizens to learn about the path of the Office and its evolution over the years through illustrations. There was also a short film presenting testimonials from people who work with the Office (goo.gl/3WfV0). The film was presented throughout the fall on the home page of the Office Website. Moreover, the site had been updated for the occasion and sported the tenth-anniversary colours. The home page now opens onto a map of Montréal displaying all of the ongoing and past consultations held by the OCPM.

On October 22, the anniversary of the very first consultation in 2002, the city council unanimously adopted a motion recognizing the work of the OCPM, in the presence of the Office president and secretary general, and a dozen or so current commissioners.

On October 25, a half-day meeting was held at Marché Bonsecours on the practices and outlooks of public consultation in Montréal. Over 100 people from the academic, business, political and community milieus participated in this meeting, which was broadcasted live on the Web. Numerous panelists launched animated debates at tables headed by Office commissioners. The event ended with a reception attended by Montréal Mayor Gérald Tremblay and Executive Committee President Michael Applebaum. A large number of other elected officials participated in the event, including the leaders of the two opposition parties at City Hall, Ms. Louise Harel and Mr. Richard Bergeron.

In addition to the above-mentioned history, two other publications were released. The first was a "Cahier de l'OCPM," a magazine regarding specific issues, published by the OCPM as required. In this case, the Cahier provided an update on consultations held in recent years pertaining to Mount Royal, combined with a historical retrospective of citizen involvement in the protection of the exceptional heritage that is our mountain (goo.gl/lqh3Y).



A second series of publications constituted a move towards greater access to information. The general information flyer on the Office and the code of procedures, including a description of how public consultations are conducted and the commissioners' code of professional conduct, were made available in simplified language, in Braille, and in the Langue des signes Québécoise (LSQ), in print form or on the Office Website, as needed. This was a measure to communicate with citizens whom we often don't reach with our usual means of promotion.

The 10th anniversary also provided an opportunity to present our activities to the media—both public and internal, within the Ville de Montréal. The latter's electronic publication mentioned the anniversary of the Office on a number of occasions. Firstly, it presented Montréal employees who do not work for the Office, but who contribute to its success through their participation or support. Secondly, it underscored the Heritage Montréal

organization's recognition of Office President Louise Roy at an awards ceremony in November and, lastly, it posted a summary of our 10th anniversary season and announced the publication of the history of the Office.

Finally, in the fall of 2012, the Office commissioned a survey on how much Montrealers know about the OCPM, and what opinion they have of it. The survey showed that one in five Montrealers have heard of the OCPM, a proportion that rises to one in four for men. Among those who know about the Office, 86% have a favourable opinion of it, 85% believe that it is useful, and 80% find that it is credible.

The 10th anniversary marked a busy time for the Office de consultation publique, and provided an opportunity to highlight its path over the past decade, in terms of implementation of credible consultation practices, and Montrealers' and civil society's appreciation of its interventions.



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.



Again, the year 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. In January, the Office hosted a mission from the City of Porto Alegre. Consisting of the President of the City Council and the Secretary for Democratic Governance, its aim was to gain a detailed understanding of the operations of the OCPM in order to establish a similar structure in that city. The visit also included meetings with the President of the Montréal City Council, Mr. Harout Chitilian, with Mr. Alan Desousa, who was at the time responsible for sustainable development on the Montréal Executive Committee, and with representatives of community groups, developers, and Montréal civil servants involved in the consultations. A discussion was also held with executives of the Montréal school board on the issue of bullying in schools. It should be noted that, in Brazil, the management of primary and secondary schools falls under municipal jurisdiction.

Our relationship with Porto Alegre continued with the participation of Office Secretary General Luc Doray at the Congress of the International Observatory on Participatory Democracy (IOPD), held in that city in June. On that occasion, Mr. Doray gave a comprehensive presentation on the Office and answered questions before an audience that included one-third of the members of the Porto Alegre City Council. He also did an in-depth interview about the Office on the city's public television station.

We pursued our collaboration with the greater Lyon area, which led to a return mission of the Office to Lyon in October. On that occasion, Office President Louise Roy, Commissioner Judy Gold, and Commission Secretary Richard Brunelle deepened the Office's understanding of Lyon's practices, through visits and participation in public consultations. Montréal's Chef de division urbanisme, Mr. Luc Gagnon, also participated in the mission. It is important to note that this cooperation involves an exchange of practices pertaining to public consultations on 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. The Office and the greater Lyon area have submitted a request to extend the financial participation of the current sponsors.

This short stay in France also provided an opportunity for the Office President to give a presentation before the members of the association "Décider ensemble", an organization comprising individuals and groups interested in citizen participation issues. Led by the member for la Meuse, Mr. Bertrand Pancher, it also includes major institutional players. Incidentally, Ms. Roy's presentation in the building of the French National Assembly was also attended by representatives of Gaz de France and the Commission nationale du débat public (CNDP). It should be noted that, during the French presidential election in 2012, "Décider ensemble" asked candidates to create public consultation agencies modeled after the OCPM.

During that same trip, Ms. Roy also had a working meeting with the Québec Delegate General in Paris, Mr. Michel Robitaille, and with the deputy mayor of Nanterre, Mr. Gérard Perreault-Bezouille. With the latter, discussions focused on matters related to public consultation and citizen participation. Lastly, Ms. Roy also met with representatives of the Conference of INGOs of the Council of Europe.

The Office also submitted a proposal for a training program on public consultation for elected officials to the Association internationale des maires francophones (AIMF). This offer of collaboration was accepted and, in 2013, we will submit training modules to be presented to African elected officials of AIMF member cities. The Office had previously given a training course to some 60 Senegalese elected officials in September 2011, which led to this proposal's submission to the AIMF.

Other visitors also came by the Office over the course of the year, leading to unexpected activities. For example, a conference was organized in cooperation with the Democracy Task Force, where 50 people had the opportunity to hear and talk with Professor Yves Cabannes, of the Department of Urban Planning at University College London. The theme was direct participation and participatory budgets. We also welcomed Professor Alfonso Morales of the University of Wisconsin, who spoke before 300 people about municipal by-laws on urban agriculture.

Lastly, throughout the year, the Office was also invited to present its role and activities to groups of students and members of citizens' groups interested in public consultation, in a number of boroughs.

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 2012, the Office was allocated a budget of \$1.7 million, 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 a normal year. Consequently, the resources at our disposal proved insufficient, and we had to request an additional amount of \$650,000, 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. However, some of the projects for which additional amounts were granted could not be completed. Therefore, the Office did not avail itself of approximately \$200,000 of the additional amounts that had been put at its disposal.

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 2012

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* 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. He is a member of the *Institut de médiation et d'arbitrage du Québec*, and an ad hoc commissioner with the *Office de consultation publique de Montréal*.

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 and housing 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 CAOUCETTE

COMMISSIONER

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

Mr. Caouette's career as an architect began 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.

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).

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. Since 2012, Mr. Dériger has been a senior environmental analyst for Hatch Engineering in Montréal.

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. He is chairman of the board of his caisse and an elected member of the Conseil des représentants de l'Ouest de Montréal, and teaches at the Institut coopératif Desjardins.

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, and a lecturer for the Master's program in intercultural mediation at the Université de Sherbrooke. He works with young people, dealing with 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 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*, Ariane Émond supports the education of girls in developing countries. As an author, she published, among others, *Les Ponts d'Ariane* (VLB 1994), and *Les Auberges du Coeur : L'art de raccrocher les jeunes* (Bayard Canada 2012), about young people lost and homeless in our cities. She also contributed to the photo album *ÉLOGES* (éditions du passage 2007).

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, the redevelopment project for the Namur — Jean-Talon Ouest area, and the Operation *Carte Blanche* for Montréal's 375th anniversary.

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 is also a member of the board of directors of the Fédération des Cégeps.

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, and carries out strategic consulting, interim management and management coaching mandates. For a period of six months, he was also Acting President and CEO of Montréal International.

Earlier, Luc Lacharité had also managed various high-profile organizations. 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. In 2009, she was invited to sojourn in China, where she taught 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 Website.

Since 2005, Ms. Laperrière has worked with the Office de consultation publique de Montréal, in turn as an expert, commissioner, and commission chair.

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.

DOMINIQUE OLLIVIER

COMMISSIONER

Dominique Ollivier studied civil engineering and has a Master's in Public Administration from the École nationale d'administration publique. She has over 25 years of project, organizational and communications management experience.

She also held various positions in social organizations and Québec ministers' offices (1995-2001), and with the office of the Bloc québécois leader in Ottawa (2001-2006), before assuming the general management of the Institut de coopération pour l'éducation des adultes (ICEA), from 2006 to 2011.

Armed with this varied experience, Ms. Ollivier has worked for the consulting firm Ki3 since March 2011, carrying out various strategic communication, research and business development mandates, notably in the areas of social transformation and open government.

Ms. Ollivier's career is also marked with volunteer work in numerous national and international community organizations, and frequent participation on social development and cultural juries.

She has written many texts and memoranda dealing with issues of cultural diversity, civic participation and adult education, as well as numerous articles published in various magazines and newspapers.

She was 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. From 1986 to 1988, he worked for Raymond Chabot Grant Thornton, where he set up the strategic planning department.

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, a project that received a Phénix de l'environnement award in 2012.

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

LUBA SERGE

COMMISSIONER

Luba Serge holds a 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, and continues her research in modern heritage of landscape architecture in Canada. 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, and the Comité consultatif d'urbanisme. 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.

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 Montéaler, 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. 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 *Explorer 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.

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, s. 83.

[...]

DIVISION II

SPECIAL FIELDS OF JURISDICTION OF THE CITY

§ 1. — GENERAL PROVISIONS

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

Complementary document.

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

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

By-law.

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

- 1°** shared or institutional equipment, such as cultural equipment, a hospital, public educational institution, college- or university-level, educational institution, convention centre, house of detention, cemetery, regional park or botanical garden;
- 2°** shared or institutional equipment, such as cultural equipment, a hospital, public educational institution, college- or university-level, educational institution, convention centre, house of detention, cemetery, regional park or botanical garden;
- 3°** a residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, a commercial or industrial establishment the floor area of which is greater than 25,000 m²;

4° housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the Act respecting the Société d'habitation du Québec (chapter S-8);

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

Business district.

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

Content of by-law.

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

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

Approval by referendum.

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

Public consultation.

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

Interpretation.

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

Applicable provisions.

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

- 1°** applications to take part in a referendum following the second draft by-law may originate in the whole borough in which the project is planned or from all the boroughs affected by the project;
- 2°** the public notice provided for in section 132 need not mention or contain a description of the zones or sectors of a zone in which an application may originate;
- 3°** the application provided for in section 133 need not clearly state in which zone or sector of a zone it originates;

4° despite section 136.1 of that Act, a by-law adopted under section 136 of that Act must be approved by the qualified voters of either the borough or all the boroughs affected by the project.

Provisions not applicable.

However,

1° the fourth paragraph does not apply to a by-law adopted to enable the carrying out of a project, referred to in subparagraph 5 of the first paragraph of section 89, planned by the Government or one of its ministers, mandataries or bodies;

2° the second paragraph and sections 125 to 127 of the Act respecting land use planning and development do not apply to a draft by-law adopted solely to enable the carrying out of a project referred to in subparagraph 4 of the first paragraph of section 89.

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

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

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

O.C. 1213-2005, s. 7

APPENDIX III

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 second four-year mandate. On the recommendation of the Office president, a number of part-time commissioners are appointed by city council to hold consultations. The latter cannot work as City employees or as municipal elected officials.

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

President

Louise Roy

Ad hoc commissioners in 2012

André Beauchamp, Bruno Bergeron, Nicole Boily, Jean-Claude Boisvert, Nicole Brodeur, Jean Burton, Jean Caouette, Viateur Chénard, Irène Cinq-Mars, Louis Dériger, Alain Duhamel, Habib El-Hage, Ariane Émond, Claude Fabien, Judy Gold, Michel Hamelin, Peter Jacobs, Luc Lacharité, Hélène Laperrière, Hélène Morais, Dominique Ollivier, Jean Paré, Michel Séguin, Luba Serge, Nicole Valois, 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 of that of the Office.
4. The commissioner exercises political neutrality in the performance of his duties.
5. The commissioner does not make undue use of his title or status as commissioner.
6. The commissioner respects the law as well as the rules of procedure, policies and overall orientations of the Office. In his decisions affecting the efficient execution of a mandate, he applies the principles of sound human, financial and physical resources management.

Independence

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

Duty to act in a reserved manner

10. The commissioner exercises discretion in publicly expressing his political opinions or thoughts about a controversial project.
11. The commissioner does not comment publicly on the reports of the Office. However, the chair of a commission or a commissioner delegated by him may present and explain the report of that commission.
12. During his mandate, the commissioner refrains from taking a public position on any project that is the subject of a mandate of the Office.

13. During his mandate, the commissioner refrains from commenting publicly on decisions relating to projects that have been the subject of an Office report. Even after the expiration of his mandate, he refrains from commenting publicly on decisions relating to projects entrusted to the Office during his mandate.

Public consultation

14. The commissioner has no special interest in the file entrusted to him. He has not participated in the development of the project, nor publicly voiced an opinion about it. He has no decision-making function in any organization participating in the consultation.
15. The commissioner acquires as much information as possible about the project, and completes his analysis of it within the prescribed timeframe.
16. The commissioner avoids all private meetings with those in charge and with resource persons, except in cases provided for under the rules of procedure of the Office.
17. In public meetings, the commissioner promotes the full and complete participation of all interested parties. He facilitates citizens' access to information, helps them to fully understand the projects, and encourages them to express their opinions without reservation.

18. The commissioner applies the procedure equitably to all participants. He acts as transparently as possible at all times.

19. The commissioner displays discretion, courtesy, composure and consideration towards all participants in a public consultation, regardless of their opinions and without discrimination. He promotes mutual respect among those who assist or participate in the work of the commission.

20. For his analysis and for the recommendations to be included in the report of the commission, the commissioner uses only documentation available to the public within the framework of the public consultation, and the information provided in or following meetings or hearings, as provided for under the rules of procedure of the Office. He may also use common knowledge of the subjects addressed and existing literature on relevant topics.

21. The commissioner respects at all times the confidential nature of the proceedings of the commission. He also respects the confidentiality of the report of the commission until such time as it is made public.

SETTING UP A PUBLIC CONSULTATION

When a consultation mandate is entrusted to the Office, the president appoints a commission formed of one or several commissioners. The 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 Website, and in other filing offices selected according to the nature of the project involved.

Public notice

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

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

Communications

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

Documentation file

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

The documentation file usually contains:

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

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

Preparatory meetings of the commission

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

Public consultation

The public consultation takes the form of a public hearing which includes two separate sessions. The first is dedicated to informing citizens and answering their questions, and the second to allowing them to express their comments and opinions. There is a variable length of time, approximately 21 days, in between to allow participants to prepare their briefs and opinion statements.

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

The first part allows participants and the commission to hear a description of the project submitted for public consultation and a presentation of the regulatory framework, and to ask questions about the project. During the first part, representatives of the developer and municipal departments present the various elements of the project and answer the questions of the participants and commissioners.

The second part allows participants to express their concerns, opinions and comments on the project. These may be presented in the form of a written brief or oral commentary. In the second part, the representatives of the developer and municipal departments no longer participate, although they may be present in the hall. At the end of the second part, a representative of the developer or of the municipal department may exercise his right of rectification, to bring a correction or add to factual information.

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.

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 Website. The chair states that in order to ensure a peaceful debate, no form of demonstration, disagreeable remark or defamatory comment will be tolerated.

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

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

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

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

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

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

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

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

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

LIST OF EMPLOYEES AND COLLABORATORS IN 2012



Employees

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

Collaborators

Michel Agnaïeff
Estelle Beaudry
Brunelle-Amélie Bourque
Richard Brunelle
José Fernando Diaz
Delphine Dusabe
Stéphanie Espach
Matthieu Fournier
Henri Goulet
Félix Hébert
Charlotte Horny
Laurent Maurice Lafontant

Nhat Tan Le
Olivier Légaré
Christelle Lollier-Théberge
Liane Mbonyumuvunyi
Denise Mumporese
Élise Naud
Sylvie-Nuria Noguier
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