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ANNUAL REPORT

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DE CONSULTATION PUBLIQUE
DE MONTRÉAL

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DE MONTRÉAL

Mr. Frantz Benjamin
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 2013 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, 2013.

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

May 1, 2014

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 2013.

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.

TABLE OF CONTENTS

President's message	4
Mission and mandate of the Office	8
Consultations	10
Communications overview	30
External relations of the Office	32
Budget of the Office	34
Appendix I	36
Biographical notes on the president and commissioners in 2013	
Appendix II	52
Excerpts from the Charter of Ville de Montréal	
Appendix III	56
Organization, practices and Code of Professional Conduct	
Appendix IV	61
List of employees and collaborators in 2013	

PRESIDENT'S MESSAGE

This annual report and president's message hold a special meaning for me. Having been appointed part-time commissioner when our organization was first established, I will be completing my second term as president in June. I hope, therefore, that you will allow me to take a look back at my time with the OCPM.

Over the years, we have both witnessed and played a role in the evolution of democratic life and, more specifically, the transformation of public consultation practices in Montréal.

We have crossed our first decade always with the same concern for openness to the greatest possible number of Montrealers, transparency and readability of public information initiatives, fairness in the treatment of opinions, and rigorous analysis, with the conviction that quality public debate would allow elected officials to make better decisions and developers to realize better projects.

The Office accompanies Montrealers and their elected officials in building the city

In its 12 years of existence, the Office has observed the evolution of mandates entrusted to it. From consultations on projects with local implications, the Office extended its practices to public consultations on projects of broader, metropolitan-wide scope. We also conducted a number of public consultations in key periods, and following wide-ranging planning activities for the redevelopment or revitalization of entire neighbourhoods.

With its citizen-friendly activities, rigorous examination of expressed concerns and possible spin-offs for the Montréal community, and analysis of the conformity of submitted projects with municipal policies, it is safe to say that the Office has contributed to coherent public action serving the general interest. I am thinking here of consultations held in recent years on the Griffintown area, the protection and conservation of Mount Royal and Old Montréal, the Namur-Jean-Talon triangle, the redevelopment of the Outremont rail yards site, and numerous special planning programs (SPP). Moreover, public discussions on projects have led private and public developers to raise the standards of projects examined in consultation, and led Montréal to implement submitted recommendations.

Furthermore, the Office Web site has become an institutional reference for consultation participants, Ville de Montréal professionals, researchers, students, and citizens in general. It welcomed 30,000 visitors in 2013. Since 2002, with the Web site, its archives, and "Les Cahiers de l'OCPM, S'appropriier la Ville," we have sought to highlight recurring messages from citizens and to facilitate their analysis through various OCPM commissions' reports. For example, the Cahier "Le Mont Royal, une richesse collective" presents a history of citizen mobilizations on the mountain's behalf. It also underscores a number of somewhat convergent messages regarding Montrealers' perception of the mountain and the desired approach to preserve it now and for the future. The work of identifying favoured values and approaches is only beginning, and it must be pursued.



The Office also contributes to social cohesion

With the provision of an independent, stable forum where citizens, project developers, and representatives of civil society and the municipal administration can gather to discuss their city, according to a recognized and predictable procedure, the Office is contributing to social cohesion. The connections created among the various players on common interest issues allow them to expand their thinking and acquire new strengths. There are many examples attesting to the essential role played by a neutral third party like the Office in controversy resolution through public debate rather than open conflict and confrontation. Two that come to mind are the revitalization of the immense property of the old CN Shops in the Sud-Ouest borough, and the public consultation on the school project in Ile des Sœurs.

The intervention of an institution acting as an independent neutral organization requires the taking into account of significant presentations that may otherwise be set aside, regardless of their content. The requests for affordable and social housing, which struggled to be heard five or six years ago, have now been acknowledged, as have the reservations of real estate developers concerning the Quartier Bonaventure project of the Société du Havre, for example. A neutral third party helps to balance the ever present power relationship within a democracy.

The Office contributes to the interpretation and recognition of social values

The momentum created by public discussions on projects and policies provides opportunities to debate values otherwise held in isolation and, at the end of the discussions, to identify the ones closest to the hearts of Montrealers.

Not too long ago, Montrealers would leave the city to commune with nature, thereby recreating the fundamental human experience of being part of a vaster natural environment, a welcoming and healthy habitat. It is interesting to note that an increasing number of Montrealers now live that experience within the city limits. Montréal must therefore provide an environment that promotes healthy living, in a framework where nature in the city also fosters solid social relationships. This has allowed the city's image to emerge in urban form, which, while making room for urban nature, distinguishes itself from the suburbs through the concentration and proximity of activities it offers. The citizens' requests for urban agriculture, the greening of walls and roofs, urban pathways, bicycle paths, networks of large parks and urban green spaces, and the protection of the mountain and access to shorelines, all attest to a new model of the nature-city relationship. The Office has played a role in the recognition of those new values.

The Office provides access to best practices in public consultation

In the Charter of Ville de Montréal, it is stipulated that the Office must propose a regulatory framework ensuring credible, transparent and effective consultation mechanisms. We chose to publicize the remarkable practices of the Office by organizing a series of seminars and events because those practices follow both the spirit and the letter of the Montréal consultation policy.

The seminars on Montréal experiences and examples from other countries showcased worthy initiatives in both short and long-term public consultations. A number of central themes were discussed at those events. Are citizens builders of their city? Can public consultation help to ensure more coherence in urban planning and development decisions in Montréal? How do discussions held by the OCPM contribute to shaping the values of Montrealers in the city? What are the peak periods for public consultations on major projects?

Our latest event was Wikicité. It pertained to the added value of digital tools in public consultation. The seminar raised a great deal of interest with various communities and new audiences.

The pool of knowledge of the Office on best practices has been expanded through international collaborations established primarily with the greater Lyon area, but also with the City of Porto Alegre, the Bordeaux urban community, and the City of New York.

We have maintained close ties with the greater Lyon area for a number of years, pertaining notably to the management of public consultations on major projects, i.e. those that take a long time to complete. Our interactions have led to mutually beneficial observation and discussion missions. The Brazilian city of Porto Alegre is widely recognized as an innovator in terms of participatory budgets, and has taken a keen interest in the Office model. In fact, it is preparing to implement it, with adaptations in keeping with its specific conditions.

I would like to add a note under this heading concerning a request made by the Mayor of Montréal a few years ago. He asked if we could offer a training session for elected officials on best public consultation practices. This gave us the opportunity to listen to the elected officials and, we hope, to respond to their concerns.

Improving our services: Issues

As our experiences unfold and discussions about experiences in other areas of the world intensify, and as university research develops, it is important that we exercise increased vigilance to improve our services, i.e. to make processes even more accessible to citizens and easier to use, and to make debates equitable and more enlightening, always with a view to assisting elected officials in their decision-making process.

Better reaching cultural communities and informing developers

Several avenues are open to the Office over the next few years. Firstly, in terms of tools for reaching citizens, in addition to maintaining our current channels, we must refine our methods for reaching clientele that have always proved more difficult to reach. I am referring primarily to cultural communities. Our city is becoming increasingly diverse, and some Montrealers use networks linked to their respective communities. We must learn to solidly insert ourselves into those networks. Our contact with developers could also be increased to ensure that presentations and discussions on their projects do justice to their initiatives.

Harnessing digital power

On another topic, the Office will also have to incorporate digital power into its procedures. The phenomenon of citizen participation using digital tools is growing leaps and bounds, and poses a whole series of challenges, problems and opportunities that we must embrace, because digital means are playing an ever increasing role in debates on public action and policies.

Upstream intervention

Some of the projects examined by the OCPM take a very long time to complete. Those major projects inevitably change owing to market constraints and opportunities. The expertise of the Office could be more systematically employed upstream and throughout the implementation of projects, in mediation, conciliation or co-construction of decisions. Many forms of contribution are possible, such as serving as guarantor of community relation processes set up by developers, once their projects have been approved, something along the lines of what the Commission nationale du débat public does in France. It would be important, however, to ensure the transparency of that function and public availability of its results.

Generic debates

We have often had the opportunity to see the benefit of holding generic debates upstream of public policies and major planning activities. The consultation on urban agriculture provided such an opportunity, as may the consultation on the future of the redundant CHUM and MUHC buildings. It may be useful, for example, to ask ourselves: What place should artists' studios hold in our city? What should be the future of heritage buildings? How do we ensure the singularity of downtown? A generic debate on future-looking themes could identify orientations that would enhance the content of future policies.

Confirming the role of the OCPM

Although the status of the OCPM is entrenched in the Charter of Ville de Montréal, its intervention is predetermined in only a few cases, and major projects are not among them. To ensure the transparency of processes leading to elected officials' decisions, it is important to identify and, in my opinion, to expand the range of cases where recourse to the OCPM, as a neutral and independent third party, is automatic.

Over time, the number of mandates entrusted to the Office has grown, and projects, by their very nature and through the controversies surrounding them, have become more complex.

The current operating procedures make it difficult to plan our activities because the influx of mandates is often sudden and concentrated in time. In 2012 and 2013, we had to request significant budget supplements in response to numerous projects being assigned to us within a very short time span. The level of effort required of our team went way beyond what should be expected within a normal work context. Given the fact that this has become a recurring situation, we need to be able to rely on increased financial resources in order to maintain the staff we have trained and to add a few members to our team.

It is easy to see that the Office de consultation publique de Montréal could become increasingly useful in a city where discussions are enlivened by the number of citizens that take part in them, and by the quality of their contributions. My mandates are therefore completed in a context favourable to the development of the Office. I hope that I have played a part in making it a useful tool for Montrealers and their elected officials.

In closing, I would like to thank the thousands of citizens who breathe life into the Office by participating in its activities. Without them, our work would have no purpose. I also want to express my gratitude to all of the commissioners with whom I have had the pleasure and honour of working over the course of my eight years as president. They have put all of their hearts and skills into conducting productive and useful consultations. A word of thanks also goes out to all Office collaborators, employees, experts, panelists, civil servants and developers, who also help to breathe life into our organization. Lastly, I salute Montréal elected officials and the newly elected administration and wish them every success.

A fond farewell and happy trails to the Office de consultation publique de Montréal!



**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 2013, the Office de consultation publique de Montréal was entrusted with a number of mandates pertaining to real estate development, the examination of land-use planning proposals for large areas of the city and, last but not least, the Montréal Development Plan (MDP), involving the city as a whole. The latter was undoubtedly the most important consultation ever held by the Office.



It focused on a document outlining urban planning, economic, environmental and social development activities and orientations for the next 20 years. The initial Ville de Montréal document was examined by the boroughs in 2012; the Office consultation examined its final version. The consultation took multiple forms, including a presentation by the entire Montréal management team, numerous seminar days, participatory activities using social media, and a step involving the filing and presentation of briefs.

The consultations on development planning for large areas of Montréal also took on great importance in 2013. Firstly, the Office held a consultation on the Old Montréal Development and Enhancement Plan. This emblematic sector of our city attracted a great deal of interest in the consultation, leading to a strong following. Also, for the first time in our history, we arranged the webcasting of part of the information sessions, which included panels of experts. We also posted a questionnaire on line to increase participation. More than 1200 residents took the time to fill out the questionnaire, expressing their opinions on the Ville de Montréal proposal.

Two other areas were the subject of consultations aimed at ensuring their planned development. The first is located around the McGill University Health Centre's new Glen Campus. The Ville de Montréal submitted a Special Planning Program (SPP), providing guidelines for the development of a large, currently "landlocked" area known as Saint-Raymond, located mostly to the west of the site. Among other things, the OCPM consultation provided an opportunity to hold open house evenings, allowing the major players to reveal their vision for the sector's development to the population.

The second sector for which a consultation was held involves the area surrounding the future Outremont campus of the Université de Montréal. The Ville de Montréal presented to citizens, in the form of an urban, economic and social development plan (PDUES), the results of a planning exercise held over the past year.

As will be the case with the Montréal Development Plan (MDP), the PDUES encompasses all aspects of the redevelopment of this sector at the heart of the island, which should experience a renewal as a result of the future university campus.

A number of more localized real estate projects were also examined, including: the residential conversion of the Saint-Jacques market, in the Ville-Marie borough, while maintaining a commercial vocation; the reconfiguration of access routes to the Collège Notre-Dame campus in the borough of Côte-des-Neiges-Notre-Dame-de-Grâce; and, lastly, the construction of a primary school on Île des Sœurs in the borough of Verdun. This last consultation led to an unparalleled mobilization of concerned citizens. In fact, the commission received more than 200 briefs, leading to the scheduling of numerous information sessions and presentations of briefs.

In total, some 6799 Montrealers participated in the public consultations of the Office this year, attending 48 public sessions where 481 briefs were filed.

DESIGNATION

Old Montréal Protection and Enhancement Plan



RESOLUTION

It is resolved that the Office de consultation publique de Montréal shall be mandated to hold a public consultation pertaining to the draft Old Montréal Protection and Enhancement Plan.

KEY DATES

Thematic forums:

January 22, 23 and 29, 2013

Presentation of briefs:

February 18 and 19, 2013

Report filing:

May 7, 2013

Report release:

May 21, 2013

TERRITORY

Borough of Ville-Marie

PURPOSE OF THE CONSULTATION

Based on developments in Old Montréal over the past decades, the Plan produced by Ville de Montréal proposes a strategy focusing on three major objectives:

- > **Supporting a complete quality living environment adapted to everyday life and generating its own vitality throughout the year.** To that end, the Plan sets out, among other things, various means to be implemented to ensure a better balance among the different urban functions within Old Montréal territory.
- > **Affirming and enhancing the identity of Old Montréal.** It focuses here on the importance of protecting the historic heritage and elements forging Old Montréal's identity, while addressing, through the evolution of neighbouring areas, its relationship with both the city and the river.

- > **Creating a renowned destination.** This objective refers to the means to be implemented to preserve and increase the area's attractiveness to visitors from Montréal and its surrounding regions, Québec, and other areas.

In addition, the Plan sets out priority interventions to implement the proposed orientations, thereby contributing to the enhancement of the historic quarter's appearance by 2017.

SUMMARY OF THE COMMISSION'S REPORT

The consultation revealed that Montrealers are attached to their founding neighbourhood. Owing to its multitude of assets, the historic quarter is an essential component of the identity of Montréal and the metropolis, a unifying element for the community as a whole. Its value as a historic centre is therefore what primarily characterizes Old Montréal. The majority of online questionnaire respondents and consultation participants who presented their points of view before the commission were of that opinion.

Consequently, the commission recommends that the first objective of the *Protection and Enhancement Plan* be the affirmation and enrichment of this fundamental trait of Old Montréal's personality, as well as the enhancement and development of its historic and urban heritage.

To support the emblematic and memorial functions, several measures were advocated in terms of cultural programming, but the main consensus involved the installation of interpretation signage offering onsite information about the history, architecture and immaterial heritage of key areas of Old Montréal. Signage directing visitors towards and within the old city is also sorely lacking, and should be installed. Moreover, the good work carried out over the past several years in terms of built heritage preservation and restoration in Old Montréal should continue.

Public access to the shoreline and river is extremely valuable to Montrealers. In consultations held in 1985 and 1986, a great majority of participants indicated their support for maintaining the Old Port's vocation as a public area devoted to history, recreotourism and culture. To strengthen the link between Old Montréal and its riverfront, the commission recommends the confirmation of its public character, an increase in the number of pedestrian access ways between Old Montréal and the Old Port, as extensions to existing streets, and the expansion of the access way located at the foot of Place Jacques-Cartier.

The gateways to the old city merit a serious and distinguished treatment. The pursuit of proper development is a major enterprise whose realization will likely span many years. Echoing proposals it has received, the commission recommends a frontal attack, in anticipation of Montréal's 375th anniversary, for the creation of a prestigious area at the foot of Champ-de-Mars, by reclaiming a section of the Ville-Marie

Expressway between Hôtel-de-Ville and Sanguinet Streets. This initiative would also showcase City Hall, the citizen's house. Furthermore, the commission supports the major development undertaken by the Musée de la Pointe-à-Callière to build the Cité d'archéologie et d'histoire de Montréal, a majestic entryway to Old Montréal's west end.

In view of the significance of Old Montréal and its value in terms of our city's identity, the commission recommends the preservation of its physical and visual importance in the Montréal landscape. The entire area overlooking the Ville-Marie Expressway, from Saint-Urbain Street East, is the parvis of eastern Old Montréal. Its development should be planned with care to avoid creating a walled-in effect. The commission recommends that a public planning exercise be held for the area as a whole.



Old Montréal lives each day thanks to its residents, workers and visitors. The Plan provides measures to confirm its identity as a quality living environment. However, the offering of local parks and green spaces should be increased, nuisance control measures, especially in terms of night noise, should be intensified, and access to local services and travel management should be facilitated.

It is also important to ensure, throughout Old Montréal territory, the presence of activities and businesses that bear witness to what distinguishes us as a community, that honour Montréal creativity, and that are addressed to all visitors. In that respect, the commission recommends improvements in terms of cultural animation in the area, directed programming, like in the Quartier des spectacles, action to promote an authentic commercial offering, and immediate action in upgrading the quality of Place Jacques-Cartier, via by-law if necessary.

Implementation

The commission recommends that Montréal complete the *Protection Plan* with an action plan, a road map comprising priorities, deadlines and follow-up measures. This does not mean that some of the measures proposed in the *Plan* should be set aside, but rather that some should be prioritized, i.e. those considered to be the most structuring and whose implementation could act as a lever for endeavours dedicated to the continued progress of Old Montréal.

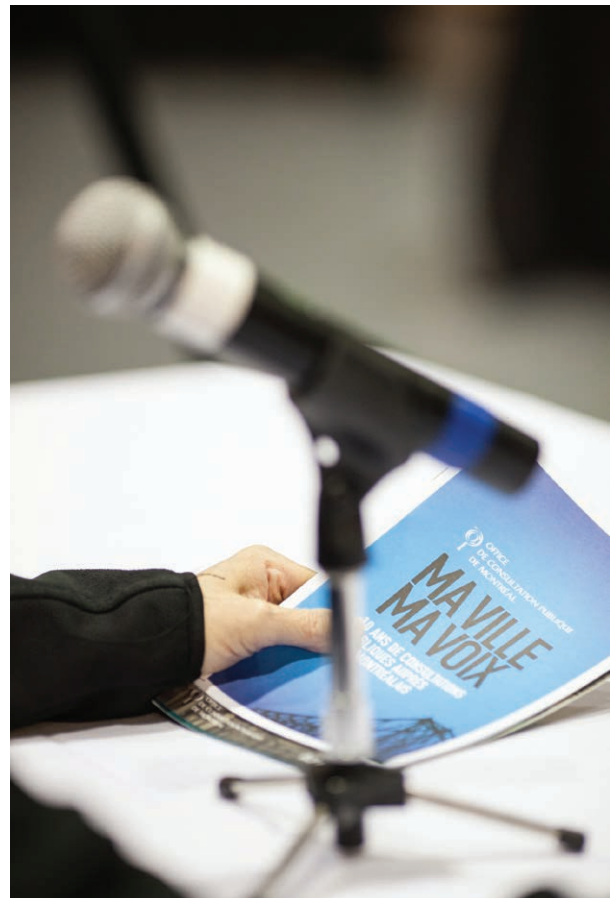
The commission also suggests that Montréal establish, at regular intervals, a public mechanism to provide updates on the progress of work related to the *Plan* itself and to the resulting action plan.

The addition of an action plan to the *Protection Plan*, and particularly the necessity of implementing the proposed initiatives in a coherent and sustained manner, call for a firmer management framework for the *Plan*. This is why the commission proposes, among other things, the establishment of a more formal coordination mechanism equipped with the appropriate resources, which would be imputable and responsible for the successful completion of the expected work, including the collaboration with the special partner that is the Table de concertation du Vieux-Montréal.

Montréal's 375th anniversary

More than 20 years ago, Montréal's approaching 350th anniversary provided the opportunity for a remarkable revival of its historic quarter. Now, as the 375th anniversary nears, the public debate surrounding the *Protection Plan* also presents an opportunity to consider other structuring activities for the advancement of Old Montréal. In the eyes of the commission, the two main ones are:

- > The continued development of Montréal's Old Port, notably the conversion of Hangar Number 16 and the extension of the existing public path towards the east. This project is under federal government jurisdiction, which could leave Montréal with a lasting heritage, in line with what was done for its 350th in 1992;
- > Lastly, the development of a direct passage from the Champs-de-Mars metro station to the actual Champ-de-Mars, by covering over the section of the Ville-Marie Expressway located between Sanguinet and Hôtel-de-Ville Streets, and moving the Sanguinet ramp. This project requires the support of the Québec Government.



DESIGNATION

Development of the Collège Notre-Dame campus



RESOLUTION

It is resolved that the by-law entitled “Règlement autorisant la démolition, la transformation et l’occupation des bâtiments pour le collège Notre-Dame situé au 3791, chemin Queen-Mary” shall be adopted as a first draft by-law, and that the adoption at a later meeting of a second draft by-law subject to approval by referendum, in accordance with the law, shall be recommended, and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public meeting in compliance with the law.

It is also resolved that the draft by-law entitled “Règlement modifiant le Plan d’urbanisme de la Ville de Montréal (04-047)” shall be adopted, in order to amend Appendices H, I, J and L and those of the Complementary Document, for Collège Notre-Dame, and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public meeting in compliance with the law.

KEY DATES

Information session:

January 23, 2013

Presentation of briefs:

February 19, 2013

Report filing:

April 16, 2013

Report release:

April 30, 2013

TERRITORY

Borough of Côte-des-Neiges – Notre-Dame-de-Grâce

PURPOSE OF THE CONSULTATION

The OPM was given a mandate to hold public hearings concerning authorizations for the demolition, construction, conversion and occupation of the Collège Notre-Dame buildings located at 3791 Queen-Mary Road.

Since the institution in question is located within the Mount Royal heritage site, all expansion and conversion projects are subject to very strict rules, and must be submitted for a public consultation by the OCPM.

The project under review stems from Collège Notre-Dame’s wish to upgrade and increase the number of its playing fields and rest areas for the college’s students. At the same time, the college is seeking to repurpose the outdoor spaces surrounding the main building with a view to improving the landscape quality of the site.

SUMMARY OF THE COMMISSION'S REPORT

At the outset, the commission underscores the fact that the opinions expressed were almost unanimously in favour of the project, and that public participation in the consultation was limited. The Collège did its homework. With the help of responsible municipals, the development process for the conversion program was very well conducted and extremely open.

Following an analysis of the project in the light of the *Mount Royal Master Protection and Enhancement Plan*, and of the opinions expressed during the consultation, the commission recommends that the project go forward as planned. It makes a few suggestions to optimize the initiative.

In view of the site's historical and cultural interest, and in agreement with Les amis de la montagne, it is suggested that the Collège develop a real and a virtual public access program for the site, as a destination and cultural area. Additional efforts are also recommended to reduce the number of spaces planned for the parking lot adjacent to the Maison Saint-Joseph, as is rapid greening of the campus in all areas that would not be incompatible with the upcoming construction work.



DESIGNATION

Saint-Raymond sector and area surrounding the future MUHC Glen Campus



RESOLUTION

It is resolved that the Office de consultation publique de Montréal shall be mandated to hold interaction activities with the public, aimed at determining the state of affairs in the south-west sector of Notre-Dame-de-Grâce (Saint-Raymond sector and area surrounding the future MUHC), identifying issues pertaining to its eventual enhancement, and defining the principles of an urban planning vision, with a view to the preparation of a special planning program.

KEY DATES

Information session:

February 12, 2013

Presentation of briefs:

March 11, 12 and 18, 2013

Report filing:

July 4, 2013

Report release:

July 18, 2013

TERRITORY

Borough of Côte-des-Neiges – Notre-Dame-de-Grâce

PURPOSE OF THE CONSULTATION

Located in the borough of Côte-des-Neiges – Notre-Dame-de-Grâce, the Special Planning Program (SPP) for the Saint-Raymond sector covers the area surrounding the Glen Campus of the McGill University Health Centre (MUHC), as well as the Saint-Raymond neighbourhood. The OCPM was given a mandate to hold consultation activities to involve the population in the development of the SPP, as the arrival of the MUHC and new configuration of the Turcot interchange will lead to a major transformation of the area over the next few years.

The SPP would therefore complete the Planning Program for the territory in question. It is important to remember that many municipal and provincial institutions are involved in the establishment of the MUHC, a project of metropolitan-wide scope, and in the redevelopment of the surrounding area, and that a number of public consultations have already been held on the subject since 2005.



SUMMARY OF THE COMMISSION'S REPORT

Initially, the Office held a pre-consultation with relevant players to update issues and provide a framework for the process to follow. A 16-member working committee composed of municipal, institutional and community representatives oversaw the drawing up of a status report and the identification and discussion of issues to determine vision elements and land-use planning orientations. The general public was also informed of and then consulted on the results of the work. The commission received 34 briefs and oral presentations.

A large majority expressed opinions in favour of neighbourhood development founded on providing a family, village, green, friendly and safe environment. The development should also be focused on:

- The ethnocultural diversity of the current population;
- Public and active transportation as favoured means of travel;
- Strategies to physically open up the neighbourhood, notably by focusing on north-south links and the redevelopment of some east-west arteries;
- Strategies to visually open up the area, using views along Saint-Jacques, as well as the potential of the Saint-Jacques cliff and some visual corridors towards the north and south;
- A space for experimenting with green and ecological technologies to improve air quality and reduce pollution caused by road infrastructures;
- Travel around the MUHC and in the Saint-Raymond area, which is of great concern to local residents and groups.

The redevelopment of Upper Lachine. The redevelopment of the Upper Lachine tunnel and its closing to vehicular traffic is a major concern for many reasons, including safety and access to the Vendôme Metro Station for pedestrians and cyclists, and access to the Saint-Raymond neighbourhood and businesses located on Upper Lachine.

The work of the commission revealed significant support for the future use of Upper Lachine as a commercial artery for the neighbourhood, complete with local services, terraces and cafes. The arrival of the planned primary school would confirm the Upper Lachine sector's vocation as the heart of the neighbourhood. In that context, the development of the eastern section of the road as a public square and sizeable green space at the corner of Décarie Boulevard, as proposed by Montréal, would receive a

warmer welcome if residents believed that the new green space would not lead to the creation of "grey zones," i.e. zones that are less safe for women and vulnerable people.

Saint-Jacques Street. It is hoped that the reconstruction of the Turcot interchange will serve to initiate the transformation of the vocation of Saint-Jacques Street into a more user-friendly street for pedestrians and cyclists. The potential of the area along the Saint-Jacques cliff as a linear park should be exploited. The existing businesses could slowly be replaced with housing to confirm Saint-Raymond's family character, and with destination businesses, related, for example, to MUHC activities.

Area around Vendôme Metro Station. Many consultation participants pointed out that the urgently required construction of a second entrance to the Vendôme Metro Station, with universal access for people with reduced mobility and especially for seniors, is a major condition for the insertion of the MUHC into the area. A safe bicycle path and increased public transportation were also on the participants' wish list.

The commission put forward many other suggestions and recommendations for the implementation of the orientations and development principles it plans to adopt, including: partnership and cooperation; opening up of the Saint-Raymond neighbourhood; preservation of the existing social infrastructure and populations; improvement of the quality of living environments; easing of traffic; structuring of an urban fabric framework on a human scale; and greening and enhancement of the Saint-Jacques cliff area.

DESIGNATION

Saint-Jacques market conversion 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, to amend the height map of the borough of Ville-Marie planning program, in the quadrangle bounded by Amherst, Ontario and Wolfe Streets, and the street of the Square Amherst – Marché public Saint-Jacques – Quartier Saint-Jacques – 1125 Ontario Street East; 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:

February 27, 2013

Presentation of briefs:

March 26, 2013

Public meeting:

May 7, 2013

Report filing:

May 17, 2013

Report release:

May 31, 2013

TERRITORY

Borough of Ville-Marie

PURPOSE OF THE CONSULTATION

The Saint-Jacques market is located at the corner of Amherst and Ontario Streets. The public consultation pertained to draft By-law P-04-047-137, which would provide for an increase in the maximum construction height on the site of the market, raising it from 16 to 25 metres. This amendment is required for the realization of the Saint-Jacques market conversion project, as proposed by the Europa company, the current owner of the site.

The project of the Europa company rests on a revitalization strategy for the building that includes the addition of a residential use and the resumption of the building’s function as a public market. Also, the developer plans to maintain commercial activities on the ground floor and to set up farmer’s stalls along the area in front of the building. The upper floors would be converted into 25 housing units, eight of which would be on the second floor. On the third and fourth floors, the latter having yet to be constructed, 17 two-storey units, with a mezzanine and rooftop terrace, would be created. The height of the building would therefore be raised by about 2.8 metres.

SUMMARY OF THE COMMISSION'S REPORT

The project submitted by the Europa company seemed adequate. The developer expressed a clear intention to re-establish the site's vocation as a public market and to confirm the symbolism of the site. However, as the company's representative pointed out in the meeting, the surrounding community would also have a role to play in the project's success by patronizing the market. It is therefore important to ensure that all the winning conditions are brought together to promote such patronage, the first gauge of success.

To that effect, the commission recommends that Montréal and the developer reach a draft development agreement comprising, among other things, a joint-action committee, a guarantee as to the permanence of the market function on the site's outdoor spaces, and the establishment of commemorative elements reflecting the history and role of the Saint-Jacques market.

In terms of architecture, the commission finds that the project is in keeping with the existing building. The addition of a fourth floor does not substantially mar the integrity of the building's features. The commission therefore recommends that the Planning Program be amended to include the site in the 16-to-25-metre category, without, however, exceeding the height required (18.6 metres) to carry out the project. Lastly, the commission recommends that Montréal protect the heritage status of both the building and site, once the conversion is complete.

In closing, it is important to note that the quality of discussions was affected by the lack of clear information on the status of the Marché Saint-Jacques public market. In fact, until the end of the information period, the commission firmly believed that the Saint-Jacques market would remain a public market, although the permanence of a public market on the site has been in doubt since 2010.



DESIGNATION

Draft Plan de développement urbain, économique et social (PDUES) for the Marconi-Alexandra, Atlantic, Beaumont and De Castelnau areas



RESOLUTION

It is resolved that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public meeting, in accordance with the law, on the draft by-law amending the Montréal Master Plan and the draft PDUES.

KEY DATES

Information sessions:

March 11 and 13, 2013

Presentation of briefs:

April 8, 9, 10 and 11, 2013

Report filing:

July 12, 2013

Report release:

July 29, 2013

TERRITORY

Boroughs of Rosemont – La Petite-Patrie, Outremont, Villeray – Saint-Michel – Parc-Extension and Plateau-Mont-Royal

PURPOSE OF THE CONSULTATION

For the first time, the OCPM held a public consultation on a draft Plan de développement urbain, économique et social (PDUES). In the case under consultation, the plan pertained specifically to the Marconi-Alexandra, Atlantic, Beaumont and De Castelnau sectors, and identified development and land-use-planning orientations for those areas, as well as municipal intervention strategies aimed at strengthening those orientations.

The PDUES pertains to a territory of 0.8 square kilometres, covering various industrial, commercial and residential areas of the boroughs of Villeray – Saint-Michel – Parc-Extension, Rosemont – La Petite-Patrie, Plateau-Mont-Royal and Outremont.

The draft by-law under examination aims to provide a real estate development framework that is in keeping with the orientations of the PDUES. It provides for amendments affecting, to varying degrees, the four areas covered by the PDUES, notably in terms of land-use designation, heights and densities. Several maps in parts I and II of the Plan are therefore replaced as a result. Part II of the Plan is amended by the addition or replacement of characteristics of various established areas to be developed or transformed. That part of the Plan is also amended by the addition of special measures for the Marconi-Alexandra, Atlantic, Beaumont and De Castelnau areas. For the latter, the measures include provisions aimed at integrating by-laws on Projets particuliers de construction, de modification ou d'occupation d'un immeuble (PPCMOI) and on site planning and architectural integration programs (PIIA).

SUMMARY OF THE COMMISSION'S REPORT

The general opinion on the development plan is positive. The initiative is applauded for its innovativeness, its scope that reaches beyond land-use planning issues to encompass economic and social considerations, and the democratic aspect of the development process. However, participants made numerous concrete suggestions to improve the PDUES. The commission assumed the task of analyzing them with a view to enhancing the document, strengthening its scope, and guiding the next steps in planning and repurposing the sector.

The territory covered by the PDUES runs alongside a good part of the site earmarked for the Outremont campus of the Université de Montréal. The commission notes that the establishment of a new university campus often provides opportunities, both in Québec and beyond our borders, to stimulate an area's economic and social development. Several examples of partnerships may be cited where university and community partners benefitted from a close cooperation for the creation of an environment and living environment serving everyone's interests. It seems that the Université de Montréal, despite an official statement of intent, is planning only a bare minimum of orientations to that effect. There has been no implementation, which is both worrisome and disappointing. To achieve optimum effectiveness, and in the public interest, the PDUES must be drawn up in close collaboration with the Université de Montréal and affiliated schools, as major partners in the area's development. The commission advocates the establishment of a formal agreement between the Ville and the Université de Montréal, with a view to ensuring the collaboration's effectiveness.

The territory covered by the PDUES is located at the heart of the island, in central areas, ideally situated to assume both residential and employment functions, and to help to counter the peri-urban sprawl of the Montréal economy, while offering the possibility of bringing home and work closer together. The economic vocation of the territory of the PDUES proposed by Montréal is a choice supported by the community, which thereby hopes to reduce real estate development in favour of already established enterprises and of a new economy benefitting artists, artisans and small businesses.

In accord with a number of participants, the commission recommends adding a local hiring and buying plan to the intervention strategy proposed by Montréal, and making room, within the "creative hub", for a manufacturing sector that could also include an urban agriculture component.

Moreover, problems related to housing permeated the consultation. The PDUES anticipates a potential of 1500 housing units. The commission recommends that the development of affordable and social housing, notably co-ops, be recognized as the priority for the area's "social development" component. It also recommends the drawing up of an action plan for affordable and social housing that would include a target number of affordable and social housing units; interventions on the existing housing stock; the adjustment of the inclusion strategy; the establishment of land reserves; and the enhancement of regulation tools.

The quality of the proposed links between the future campus and Parc-Extension and the creation of new links towards Rosemont are of the highest importance, given the fact that the area is hemmed in by railway tracks. On that issue, the commission recommends studying the possibility of relocating the planned road yard on the campus site and creating a safe crossing for users along De L'Épée Avenue. More thought is needed regarding the creation of links with the Acadie Metro Station and Beaumont Avenue, the extension of the east-west axis of the future campus up to du Parc Avenue, to make them into eye-catching gateways to the Outremont campus.

Many consultation participants lamented the lack of planned interventions for the area surrounding the Gare Jean-Talon, which is the sector's main public area as well as a major transportation node. The commission recommends that Montréal draw up a development strategy aimed at improving connectivity among the various modes of transportation and making intersections safer.

There are several other recommendations, notably in matters pertaining to the redevelopment of du Parc Avenue and Jean-Talon Street, the enhancement of views, and the strengthening of the regulation framework.

Following the public consultation, the commission is in favour of the adoption of an enhanced PDUES. It recommends a moratorium on construction permits and all zoning amendments until the Plan is adopted. It also identifies seven priority measures to be incorporated into the document, such as an action plan for affordable housing, the redevelopment of the du Parc and Jean-Talon major arteries, including the viaducts and intermodal centre of the Gare Jean-Talon, as well as concerted interventions promoting local hiring.

DESIGNATION

Primary school construction project in Île des Sœurs



RESOLUTION

It is resolved that the draft by-law entitled “Règlement autorisant la construction d’une école sur un emplacement situé à l’intersection sud-ouest du boulevard de l’Île-des-Sœurs et du boulevard René-Lévesque” shall be adopted, and that the file shall be submitted to the Office de consultation publique de Montréal so that it may hold the public consultation meeting in accordance with the law.

KEY DATES

Information sessions:

June 17 and 18, 2013

Presentation of briefs:

July 9, 10, 11, 15 and 16, 2013

Report filing:

September 4, 2013

Report release:

September 11, 2013

TERRITORY

Borough of Verdun

PURPOSE OF THE CONSULTATION

The Commission scolaire Marguerite-Bourgeoys is seeking to build a second primary school on Île des Sœurs, to better serve the local school clientele. The new school would be established in a triangular section of Parc de la Fontaine, and would allow the addition of three kindergarten and 18 primary-level classes. The project requires variances to the urban planning by-law of the borough of Verdun.

The draft By-law P-13-015 submitted for public consultation aims to allow the required variances pertaining primarily to the built environment, uses, courtyard occupancy, and parking and drop off areas. It also contains provisions to structure architectural quality and implementation of the project.

In June 2012, the Québec Government amended section 89 of the Charter of Ville de Montréal to add “public educational institution” to the nomenclature. This amendment makes it possible to submit to an OCPM consultation any project pertaining to shared or institutional equipment, including a primary school, and thereby exempt it from approval by referendum.

SUMMARY OF THE COMMISSION'S REPORT

The project raises several issues that divided public consultation participants. This scission embodies a debate on the choice of site, which has been raging for over two years on the island. However, it should be noted that the appropriateness of building a second school received general assent, given the critical overcrowding situation at the Île-des-Sœurs primary school.

The commission believes that two fundamental issues should be resolved immediately. Firstly, a transitional solution must be found to relieve overcrowding at the Elgar school and minimize the transfer of classes to mainland Verdun. The current situation is no longer acceptable, given its duration and consequences on the education and wellbeing of the school's children and staff.

Secondly, the public consultation fostered the beginnings of a discussion process that must be supported and sustained as part of a participatory exercise aimed at identifying shared equipment needs on the island. The commission believes that the construction of the school should provide an opportunity for the entire Île des Soeurs community to achieve gains in terms of traffic easement, pedestrian safety, landscape quality of the selected site, and residents' access to improved community equipment. It puts forth several specific recommendations on those issues.

The commission finds that the establishment of the second primary school on the triangular site near Parc de la Fontaine may be acceptable, on the condition that certain measures be implemented immediately. It recommends that the borough establish land reserves now to meet the need for a third school in 2020 and the need for additional community equipment resulting from the increased population. The commission also recommends that the borough reaffirm the vision that presided over Île des Soeurs' development in the initial planning. To that end, the borough should apply a compensation principle when the destruction of green spaces is inevitable, in order to maintain the overall area of those spaces on the island.

Lastly, the commission advocates that an easement be adopted to prevent the future expansion of the school into Parc de la Fontaine. It is also of the opinion that the issues of traffic, parking and the integration of the school into its surroundings be reviewed to optimize positive spin-offs in the community.



DESIGNATION

Draft Montréal Development Plan (MDP)

MONTRÉAL

C'EST VOTRE VILLE. EXPRIMEZ-LA!

CONSULTATION PUBLIQUE SUR LE PLAN DE DÉVELOPPEMENT DE MONTRÉAL



RESOLUTION

It is resolved by the Ville de Montréal executive committee that the draft MDP, modified following the public consultation exercise (*Demain Montréal*, held between June and December 2012 by Ville de Montréal), shall be approved, and that the Office de consultation publique shall be mandated to hold a public consultation on the draft document.

KEY DATES

Information session:

June 3, 2013

Thematic information forums:

June 4, 5, 6 and 12, 2013

Presentation of briefs:

September 4, 5, 9, 10 and 11, 2013

Report filing:

February 4, 2014

Report release:

February 11, 2014

TERRITORY

Ville de Montréal

PURPOSE OF THE CONSULTATION

The draft Development Plan submitted for public consultation is the first of its kind in Montréal. As prescribed under section 91 of the Charter of Ville de Montréal, "*The city must draw up a plan for the development of its territory that encompasses the environmental, transportation and community, cultural, economic and social development objectives pursued by the city. The plan may also include objectives related to any other matter under municipal jurisdiction.*"

The municipal administration presented Montrealers with a draft MDP outlining a strategic development vision spanning 20 years, revolving around 15 development principles and three main axes, *Living and growing up in Montréal*, *Working and studying in Montréal*, and *Shaping the city*. The vision was completed with the Municipal action plan 2013-2017, *Act on the city*, as well as a section on the orientations for a future *Financial Framework*, associated with the implementation of the MDP. It is important to note that the Development Plan is scheduled to be reviewed every five years.

The draft MPD is founded on key elements of Ville de Montréal plans and policies adopted by the city council in recent years. In that perspective, the document will serve as a base for the revision of the Land Use Planning and Development Plan for the Montréal agglomeration, and the Montréal Master Plan.

Although the MDP has no legal or regulation status, it must be infused with the spirit of government orientations relating to the greater Montréal area 2001-2021, and of the Plan métropolitain d'aménagement et de développement (PMAD) of the Communauté métropolitaine de Montréal (CMM).

SUMMARY OF THE COMMISSION'S REPORT

The commission notes that the principle of drawing up a long-term urban development plan was well received. However, in its current form, the MDP was seen more as a tool for administrative coherence than as an engaging plan for the community. Participants lamented, among other things, the absence of a solid conclusion and future-looking exercise on which to base the vision. Although positive comments were made about some of the orientations proposed in the document, this does not mean that people endorse it. To the contrary, they have numerous reservations. Its silences, omissions and modest ambitions were perceived as serious shortcomings.

Three (3) core messages emerge from the public consultation:

→ **Expand the scope of the Plan.** Ville de Montréal should adopt a more ambitious vision for the future. It would also benefit by getting involved not only in areas within its direct jurisdiction, but by going beyond them to take on a leading and unifying role.

→ **Increase community wealth.** It is essential that Montréal strengthen its economic base. Without economic growth and the diversification of municipal sources of revenue, it will be hard pressed to provide a great place to live, work and play, and to make its mark among 21st-century beacons.

→ **Mobilize the participatory social capital.** Montréal is not alone. It would benefit by assimilating the knowledge and skills of the city's civil society, and by establishing new partnerships that make the most of them.

Three (3) determining challenges that Montréal, like other cities, must tackle in planning its future, were also highlighted:

→ **Adapting the city to climate changes** means, among other things, dealing with the warming temperatures, especially in urban heat islands, the lower air quality during smog episodes, which are becoming increasingly numerous, and the frequency of heavy rains and ensuing floods. It is necessary to minimize their impacts and, at the same time, to reduce the city's vulnerability.



→ **Taking up the demographic challenge** refers to the aging of the population, the increase in single-person households, the exodus of young families, and the arrival and integration of immigrants. It is important to maintain Montréal's social, economic and cultural balance, and to preserve its neighbourhoods' social mix.

→ **Carving out a place in the new economic environment** pertains to technological and behavioural changes marking new production and work methods, and to companies' procedural innovations. Montréal must join the new order of smart, innovative cities.

Five (5) orientations to follow. The commission focused its analysis of the ideas and suggestions expressed during the consultation on five major orientations to be integrated into the MDP. They basically consist in establishing the desired goals of planning and interventions priorities. The following are considered priority recommendations.

→ **An efficient compact city.** The commission believes that the approach proposed in the draft MDP, targeting the development of three economic centres (Centre, East and West), with good public transit service and where employment and travel would be concentrated, should be enhanced and deployed on a neighbourhood scale. It urges Montréal to develop its neighbourhoods into true living environments, encompassing all functions necessary to everyday life.

To do so, the Ville de Montréal should:

- > Combine the compact city concept with that of the complete neighbourhood and a Montréal density model with a human face, tailored to specific sites and areas;
- > Identify areas where TOD projects could be implemented, under the PMAD, and announce the intention to submit them to detailed planning;
- > Maintain the previously proposed approach concerning the development of public property and its use as a development lever;
- > Make pedestrian safety and comfort the basic principle of travel management;
- > Promote connectivity among means of active and public transportation, and adapt them to neighbourhood needs.

→ **An inclusive, united city.** In the eyes of the commission, housing appears not as the only, but as the main instrument to combat social inequality and regulate the demographic and cultural mix in neighbourhoods.

In that perspective, Montréal should:

- > Document a clear intention to draw up a social development policy dealing primarily with housing, but also with the integration of immigrants and ethno-cultural communities, universal access, the "right to mobility," equality between men and women, and homelessness;
- > Produce a report on the results of municipal housing-access programs, and set targets in terms of keeping young families in Montréal;
- > Enhance and diversify access-to-property formulas and residential renovation and construction programs;
- > Create land reserves with a view to increasing the offer of affordable and large-unit housing;
- > Lower the application threshold for the municipal strategy, and make it mandatory to include social and community housing in residential projects.

→ **A city of culture and knowledge.** Montréal is home to four renowned universities and a major research centre. The student and university communities therefore constitute an abundant fount of resources and talent. Nonetheless, the commission underscores the importance of strengthening Montréal's national and international position as a city of knowledge.

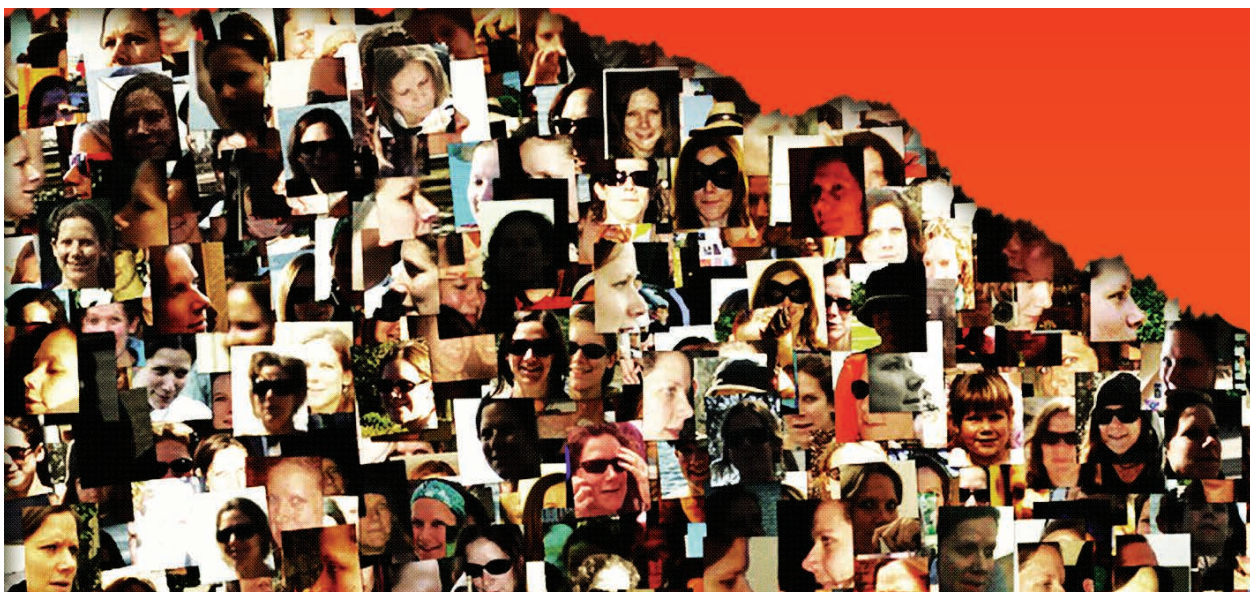
Therefore, it should:

- > Affirm the role of universities and research centres as partners in the development of the metropolis, notably as cultural and economic levers, and support them in that function;
- > Focus on attracting talented students and new arrivals, and provide them with the means to remain in Montréal;
- > Make access to culture a priority orientation;
- > Recognize the contribution of artists and creators to the city's reputation, and identify means to allow them to create, work and live in Montréal;
- > Treat as major issues the durability of cultural enterprises, the vitality of Montréal's cultural core, including tourist areas, and the development and enhancement of cultural neighbourhoods;
- > Include an orientation concerning the development and enhancement of the industrial and institutional heritage.

→ **A green city.** Montréal should endeavour to position itself as an internationally renowned green city, and adopt more ambitious approaches and targets in terms of greening and climate changes.

Montréal should:

- > Designate as a firm orientation the commitment to ensuring the integrity of Mount Royal's natural environments and green spaces;
- > Recognize the insular character of Montréal through objectives for the development and enhancement of, and public access to, riparian spaces;
- > Increase the number of natural environments and promote their networking;
- > Foster the planting of trees on private residential, commercial, industrial and institutional properties, including via by-law;
- > Identify the components of the green and blue belts presented in the PMAD on Montréal territory, with a view to fostering the proliferation of nature in the city;
- > Identify targets to be attained in terms of: sites to be converted into green spaces; green corridors; and the development of urban agriculture.



→ **A prosperous city.** The MDP would benefit by drawing inspiration from measures set out in the Montréal economic development strategy, and should aim to raise Montréal to the ranks of metropolises with the best standard of living and quality of life in North America.

To do so, it should:

- > Rely on its strengths by providing support to industrial clusters and creative industries, creators of quality jobs;
- > Preserve and develop a diversity of dynamic employment zones in the city's various neighbourhoods, in complementarity with the major economic centres proposed in the draft MDP;
- > Recognize downtown as a community asset for the region and for Québec as a whole, and strengthen its unique character and its role as an economic engine through the implementation of a specific action plan;
- > Create a task force on the changing commercial offering throughout the metropolis;
- > Elevate itself to the rank of "smart city" by adopting a digital vision and strategies;
- > Endeavour to become a multimodal freight transportation hub, while fostering the development of urban logistics taking into account the issues of efficiency, safety and quality of life;
- > Make infrastructure rehabilitation an economic growth lever.

Strengthen the financial framework. Lastly, the MDP would gain credibility if it included a long-term financial plan to provide the Montréal administration with the financial stability and predictability it requires. It is urgent to roll over and improve financial arrangements in the vital areas of housing, public transportation, and basic infrastructures. The diversification of municipal sources of revenue should be considered paramount. To that end, the Ville de Montréal would need to enlist the support of players involved in its development for a financial framework where all would be asked to contribute: Montréal citizens, the business community, and the Canadian and Québec Governments, through a new financing agreement.

COMMUNICATIONS OVERVIEW

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

In 2013, the Office published 26 public notices and advertisements in 12 daily and weekly newspapers. Two advertising campaigns on Facebook and Google and two 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 information flyers announcing the consultation to citizens that will be affected by a given project. Depending on the consultation, the distribution may cover between 1500 and 40,000 homes. Last year, 120,298 flyers were distributed in sectors neighbouring projects that were the subject of consultations. Flyers and posters were also distributed to concerned organizations and in Ville de Montréal service points.

When a consultation report is published, a news release is issued to the media. Individuals and organizations that have expressed an interest in the project, and well as all subscribers to the Office newsletter, also receive an e-mail with a link leading to the report. Moreover, anyone wishing to receive a hard copy of a consultation report may contact us directly to request one.

The Office Web site continued to evolve in 2013, driven notably by special projects surrounding the Montréal Development Plan. To allow the greatest possible number of people to benefit from clear and easily accessible information, the Office team focused on the popularization of public consultation information using digital tools. An interactive map showing Montréal Development Plan interventions was created to clarify a document that may at first appear complex.

The user statistics for our Web site report more than 62,900 visits made by over 33,000 unique visitors in 2013. It is interesting to note that, in addition to direct access to the site and access through search engines, Facebook has become the third source of traffic on the Office site, with more than 5% of visits stemming from a link on that social network.

For the first time this year, the Office webcasted the public meetings of two consultations of metropolitan-wide scope. The public forums of the consultation on the future of Old Montréal attracted an audience of 1253 people, while those of the consultation on the Montréal Development Plan allowed 1201 citizens to reach us via the Web. Throughout both of those activities, citizens were able to follow the discussions on the Office's Twitter wire and Facebook page. With a view to preserving access to those discussions, all the webcasts are available on the Office YouTube channel and Web site. The video archives of those forums (<http://goo.gl/UpKAHr> and <http://goo.gl/Z1Ta4B>) have cumulated almost 1000 views.

The social networks are playing an increasingly important role in OCPM communications. At the end of 2013, the Office Twitter wire had 961 followers, while the Facebook page had more than 4300 members. The latter represents a 370% increase for the year 2013. The Office now has 86 videos posted on its YouTube chain (youtube.com/OCPMontreal), which have generated 17,476 views.

The Office also reaches interested parties through electronic information bulletins announcing public consultations and any other public event. The mailing list now includes over 1700 subscribers, who were sent more than 35,000 e-mails over the course of the year.

Another innovation in 2013 is that citizens were given the opportunity to post their comments on YouSayCity concerning 17 forward-looking projects put forth by the Montréal Development Plan. YouSayCity is a new online public consultation platform developed in Montréal. It allows users to view urban projects in 3D on an interactive, collaborative map that is open to all. This tool is free of charge and uses a map generated by Google Earth. The users can examine a project from every angle, and see its placement in the city. To facilitate citizens' appropriation of this useful tool, we have produced video tutorials that are available on our YouTube channel.

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 May, we were visited by a representative of the City of Porto Alegre, as part of a cooperation between the Office and that southern Brazilian city aimed at establishing a public consultation office inspired by Montréal's. Paulo Renato Ardenghi Rizzardi, a lawyer for the Porto Alegre mayor's office, met with all OCPM personnel to learn about its operations. He also met with other heads of Montréal and borough departments involved in the public consultation process. Moreover, in November, the secretary general of the OCPM was invited by the City of Porto Alegre to participate in the 18th Mercosur summit of cities, an organization bringing together the member countries of the group, i.e. Brazil, Paraguay, Argentina, Venezuela and Bolivia. The trip also allowed him to continue working with our Brazilian counterparts on steps leading to the creation of the Porto Alegre consultation office.

We maintained our collaboration with the greater Lyon area, welcoming a delegation as part of regular exchanges with that city. A series of meetings were held to discuss our mutual practices, and a breakfast was organized by Mr. Alain Tassé, the executive committee member responsible for the Office. He was accompanied for the occasion by the two vice-chairs of the committee, Ms. Émilie Thuillier, city councillor for the borough of Ahuntsic-Cartierville, and Mr. Benoit Dorais, mayor of the Sud-Ouest borough. The delegation also made several field trips, notably to the borough of Ahuntsic-Cartierville to observe the work of joint-action committees and neighbourhood community organizations, and to the Sud-Ouest borough to attend a city council meeting. Discussions were also organized with representatives of the university community and, lastly, the Office invited the public to a presentation on Lyon projects, given by the delegation before an audience of about 100 residents and organization representatives at Montréal's Vitrine culturelle.

Other visitors also turned up at the OCPM offices over the course of the year, leading to a variety of impromptu activities. A conference was organized in cooperation with Mr. Carl Skelton, co-founder of Betaville, who came to present his interactive platform. Developed primarily in New York and Germany, the program allows civil society to view the existing situation in cities and to propose developments. Several potential players in the platform's development were present on that occasion, notably university professors and directors (Université du Québec à Montréal, Université du Québec à Sherbrooke, Université de Montréal and McGill University).

In the wake of that visit, the OCPM organized an early evening reception for the general public, providing another opportunity for Mr. Skelton to present the Betaville interactive platform. The reception was attended primarily by students in the areas of urban planning, architecture, civil engineering, political science and environmental design. Design Montréal was also in attendance.

We should also mention the visit, in early October, of a delegation from the City of Mulhouse, headed by its mayor, which came to learn about our practices. Along the same vein, the president of the Office hosted a delegation from the Fondation Nationale Entreprise et Performance (FNEP), focusing on the theme "Prévention et maîtrise des risques sociétaux; une dimension de la performance" (prevention and management of societal risks: a dimension of performance). They were interested in our consultation practices, and were very grateful to have the opportunity to discuss them with our president. This activity was held in cooperation with the Bureau d'audiences publiques sur l'environnement (BAPE).

Another important activity was the organization and hosting, in May, in cooperation with the Consulate General of the United States, of a video conference by Ms. Rachel Sterne, chief digital officer for the City of New York. Ms. Stern gave a presentation on her city's initiatives in developing digital interfaces with residents, and was able to talk with some 100 people who responded to the invitation to participate in the event, which was a great success. This was the OCPM's first collaboration with the Consulate General of the United States in Montréal, and it proved very fruitful.

On a more local front, Office president Louise Roy moderated a panel at the seminar marking the 50th anniversary of the Ordre des urbanistes du Québec. On that occasion, she also received an award for her contribution to the advancement of urban planning in Québec.

Along the same lines, Ms. Roy also attended a seminar of the Ordre des architectes du Québec on the theme "L'architecture à l'heure de la participation citoyenne" (architecture in the citizen-participation age).

Lastly, throughout the year, the Office was invited by various boroughs to make presentations on its role and activities to groups of students and members of citizens' groups interested in public consultation.

BUDGET OF THE OFFICE

In compliance with the Charter of Ville de Montréal, the city council provides the Office with the funds required to carry out its mandate.



Under sections 83 and 89 of the Charter, the Office must hold all consultations requested by the executive committee or city council. The financial statements of the OCPM are audited by the auditor of the city and presented to city council.

In 2013, 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 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 the consultations carried out would be numerous and complex, and require a high level of activity. 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 fourth time in the history of the Office that we were forced to request additional funds. Given the volume and complexity of the consultations, we believe that if the basic budget remains the same as it has been since 2003, there will be recurring requests for additional funds.

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 2013

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.

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 has been an *ad hoc* commissioner with the *Office de consultation publique de Montréal* since April 2008. He is currently pursuing graduate studies at the *Université de Sherbrooke* faculty of law in dispute prevention and resolution, with a specialization in conciliation and mediation with large groups in matters pertaining to urban planning and the environment.

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.

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

JEAN CAOUCETTE

COMMISSIONER

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

Mr. Caouette's career as an architect began with various firms in Montréal, Québec City and Toronto. He 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.

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 *Le Jour*, *Le Devoir* and *Les Affaires* newspapers. 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 Desjardins Ahuntsic-Viel for over 30 years, and was chairman of its board of directors for ten years. Since 2010, he has served as an elected representative at the Conseil régional des caisses Desjardins pour l'Ouest de Montréal. He also 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 *Comité sur les services aux nouveaux arrivants et aux communautés culturelles de la Bibliothèque et Archives nationales du Québec*.

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 *Kaléidoscope*, a publication dedicated 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 Cœur: 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 with 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), the commission on the revision of the *Montréal Charter of Rights and Responsibilities* (2011), and the commission on the development project for the Collège Notre-Dame Campus (2013).

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 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 Convergence). In 1997, she designed and was responsible for the scientific content of the Quartiers Culturels du Monde Web site.

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

MARIE LEAHEY

COMMISSIONER

Marie Leahey is coordinator of the Régime de retraite des groupes communautaires et de femmes. Previously, she worked at the Fédération québécoise des organismes communautaires famille and with a service for single-parent women who are heads of households, the SORIF. Her interest in regional development led her to work at the Conférence régionale des élus de Montréal. Ms. Leahey holds a degree in Education from the UQAM and is certified as an administrator by the Collège des administrateurs of Université Laval.

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

GAÉTAN LEBEAU

COMMISSIONER

Gaétan Lebeau, a lifelong Montrealer, showed a very early interest in life problems in urban environments. In 1974, he was involved in founding a political party: the Montréal Citizens' Movement. He served as an elected municipal councillor until 1978, and has a special interest in issues surrounding development, citizen participation and the exercise of democracy.

In the 1980s, ever drawn to community and union activities, he held the positions of community organizer, communications administrator, and consultant to the director general in a CLSC. He also helped to set up various community and joint-action organizations, including, among others, a tenants' group, the Collectif à l'aménagement urbain Hochelaga-Maisonneuve.

Mr. Lebeau was with the Société de transport de Montréal for some 20 years, where he held various senior professional positions in communication, organizational development, change management and business process and performance improvement. He has developed a special expertise in moderating groups entering a problem resolution or improvement process.

As a member of the Board of Directors of the Institut d'administration publique du Grand Montréal (IAPGM-IAPC), from 1992 to 2004, he held the positions of secretary and then president of the programming sub-committee. In 2000, he established the organization *Jeunes Fonctionnaires d'un jour*, and shaped its destiny until 2008. This non-profit organization helps to keep young people

in school, while enhancing the public service quality by offering stages in public organizations for young people in secondary school.

Having obtained a Master's in Public Administration from the École nationale d'administration publique (ENAP), Gaétan Lebeau studied for a Master's in Sociology and Management Didactics. He also continued his education in a variety of related fields, including the improvement of work processes and project management.

He is a seasoned adult educator with more than 20 years' experience working with managers seeking to improve their effectiveness in areas related to leadership, communication, change management and everything involving teamwork approaches and techniques. He worked as an associate educator with the École nationale d'administration publique (ENAP), and then with the École de technologie supérieure (ETS), where he still teaches.

He currently operates his own consulting business, working with clients from both the private and public sectors.

RENÉE LESCOP

COMMISSIONER

Renée Lescop holds a Master's in Political Science from the Université de Montréal, where she first worked as a research associate and lecturer from 1967 to 1976.

A short while after the coming into force of the Charter of Human Rights and Freedom, she joined the newly created Human Rights Commission, where she would remain for over 25 years, first as a socio-economic researcher, and then as the director of inquiries for Montréal and regional offices.

In 2004 and 2005, she worked as a consultant analyst for the Office de consultation publique de Montréal, in relation to the *Montréal Charter of Rights and Responsibilities* and the *Cultural Development Policy*.

In April 2006, she was appointed to the position of assessor with the Human Rights Tribunal, where she remained for seven years, until April 2013.

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, a Master's in Urban Planning from McGill University, and a doctorate in Social Sciences from Concordia University. She is a member of the Ordre des urbanistes du Québec, and 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, she has conducted studies on the issues of homelessness, housing for seniors, social exclusion, and affordable and community housing. Furthermore, she participated in a variety of projects, such as the introduction of Canadian housing construction methods in Russia, and a pilot project for the establishment of community land trusts in two Montréal neighbourhoods. From 1992 to 1998, she was a member of the CCU in Montréal West. In addition to her consulting work, she also teaches at the CEGEP and university levels.

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

JOËL THIBERT

COMMISSIONER

Joël Thibert holds a Bachelor's degree in Environment and a Master's in Urban Planning from McGill University, and a doctorate in Urban Politics from Princeton University's Woodrow Wilson School.

He is interested in urban and regional governance and, more generally, in issues involving sustainable development in urban environments. He worked for three years in development project management for the Quartier international de Montréal (QIM), where he was responsible, among other things, for sustainable development projects.

Mr. Thibert is also involved in various citizen initiatives related to the city: he is one of the founding members of Avenue 8, a working group on public space and citizen participation; he is the initiator and coordinator of "Marcher la région," a citizens' initiative aimed at arousing a metropolitan environmental conscience in Greater

Montréal; and regularly contributes to the blog Spacing Montréal. Over the past few years, he has organized several events on the city, bringing together the university community and practitioners, including the seminars *Strip-Tease QDS* and *Trajectoires Montréal*, and the event *Le goût de la ville* at the Canadian Centre for Architecture (CCA).

He currently sits on the boards of directors of several non-profit organizations, including the Darling Foundry. Since August 2013, he has also worked as a consultant for the Montréal office of McKinsey & Co.

Joël Thibert is a grant holder of the Trudeau Foundation, the Fulbright Foundation, and the Social Sciences and Humanities Research Council of Canada.

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 du 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 Montrealer, Mr. Wolfe spent over five years in California, where he conducted environmental impact studies and prepared planning programs for various municipalities and other public organization in the regions of San Francisco and San Diego. 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°** major infrastructures, such as an airport, port, station, yard or shunting yard or a water treatment, filtration or purification facility;
- 3°** a residential, commercial or industrial establishment situated in the business district, or if situated outside the business district, a commercial or industrial establishment the floor area of which is greater than 25,000 m²;
- 4°** housing intended for persons requiring assistance, protection, care or lodging, particularly within the framework of a social housing program implemented under the Act respecting the Société d'habitation du Québec (chapter S-8);

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

Business district.

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

Content of by-law.

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

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

Approval by referendum.

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

Public consultation.

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

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 2013

André Beauchamp, Bruno Bergeron, Nicole Boily, Jean-Claude Boisvert, Nicole Brodeur, Jean Burton, Jean Caouette, Viateur Chénard, Irène Cinq-Mars, Alain Duhamel, Habib El-Hage, Ariane Émond, Claude Fabien, Judy Gold, Michel Hamelin, Peter Jacobs, Luc Lacharité, Hélène Laperrière, Marie Leahey, Gaétan Lebeau, Renée Lescop, Hélène Morais, Dominique Ollivier, Jean Paré, Michel Séguin, Luba Serge, Joël Thibert, Nicole Valois, Joshua Wolfe.

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

Staff

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

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

Collaborators

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

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

PRACTICES OF THE OFFICE

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

COMMISSIONERS' CODE OF PROFESSIONAL CONDUCT

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

General provisions

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 Web site.

The documentation file usually contains:

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

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

Preparatory meetings of the commission

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

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

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

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

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

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

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

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

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

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

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

LIST OF EMPLOYEES AND COLLABORATORS IN 2013



Employees

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

Collaborators

Michel Agnaïeff
Raphaëlle Aubin
Estelle Beaudry
Brunelle-Amélie Bourque
Richard Brunelle
José Fernando Diaz
Stéphanie Espach
Matthieu Fournier
Félix Hébert
Charlotte Horny
Laurent Maurice Lafontant

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