



Commandité par



Présenté par



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# ACADEMIC CASE

Round 1

**CONCOURS KGP 2017**

November 11<sup>th</sup>, 2017

English Version

## Project: The River-Mountain Promenade

*\* Please note that many events, characters and places have been created for the KGP contest. Any resemblance to reality is the result of chance*

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It is 9:30 pm. Marie-Anne was supposed to join her friends for supper, but she was still in her office. She has been waiting for this phone call for months, wondering if they have not forgotten it. Alone in the dark, she holds her phone and starts to consider the worst: "Perhaps they did not like the idea and Serge couldn't dare to let me know". It was at this precise moment when she started replaying the first steps of the project in her mind.

It dates back to 2009, 6 years ago. Following a preliminary diagnosis, the Greater Parks and Greening administration of the City of Montreal concluded that the outskirts of the Island of Montreal were on the right path to be protected thanks to the policy of protecting, enhancing and valuing the Natural Environment. Numerous projects have been carried out over the years, making it possible today, in 2015, to have 6% protected natural territories around the island of Montreal.

The mandates of this Directorate are numerous: "preserving and maintaining more than 2,000 hectares of green space, designing and carrying out development projects to improve the network of large parks and public squares, ensuring the protection of natural areas and on a broader level, promoting biodiversity in cities."

Soon however, they realized that there was an important need to increase greening in Montreal's central districts. Urban heat waves and climate change that have affected the city were among the main causes. Consequently, a new idea was born: To take action directly in the city center of Montreal while keeping other greening projects around the island. The idea seemed a little bit crazy at first, but by contemplating it over a certain period of time, it has become clear that it was the right direction to take.

"In addition to the large bodies of water that surround Montreal, the agglomeration contains diverse natural habitats made of woods, wetlands and inland waterways. These habitats are favorable to biodiversity " and are governed by the City of Montreal because they "are largely located in the network of the city's large parks. Having natural areas in the city is of great use to the citizen. Among other things, it helps improving air quality, reducing heat during summer and enhancing the aesthetics of neighborhoods. Also, having nature present nearby areas of residency, work or study is more and more recognized to be a significant aspect of quality of life."

A first project was then initiated in 2010 with the objective of developing a network that would connect the different natural areas of Montreal. Marie-Anne, a city planner and the project manager, had just been hired at the Great Parks Department when the idea emerged. In 2010, the project, named *Urban Promenades*, was presented to the elected representatives. Unfortunately, since it was an election year, the project did not remain on the top priorities of the new municipal administration. In view of this situation, Marie-Anne decided to redo the project proposal from the beginning. She decided to take the time to develop a clear vision of the project and to identify achievable objectives in order to convince the decision makers to invest on "urban promenades". The more she worked on the project, the more she was convinced of its potential benefits for the citizens of Montreal. Marie-Anne was rewarded for these efforts. In fact, in order to find partners, the Grand Parks administration used this

newly found vision and the well-defined objectives to present a solid second version of urban promenades project to the different districts of the City of Montreal.

Above all, the objectives were to offer citizens a sense of friendliness, to respect biodiversity, to encourage collective associations and to put forward the social aspect while emphasizing on enjoyment and developing social interactions. Thus, beyond the intention to "green" the city, the administration realized that there was a real opportunity behind the project. And it's consisted of linking cultural locations, changing the paradigm of doing everything by car and motivating citizens to take walks while enjoying and discovering. This improved version of the project attracted a lot of interest that was shown by merchants, citizens and elected representatives. Many districts of the City of Montreal also wished to be considered as potential sites for this project. In fact, having a passageway nearby would allow them to improve their visibility. For many businesses, this increased visibility meant new customers.

Thus, from 2010 to 2014, the administration prepared its strategic plans and consulted the various social groups involved in the project to ensure that their interests were respected. The City of Montreal sought advice from several public and private organizations. For example, McGill University, Transport Society of Montreal, Heritage Montreal, Old Port Society, Minister of Transports, Friends of the Mountain, the Montreal Regional Environmental Council and Parking Montreal were consulted. Many shopkeepers have also been consulted, for example, those who are located near McTavish Street, which, in 2017 is due to become pedestrian in the area located between Sherbrooke Street and Pine Avenue.

### **The 375th anniversary of Montreal**

The most critical event however, that Marie-Anne remembers today is the real "shockwave" caused by the announcement of her project on the 375th anniversary of Montreal! It was both an unexpected opportunity but also a number of challenges that had to be faced. The 375th anniversary of Montreal was rapidly approaching and required an increase in mobilization of various City partners to make of this anniversary a grandiose event. Several committees had been held within the City of Montreal to come up with a portfolio of projects for this anniversary, which was to take place in 2017. The idea was to identify a project that would leave a legacy for Montrealers. Against all odds, the administration chose to present the project *Urban Promenades*.

It was when the Corporate Management Committee for Large Projects (CCCLP) gave its consent for the River-Mountain walk in December 2014 that Marie-Anne was appointed project manager. Her knowledge of the project since 2009 and her past experiences as a project manager in renowned private companies have made her the ideal person to manage this project. Remembering this moment, a smile played on Marie-Anne's lips. It was a great honor for her to become the project manager. But soon after, decisions needed to be made. First issue, the budget! Even if elected officials had voted in favor of the project of urban walkways, budget availability was only for one walkway: the River-Mountain promenade. This project has by far exceeded all her previous ones in terms of budget and complexity. The estimated budget was around \$54 million. Although this was a real challenge for her, she sincerely believed she would manage the project efficiently. The fact that the City of Montreal was renowned to achieve great results as in the private sector also helped her confidence in the project. Moreover, she was the type of person who would succeed no matter what it takes.

The idea of the start was that the project would benefit Montrealers. The ultimate customer was therefore the citizen. However, tourists have been included among the key players to take into

consideration. Rapidly, the River-Mountain promenade became a Montreal brand project that had to be impacting.

### **The decisional process**

Marie-Anne was eager to continue the project. She must first obtain a second approval, the Coordinating Committee of Major Projects (CCMP). Marie-Anne and her project team, composed of 7 permanent members, therefore developed tools to evaluate the potential of the routes proposed by a team of two experts. The two proposals were compared to one another on the basis of social, environmental, economic and cultural parameters. The objective was to work on the notion of community and connect points of interest, places of daily life and a variety of destinations.

To ensure coherence between the objectives and the choice of proposals that were evaluated, a collective approach was initiated. The social acceptability of the project is at the heart of the elements that Marie-Anne and Jeanne, a member of the project team, were insisting on. Heritage Montreal, McGill University, the Old Port and the University of Montreal were consulted to eventually form a committee of partners.

In order to better define what the promenade would be, the proposed activities and the layout of the project, ideation meetings were held to ensure that project would be coherent with the territory. To have to work with the "DNA" of the different areas meant having to create a network that is adapted to the different locations as well as their identities. This was an important element raised during these meetings.

Marie-Anne recalls one meeting in particular, where the ideas converged between two partners. On that day, as usual, Paul, a representative of the Old Port, raised his concerns: "It's not just a development project, it goes way beyond! Our institutional image has high priority, a coherent strategy must be considered on our side and yours! Each member of the partner's committee must rethink its positioning, it is highly strategic! ". "But Paul! We are here to support the City, not to reposition the project according to our own perspectives!" Added Sophie from Heritage Montreal.

This kind of discussions arose during the intense moments of brainstorming. After much reflection, Marie-Anne and her team decided that the landscaping would be done only at strategic locations in the city. The more time spent working, the more the project emerged. Soon, the decision to divide the project into three phases was made. First, the large-scale work would make it not only possible to change the underground's infrastructure, but also to redo the roadway and the sidewalks. When the infrastructure was in bad shape, instead of redoing them in a few years and destroying everything that was achieved, they preferred to include it as well in the project. Second, the enrichment interventions such as greening and animations will become the core of the project. Finally, the work on integration with other projects such as Sainte-Catherine Street and the Sainte-Catherine West projects proved to be essential to ensure the success of their plans. The River-Mountain Promenade is therefore a multi-layer project, offering lot of diversity and having a positive impact in time.

Marie-Anne and her team developed the preliminary draft internally while consulting with external experts. After nine months of hard work, the project was presented on September 14, 2015 to CCMP members.

Marie-Anne tries to reassure herself: "I think we really did a good job, this project is going to be great and Montrealers will get what they paid for!" It has been two months since the project was presented to the elected officials. She looks forward to the final decision that will determine whether her project continues or not. These minutes waiting seem long. She has doubts. Those kind of crucial moments to

the project always carry anxiety. Lots of questions play on her mind: "Serge had told me that he would have had an answer from them by today, but, given the time, I think that they have not made a decision yet. It frightens me!"

All of a sudden, the phone starts to ring. Marie-Anne's heart starts to beat fast. After 3 rings, she answers the call.

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### **Question**

You are Marie-Anne, what are the elements included in the project file in order to obtain the approval of the elected representatives? Present these elements in a structured way, including project management elements and a stakeholder analysis.

*The appendices can help you answer these questions.*

## APPENDICES

### 1. Description of the River-Mountain Promenade

#### River-Mountain Promenade

The River-Mountain Promenade is a pedestrian link between Montréal's two iconic natural features, the St. Lawrence River and the Mount Royal. The 3.8 km walk provides the public with the unique experience of being guided through Montreal's most emblematic sites.

This legacy of the 375th anniversary of Montreal's founding was designed to improve pedestrians' safety and comfort and provide a space where people can meet or simply take a break. In a landscaped environment that features works of public art, the walkway showcases a myriad of iconic streets and public spaces.

The River-Mountain Promenade is for both the public at large and lovers of the arts, history and architecture. It will be a part of everyday life for residents and downtown workers as well as a destination of choice for tourists and families.

As part of the festivities for Montréal's 375th anniversary, a festive program of events will bring the walkway to life so that residents and tourists can make it their own. A public market, edible landscaping, gourmet food vendors, educational exhibitions, an outdoor library, musical performances and arts/culture are among the activities on the agenda, in close collaboration with walkway partners.

#### Project intentions

- Offering more spaces for pedestrians.
- Putting pedestrians at the heart of the walkway design, by offering wider sidewalks and pedestrian passages.
- Creating opportunities to meet people and take a break.
- Offering different rest areas that offer walkers a place to rest and socialize.
- Greening differently.
- Promoting biodiversity and a diversification strategy in landscaping to ensure the walkway's ongoing sustainability, from river to mountain.

### 2. More information about the 375<sup>th</sup> Anniversary and its portfolio management process

- Total budget spending: 1 Billion dollars.
- 691 events took place in 2017
- A presentation of the 6 committees of the 375<sup>th</sup> Anniversary:

#### **Committees**

The Society for the Celebration of Montréal's 375th Anniversary receives strategic support from various committees. These committees report on their activities to the board of directors.

Executive committee

**The Executive Committee**, made up of eight members of the Board of Directors, oversees day-to-day operations and ensures the Society's overall supervision. (8 members)

**The Finance and Audit Committee** is responsible for overseeing financial reporting, risk control and management, external audit activities and compliance with applicable laws and regulations. It fulfills its mandate in accordance with the standards set forth by the Canadian Institute of Chartered Accountants in its research study, “Audit Committees.” (7 members)

**The Programming Committee** sets the Society’s strategic directions for programming and assists the Commissioner for Celebrations in designing and developing programming for projects, activities and events based on the objectives and expectations identified during the consultation process. It also takes account of timetables, the available resources and the guidelines set by the Board. Once the programming has been adopted by the Board of Directors, the Committee will help the Commissioner for Celebrations formulate recommendations regarding the mandates to be assigned to ensure that the programming is prepared and carried out as well as to monitor its implementation and ongoing development, a task that falls to the Society’s senior management. (8 members)

**The Governance Committee** ensures that the Society has the appropriate structures and programs in place to conduct its activities to the highest standards of ethics and compliance, as well as the most rigorous non-profit-organization governance practices. The committee also ensures that the proper procedures are in place to identify and resolve potential conflicts of interest. (6 members)

**The Communications, public relations, marketing and sponsorship Committee** gives advice regarding strategies, methods, and projects designed to procure revenues or services for the Society, enabling it to carry out its mandate. In addition, it submits recommendations regarding the Society’s commercial and marketing activities. (19 members)

**The Human Resources Committee** is responsible for defining the rules for hiring staff and the salary policies that apply to the Society’s employees as well as for seeing that they are applied. It must also formulate recommendations regarding the internal structure proposed by the chief executive officer and must ensure the updating and application of the employee Code of Conduct. (5 members)

### 3. Map of the promenade



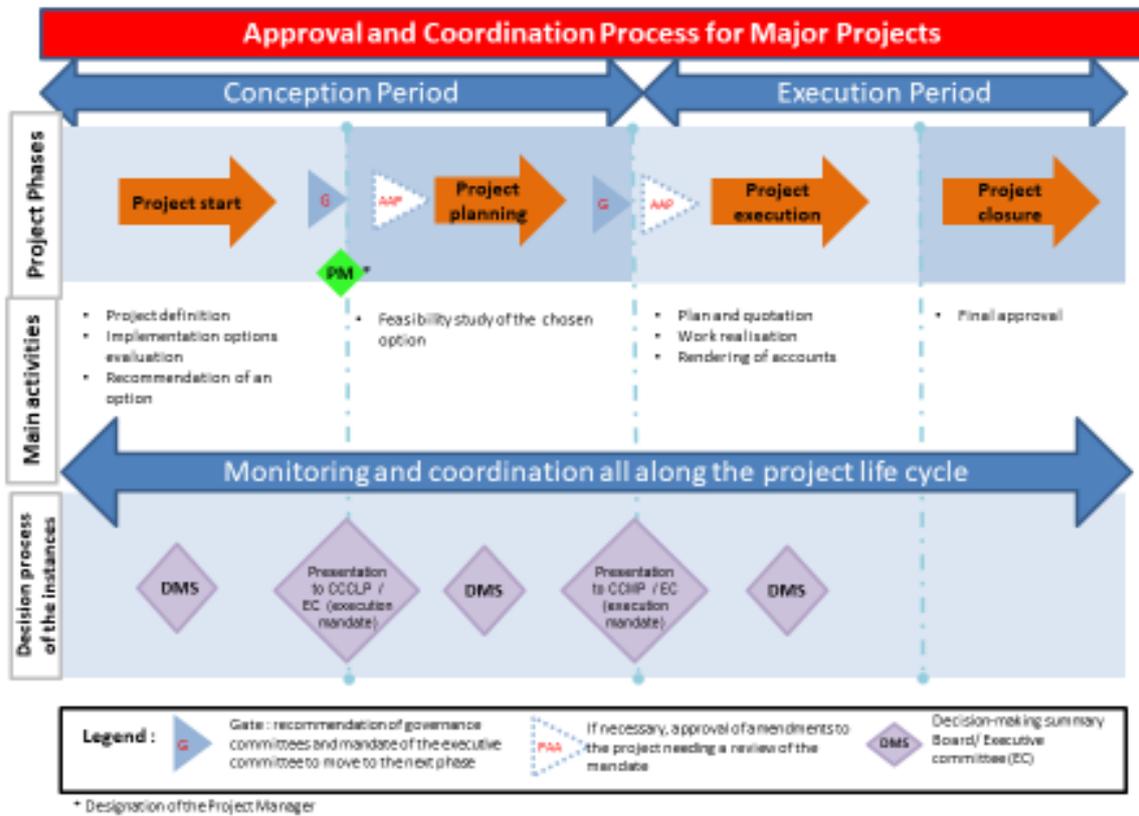
#### 4. Sainte Catherine West Street Project



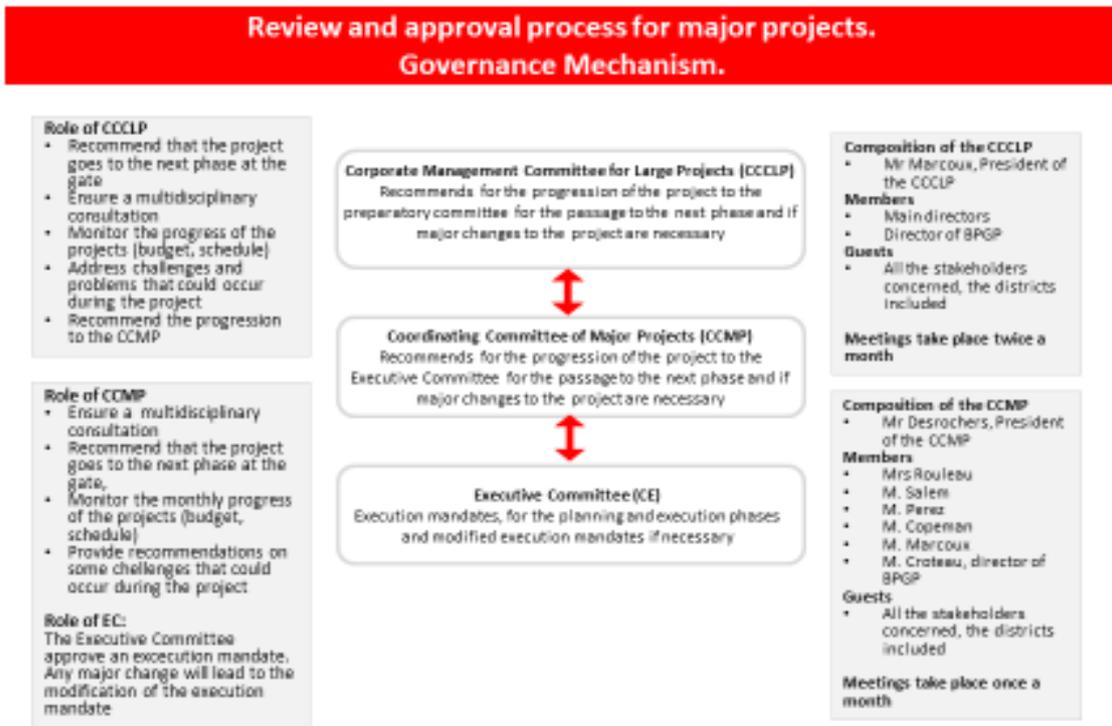
**Phase 2 and subsequent phases**  
From Atwater to Mansfield streets

**Phase 1**  
From Mansfield to De Bleury streets

#### 5. Approval and Coordination Process for Major Projects



6. Review and approval process for major projects. Governance Mechanism.



7. Map of the natural environments of the agglomeration

