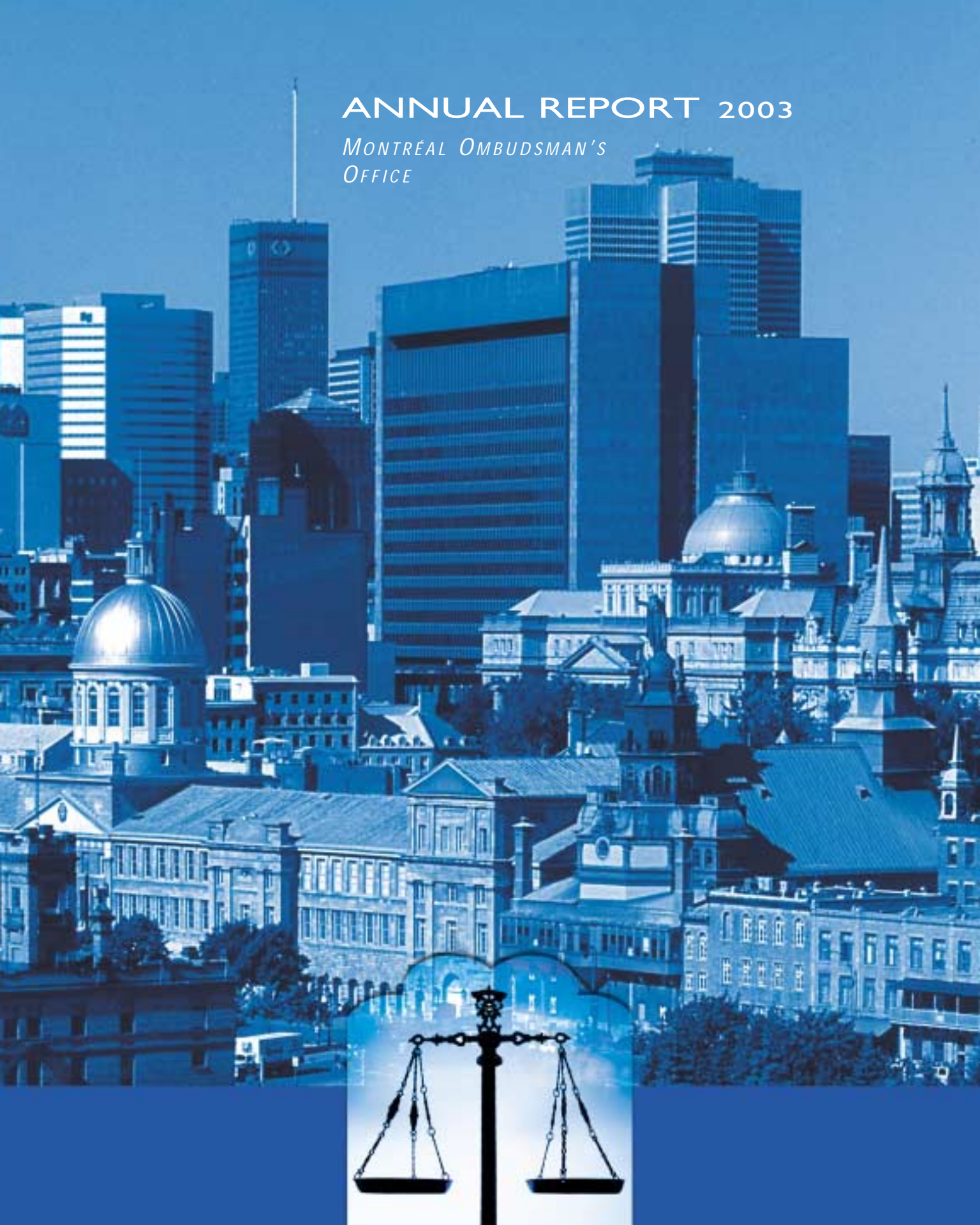


ANNUAL REPORT 2003

*MONTREAL OMBUDSMAN'S
OFFICE*





Legal Deposit - Second Quarter 2004
Library and Archives Canada
Bibliothèque et Archives nationales du Québec
ISSN : 1929-7211 (Print)
ISSN : 1929-722x (Online)
ISBN : 978-2-7647-1146-0 (Print)
ISBN : 978-2-7647-1148-4 (Online)

OMBUDSMAN'S OFFICE

275 Notre-Dame Street East, suite R-100
Montréal (Québec) H2Y 1C6
Telephone: (514) 872-8999
Fax: (514) 872-2379
E-mail: ombudsman@ville.montreal.qc.ca

June 21, 2004

Mr. Marcel Parent
City Council President
City of Montréal
275 Notre-Dame Street East, suite R-134
Montréal (Québec) H2Y 1C6

SUBJECT: *Montréal Ombudsman's Office* annual report for the year 2003

Mr. Parent:

I am pleased to present to the City Council the annual report on the activities of the *Montréal Ombudsman's Office* for the year 2003.

As you are well aware, I am the first person to officially hold the title of Ombudsman of Montréal, a position I have occupied since November 17th, 2003. Until then, the activities of the *Montréal Ombudsman's Office* were supervised on an interim basis, first by Mr. Pierre Niedlispacher, and then by Me André Tanguay.

This first annual report will focus mainly on the vision and mission of the *Montréal Ombudsman's Office* and on the means required to fulfil them. Our comments will mainly touch on our major short-term challenges, most notably in terms of the structures, procedures and operating principles that we started to and will continue to elaborate on and implement throughout 2004.

We will also provide relevant information pertaining to the files that were handled by our office during 2003 including statistics with regard to the number of complaints, their nature, the services and/or boroughs concerned as well as the decisions or recommendations that resulted from our intervention.

If the City Council requires additional information or explanations, it will be my pleasure to provide it, upon request.

Wishing the whole will be to your entire satisfaction, I remain yours truly,



Me Johanne Savard
Ombudsman of Montréal

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INTRODUCTION OF THE OMBUDSMAN



Me Johanne Savard,
Ombudsman of Montréal

Education and Professional Experience

After having studied political science at Concordia University, Me Savard obtained, in 1979, her law degree from the Université de Montréal. She became a member of the Barreau du Québec in 1980. For a year, she worked with the judges of the Québec Court of Appeal, after which she began exercising her profession.

In 2003, Me Savard left private law practice and became the first Ombudsman of Montréal.

Expertise

For 23 years, Me Savard has acted as a legal advisor in all areas related to employment law and labour relations.

She has negotiated and drafted many collective agreements and individual employment contracts, and she has actively participated in conflict resolution processes, through negotiation, mediation and arbitration.

She played a significant advisory role in the context of reorganizations, mergers, transfers and/or sales of businesses.

She has also advised and represented clients in many cases relating to human rights, harassment, duty of loyalty, pay equity, confidentiality obligations, protection of personal information, health and safety in the workplace and much more.

She has designed, presided over and presented dozens of conferences and training sessions on these same subjects.

Her clients consulted her regularly on the appropriate strategic approaches to difficult or delicate situations in view of preventing and/or seeking practical and efficient resolutions to conflicts.

Social and Professional Engagement

Me Savard has always been actively involved in community action.

She was the chairperson of the board of directors of two early childhood centres: *Les Activités Pré-Scolaires de Brossard* and the *Centre de la petite enfance Papillon* (i.e. the "day-care center" of the Québec Society for the Handicapped Children which is unique by its integration of both handicapped and non-handicapped children, in equal proportions, within the same groups).

She was a member, and president for two years, of the organizing committee of the annual fundraising ball of the Montréal Alzheimer Society.

Since 1999, she has been a member of the Old Montréal Rotary Club. She was the president of its financing committee for two years, and is currently the vice-chairperson of the club.

She has twice received the "Rotarian of the Year" trophy, in the spring of 2002 and the spring of 2003.

For many years, Me Savard has been close to members of various cultural communities throughout greater Montréal and, as a result, she is sensitive to their occasionally different values and approaches.

She was the coordinator of the labour and employment law group and a member of the board of directors of the lawfirm Desjardins Ducharme Stein Monast, from 1999 to 2003.

She was a member of the board of directors (2000-2003) and of the Executive Committee (2001-2003) of *Lex Mundi*, the largest international association of independent law firms.

She was the chairman of the Women and the Law committee of *Lex Mundi* from 2001 to 2003 and, in this position, she organized and participated to conferences and plenaries on various subjects including "work/family conciliation" within law offices, throughout the world.

She is one of the rare Québécois lawyers to have led permanent training sessions for American jurists as part of the programs organized by the American Law Institute and the American Bar Association.



The Ombudsman's Mandate

Following the creation of the new City of Montréal in 2002, special emphasis was placed on the services offered to Montrealers, notably through the institution of measures aimed at improving relations between citizens and municipal civil servants. In this spirit, and following up on a recommendation that emanated from the Montréal Summit, City Council adopted the *Règlement sur l'ombudsman*.

The Ombudsman's mandate is to ensure that Montrealers receive the services and benefits to which they are entitled, and that the City's representatives treat them fairly and respectfully. The Ombudsman is to intervene when she has reasons to believe that a person or group has been wronged, or will likely be wronged, by a decision, recommendation, action or omission of an employee or representative of the City, of a para-municipal company or of a company controlled by the City.

In accordance with the *Règlement sur l'ombudsman*, the Ombudsman cannot intervene when the nature of the citizen's complaint results from a decision, recommendation, action or omission by elected officials. The Ombudsman also does not intervene in matters related to employment or labour relations or complaints related to the Service de police de Montréal or the Société de transport de Montréal: these organizations have their own procedures for dealing with complaints, and all dossiers that fall under their jurisdiction are referred to them.

The Ombudsman has extensive investigative powers and representatives of the City must cooperate with her. Once her intervention is completed, the Ombudsman may recommend to the department and/or borough concerned all measures she deems appropriate. If she does not receive a favourable response to these recommendations, the Ombudsman may report directly to the Borough Council, the City Council or the Executive Committee.

The Ombudsman acts only as a last resort; citizens seeking her intervention must have previously tried everything at the administrative level to resolve the problem with the department or borough concerned.

The Mission of the Montréal Ombudsman's Office

The *Ombudsman's Office* intervenes when required to ensure that the rights of citizens are respected, and that they are treated fairly and respectfully. It offers citizens an attentive ear and a new look at their cases. When necessary, it also becomes a privileged interlocutor to intercede on behalf of citizens with the representatives of the City.

When they address a complaint to our office, citizens should feel that they are being carefully listened to, and that their arguments or requests are being seriously and impartially considered.

Our approach must be empathetic, open and, at times, innovative. Citizens must have confidence in us and know that when we take up a new case, we have not already taken either side. Our credibility is of primary importance, and so it must be protected using all possible measures.

In order to be efficient, the *Ombudsman's Office* must also have credibility among the City's employees and other municipal representatives. Its interventions must not be perceived as "quasi-judiciary" investigations aimed at finding guilty parties or finding fault with the handling of cases. Civil servants and City representatives must understand that we share the same goals, i.e. ensuring that all every citizen is respected, and that the process of handling their dossiers is fair and equitable.

The *Ombudsman's Office* must fully understand the processes and laws that are applicable to the cases submitted by citizens. As a result, a thorough knowledge of the rules of internal operations is required, and we must be able to count on internal resource persons who will allow us to rapidly obtain all of the pertinent parameters when comes time to study, investigate, analyze and/or evaluate a file.

An Independent and Apolitical Position

The position of Ombudsman is an apolitical and independent one. To ensure the Ombudsman's credibility, real and perceived, it is important that the Ombudsman be totally independent of the municipal administration, and that she has no particular attachments or links to any of the municipal political parties. As a result, contrary to Montréal's previous city mediators, the Ombudsman is not a City councillor.

The first Ombudsman was unanimously named by City Council, which includes all of Montréal's elected municipal officials, regardless of their political allegiance, including independent councillors. This nomination by all councillors is crucial, and it confirms the independence and the great latitude that the Ombudsman has at her disposal in fulfilling her mandate.

The Ombudsman also has great autonomy when it comes to the internal organization of her office, the drawing up of her procedures and the handling of her cases. Neither the municipal administration nor elected officials can intervene at this level; they also do not have access to the Ombudsman's files, nor can they interfere in the elaboration of conclusions or recommendations that the Ombudsman will issue following interventions in a given case. The Ombudsman's sole constraints are the following: (i) she must apply the policies and norms of the City for the management of human, material and financial resources allocated for its operations; and (ii) she must, each year, submit to City Council a written annual report on the fulfilment of her duties.

THE ACCOMPLISHMENTS OF THE MONTRÉAL OMBUDSMAN'S OFFICE IN 2003

1. STRUCTURE AND ORGANIZATION

► A Personalized Service

Given the particular nature of our mandate, it is important, that personal contact be quickly made with each new complainant, whether it is one person or several people.

Such contact isn't always automatically made, because many of the requests are addressed to us by mail, fax or E-mail. Therefore, upon receipt of a request, the *Ombudsman's Office* quickly calls the citizen to confirm her/his dossier has indeed been received and that she/he will receive a written acknowledgement of receipt without delay. At that moment, or as quickly as possible thereafter, we provide the citizen with the name and coordinates of the person in our office who will be responsible to handle her/his file.

► A Confidential Service

Article 22 of the *Règlement sur l'ombudsman* states that: "*The Ombudsman, his assistant and employees must keep the information they are given in the performance of their duties strictly confidential*". As of 2003, we have implemented, various measures aimed at protecting the confidentiality of our files as best as we can.

The importance and scope of this obligation have been reiterated during meetings of employees of the *Ombudsman's Office*. We have also written up an Undertaking to Confidentiality, which was approved by the City's legal department, and which must be signed by each member of our office.

All of the active files of the *Montréal Ombudsman's Office* have been placed in locked cabinets in a location that is not accessible to the public or to visitors. We have also made sure that closed files are kept under lock, in this same location.

Preliminary work has also been completed with regard to the requirements of the *Loi sur les archives*; we have filled out the declaration stating the nature of the information contained in our files, and indicated that they contain a multitude of confidential information. We have also obtained a general opinion from the City's legal department as to the scope and obligations that result from this law.

Our recommendations regularly rely on "critical" personal information. On the other hand, for our interventions to be well received and to yield the expected benefits, officials from the City department or borough concerned must be convinced that our conclusions are well founded, which is perfectly normal. This situation preoccupied us from the point of view of the protection of confidential information and we needed to ensure that our modes of operation and internal practices reassured the managers as to the validity of our recommendations, all while protecting the confidential nature of the personal information related to citizens.

Consequently, we met with the directors from the departments most frequently involved in our dossiers in order to discuss our «confidentiality» concerns and, as a result, we were able to agree on a new way of operating, which on one hand, guarantees to them that a serious investigation is made in each case and that our recommendations are reasonable and justified and, on the other hand, allow us to better protect the confidential nature of the personal information that we hold relative to certain citizens.

► A Bilingual Service

Even though Montréal is officially a francophone city, anglophones have played an integral part in its history. Given this situation, as well as the particular nature of our mandate, we have put in place various measures aimed at offering anglophones complete service from our office in their language.

► An Improved Accessibility

As of the end of 2003, we made available a form aimed at facilitating the process for people requesting our intervention. This form is not mandatory, but it allows the complainant to better understand the nature of the information that we will need to handle her/his case as quickly as possible. The French form was made available in December of 2003 with a plan to complete the English version in early 2004.

This form has been transmitted to the "Accès Montréal première ligne" offices so that the agents responsible for first hand contacts with citizens can give it to them at the moment they suggest they seek our services.



2. CASES HANDLED IN 2003

In all, 105 cases were handled by the *Ombudsman's Office* in 2003. It should be noted that, for most of the year, the office was administered on a transitional basis until the position of Ombudsman was officially filled. Information on the nature and parameters of these dossiers is contained in the tables that can be found in the appendix of this report.

Among the cases handled by the *Montréal Ombudsman's Office* in 2003, the largest number, 32, were requests for intervention on humanitarian grounds from citizens whose personal belongings were detained by the Direction de l'approvisionnement / Fourrière municipale. It is important to note that, while respecting their norms and operating directives, officials from this department showed an exemplary sense of civic duty in cases where they needed to find ways to accommodate citizens facing serious problems or especially difficult circumstances.

Another department that was the subject of many complaints is the Direction des affaires juridiques. These requests notably concerned the Bureau des réclamations or the Municipal Court. Given the volume of cases processed each year by the Direction des affaires juridiques, this number of complaints is not significant, and cannot be interpreted as showing operating problems.



3. POSITIONING OF *MONTRÉAL OMBUDSMAN'S OFFICE*, INTERNALLY AND EXTERNALLY

- Meetings with borough directors, department directors, former mediators and other essential resource persons

The success of our mission does not depend solely on us; the collaboration of other parties from the City is absolutely necessary so that our interventions can produce the desired effect. It seems important to us, if not essential, to establish good contact as soon as possible with the people who need to collaborate with us to help us efficiently play our role.

We met with the majority of the borough directors, which allowed us to get to know them and, above all, discuss the mission and the vision of the *Montréal Ombudsman's Office*, as well as the needs of the boroughs regarding the services we are likely to offer to their citizens. This meeting was very positive and, generally speaking, we felt that there was a real desire to collaborate with our office.

Very positive meetings were also held in 2003 with the directors of many of the City's important services, including the Direction Générale, the Direction du greffe, the Direction des services juridiques et de la Cour municipale, the Direction du Service des relations avec les citoyens and the Service des communications. In every case, we were warmly received. They all showed great enthusiasm and offered us their support in all of our efforts aimed at treating the citizens of Montréal fairly and equitably.

Since experience constitutes a source of information, we also met with all the former mediators of the City of Montréal, who shared their experiences with us, as well as their comments, suggestions and advice, all of which was extremely pertinent. These meetings all turned out to be very enriching.

We also made contact with the "world of ombudsmans"; we met with other ombudsmans working throughout Québec who agreed to share with us their experience, expertise and, occasionally, even their documents, so that we could more quickly understand the challenges ahead of us and rapidly implement efficient and proven working tools.

At the end of 2003, the *Montréal Ombudsman's Office* was accepted as a member of the *Association des ombudsmans et médiateurs de la francophonie*.

Finally, we have forged links with Montréal's Direction des affaires interculturelles and Bureau du Vérificateur, two departments with which we may be called to handle common cases or share experiences or joint projects.



ACTION PLAN FOR THE MONTRÉAL OMBUDSMAN'S OFFICE FOR 2004

1. STRUCTURE AND ORGANIZATION

In 2004, we will continue to pursue the processes underway in view of setting up a competent and dynamic team that is capable of intervening efficiently. Among other things, we will:

1. Hire additional personnel, qualified and bilingual;
2. Develop and implement a program to efficiently train new employees of our office so that they fully understand our role and our mission, as well as our philosophy, processes, procedures and legal framework;
3. Elaborate an efficient system to compile statistics related to all our services to the public;
4. Draw up clear process for the handling of cases;
5. Ensure a vigorous follow-up to all active cases;
6. Put in place additional means to increase the protection of the confidentiality of our files;
7. Review and have approved new rules with regard to the archiving of our files, in conformity with the provisions of the *Loi sur les archives*, taking into account the particular nature of our activities;
8. Create a Code of ethics for the *Montréal Ombudsman's Office*;
9. Compile the most important legislative provisions that are likely to apply to the requests that are addressed to us, including, for example, those found in the *Criminal Code* and in the *Québec Charter of Human rights and freedoms*.

2. THE MONTRÉAL CHARTER OF RIGHTS AND RESPONSIBILITIES

The proposed *Montréal Charter for Rights and Responsibilities*, which is currently being studied and should be adopted in the summer of 2004, will surely have notable repercussions on the role and mandate of the Ombudsman of Montréal. According to the current draft wording, the Ombudsman of Montréal would be responsible to handle all complaints based on a violation of the said charter.

Since the first *Ombudsman of Montréal* took up her post at the end of 2003, this charter has been an important concern. Several meetings with representatives of the Sommet de Montréal and other parties who were at the origin of this major project have allowed us to better understand the historical context of this proposed legislation and the fundamental values it aims to protect. We have also proceeded with a preliminary analysis of the provisions of the draft wording of the charter.

In 2004, the *Ombudsman's Office* will closely follow the public consultations conducted by the Office de consultation publique on this proposed charter, as well as the final text that will be adopted.

The charter will specifically recognize several new social rights to citizens of Montréal, which should increase the number of requests for intervention that will be addressed to our office.

The current draft also adds a new dimension to the jurisdiction of the Ombudsman who, as a result, will have the power to investigate, ask for explanations and formulate recommendations regarding decisions, actions, recommendations or omissions by the City Council or the Executive Committee, or any of their committees or commissions, when a complaint concerns mainly a "charter" issue. This new role of possible control of some decisions of a political nature is likely to modify the type and quantity of the files submitted to the *Ombudsman's Office*, as well as their importance. We must, therefore, take this into account in our strategic planning and in developing our operating structures.

We must foresee that, in the first months, or years, following the coming into force of this new charter, the *Ombudsman's Office* will have to devote time and energy to understanding the scope and limits of each of the new rights that are being recognized in order to be able to adequately process the requests that will be addressed to it as a result of these new provisions.

3. MAKING OURSELVES BETTER KNOWN

► By Citizens and Community Groups

For our office to be useful to them, citizens must know that it exists and understand what we can do for them. We are currently working on a communications plan aimed at making us better known among the greatest number of citizens throughout the entire Island of Montréal. Among other things, we intend to:

1. Adopt and implement a structured communications plan;
2. Meet with various community groups who represent the citizens of Montréal;
3. Build a convivial and bilingual Internet site that contains a maximum amount of pertinent information about our activities, and that would allow citizens to fill out and return the complaint form "on-line";
4. Develop certain simple, but effective, promotional tools aimed at informing citizens of our existence, our mandate, our mission and our coordinates;
5. Multiply the opportunities to make us known and to make our services more accessible.

► Within the City

The quality of the municipal services offered to citizens rests mainly on the employees and other representatives of the City of Montréal. Thanks to their determination to ensure the best possible service, Montrealers already appreciate the quality of their relations with their city, and will continue to do so.

But difficult or complex situations may occasionally come up, and that is when our office becomes a precious and efficient tool in helping each of the parties better understand the requirements and the constraints of the other party, and offer a new and occasionally innovative look at the case. It may, in certain cases, even be beneficial for a civil servant or a representative of the City to hand over to us a case for which she/he has been unable to find a solution.

In order to instill confidence and efficient collaboration between representatives of the City and the *Ombudsman's Office*, it is essential that these parties have a good understanding of who we are, what our role is and what our approach is. Accordingly, in 2004, we plan to:

1. Meet, at their convenience, with elected officials, borough directors and their staffs, to help them better understand our role and the nature of our interventions;
2. Make available to employees of the City and to elected officials, through Sherlock and the Intranet site, the most pertinent information possible, to allow them to learn more about our mandate, mission and role;
3. Take advantage of the internal communications tools, such as magazines or newsletters aimed at employees, in order to demystify our office and encourage a collaborative approach throughout our interventions;
4. Multiply the opportunities to meet the most possible directors, intervenors and employees, with the goal of discussing our mission and the problems we respectively face, as well as making them understand why our mutual collaboration is important for the City and its citizens. We also intend to establish a privileged relation with the group of "Accès Montréal main line" agents who are constantly in contact with citizens;
5. Collaborate, as much as possible, with the various departments, boroughs and elected officials, regardless of allegiance, in order to improve the quality of services to citizens.

► Among Other Organizations that Offer Similar Services to Citizens

The *Montréal Ombudsman's Office* is a new entity, and its interventions are limited to matters that are within the jurisdiction of the City of Montréal.

But there already exist, and have for a long time, other entities of similar nature that deal with complaints from citizens or users of services. To name just a few: the *Protecteur du citoyen* du Québec, the *Commissaire à la déontologie policière*, which deals with complaints against officers of the *Service de police de la Ville de Montréal*, the *Bureau des commentaires et plaintes du Service à la clientèle de la Société de transport de Montréal*, hospital ombudsmans, and many more.

We hope to establish good relations with many of these organizations and, as much as possible, have regular discussions with them to share information on our respective structures and modes of operation. By learning more about their roles and their procedures, we will be in a position to better redirect citizens when they seek our intervention in dossiers that are outside of our jurisdiction.

► A Greater Involvement with Certain Ombudsmans' Organizations

There are certain organizations that bring together ombudsmans or mediators, locally and throughout the world. We believe that it is important for us to join and actively participate in many of these groups.

Not only do these associations offer an exceptional opportunity to benefit from the experience acquired by people who have exercised this profession for years, but they also provide access to in-depth, high quality training in the various aspects of fulfilling a mandate like ours.

It should also be noted that in adopting its *Règlement sur l'ombudsman* in 2002, the City of Montréal became a pioneer in matters related to the protection of the rights of municipal citizens. Even today, there are very few cities in the world where such a resource is offered to citizens. We believe that, in a very short amount of time, Montréal will become an example to be followed in this regard. Montréal should benefit from a great deal of positive spin-offs from this initiative, and it seems clear to us that our involvement with certain renowned ombudsmans' associations will serve to extend Montréal's positive reputation.

As a result, in 2004, we intend to:

- Identify the renowned associations or ombudsmans' groups that are most likely to contribute positively to the growth of our office;
- Join some of these associations and participate in their activities;
- Receive certain specialized training offered to ombudsmans.

CONCLUSION

While we still need to put the finishing touches, the organization and the operating structures of the *Montréal Ombudsman's Office* are already greatly advanced and, throughout 2004, the pertinence of this office, as well as its positive repercussions on the citizens of Montréal, will become increasingly evident. As we complete the tasks set out in our action plan for 2004, our office will not only become better known, but more easily accessible to everyone. A growing number of citizens from throughout all of the boroughs of Montréal will be able to count on our services in full confidence, knowing that we will give them all the necessary attention.

We are also sure that once they have fully understood the nature of our role and our mandate, the employees of the City of Montréal will fully collaborate with us when we need to intervene in cases that concern them.

APPENDIX

Statistical data on cases handled in 2003

TABLE 1:
Subject of complaints, all departments (central and boroughs) combined

This section highlights the subjects of citizen complaints.



TABLE 2:
Motives for complaints, all departments (central and boroughs) combined

This section highlights the motives for citizen complaints, regardless of the reason why they addressed them to the City of Montréal.

Subject	Number of complaints
Behaviour of civil servants	6
Claims	6
Exception to by-laws	1
Handicapped citizen	2
Healthiness	2
Hiring	3
Labour relations	2
Municipal court	17
Municipal impound	35
Parking	2
Public Works	2
Road signs	1
Security	2
Subsidies	3
Taxes	4
Zoning	2
Others	17
TOTAL	105

In 2003, the list of themes used by the *Ombudsman's Office* in the GIDEC system was very limited, hence the presence of 17 requests under the heading of "others" in this table. This situation will be corrected, and in 2004, we will add categories that will make our statistics even more detailed. From 2004, the proportion of dossiers listed under "others" should, therefore, be greatly reduced.

Motive	Number	%
Administrative inflexibility	8	7%
Claims	6	6%
Delay, refusal, no reply	28	27%
Humanitarian reason	32	31%
Notices of offence	14	13%
Others	17	16%
TOTAL	105	100%

**Table 3:
Time of handling of cases**

This data is compiled for information purposes only, and must be carefully interpreted. Complex requests for intervention may be processed very quickly, while seemingly innocuous requests may require more time, either because the citizen takes a long time to provide additional information, or because the *Ombudsman's Office* must make several follow-ups with the department or borough concerned in order to obtain all the pertinent information. The unresolved requests as of December 31st, 2003, may have been received at the end of the year or involve cases that will take more time to resolve.

Duration	1 to 2 Days	1 week	2 weeks	1 month	2 months	3 months	4 months	5 months	Un-resolved	TOTAL
Number	20	10	3	13	25	7	10	2	15	105



**TABLE 4:
Distribution of requests, by
department or service**

Department or Service	Number
Direction de l'approvisionnement et Fourrière municipale	35
Direction de l'habitation	3
Direction de la gestion des infrastructures et de l'environnement	5
Direction des activités culturelles	1
Direction des affaires juridiques	20
Direction des équipements scientifiques	1
Direction du greffe	1
Office municipal d'habitation	3
Service de police	2
Service de la prévention des incendies	1
Service des finances	3
Service des ressources humaines	4
Other	1
TOTAL	80

Table 5:
Distribution of requests, by
borough

Borough	Number
Ahuntsic–Cartierville	1
Anjou	2
Côte-des-Neiges–Notre-Dame-de-Grâce	4
Côte-Saint-Luc–Hampstead–Montréal-Ouest	1
Île-Bizard–Sainte-Geneviève–Sainte-Anne-de-Bellevue	1
LaSalle	1
Mercier–Hochelaga-Maisonneuve	3
Outremont	1
Plateau-Mont-Royal	1
Rosemont–Petite-Patrie	1
Sud-Ouest	1
Verdun	1
Villeray–Saint-Michel-Parc–Extension	1
Ville-Marie	3
Westmount	3
TOTAL	25
GRAND TOTAL (tables 4 and 5)	105



TABLE 6:
*Opinion of the Ombudsman's
Office after analysis of
submitted requests*

This final table sheds light on the outcome of the requests submitted to the *Montréal Ombudsman's Office* throughout the year 2003. It is important to note that even though a request could have been declared unfounded, there may have been nonetheless a mediation and/or referral to another organization. Moreover, we should point out that even in cases declared «unfounded», the Ombudsman's intervention often allowed citizens to finally understand the rationale and logic behind the City's decision not to meet his/her expectations..

Results	Number
Founded	11
Unfounded	41
Led to mediation	2
Sent to another body	7
Led to a recommendation	36
Unresolved in 2003	15

OMBUDSMAN'S OFFICE OF MONTRÉAL

275 Notre-Dame Street East, suite R-100

Montréal (Québec) H2Y 1C6

Telephone: (514) 872-8999

Fax: (514) 872-2379

E-mail: ombudsman@ville.montreal.qc.ca