

# REPORT ON THE PRE-CONSULTATION EVENTS HELD BY THE **CITY OF CÔTE SAINT-LUC**

August 2023



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## INTRODUCTION

The City of Côte Saint-Luc hired the firm H+K Strategies to moderate and report on the pre-consultation activities related to the upcoming revision of its Master Plan and Urban Planning By-Laws. These activities took place between June and October of 2022. The term ‘pre-consultation’ is used to distinguish the activities that took place before the drafting of the Master Plan, from those that take place as part of the legal framework after the Master Plan and Urban Planning By-Laws are drafted.

The H+K Strategies pre-consultations were large-scale, city-wide, with a focus on the three large mall redevelopments. These activities consisted of:

- Two virtual information sessions
- An open house
- An online survey
- A public hearing

A report summarizing H+K’s activities and their results was presented in December 2022 and was posted on Côte Saint-Luc Engage at [CoteSaintLuc.org/engage](https://CoteSaintLuc.org/engage).

The following is a final report of the City-led activities that followed H+K’s, along with their results. The two reports should be considered Part 1 and Part 2 of one overall process. These reports, along with analyses of best practices, research and data gathering, will serve as major inputs in the Council’s decision-making process that will guide the drafting of the Master Plan and related By-Laws.

## TAKEAWAYS

In this segment of the pre-consultations, certain overarching themes emerged from all the groups.

- 1** Scaling up City services and facilities is extremely important and must be a core part of the Master Plan and its implementation process.
- 2** Mobility presents huge challenges for many segments of the population and barriers to good transit need to be overcome to better connect CSLucers with the rest of the island.
- 3** Social and community development must be addressed in serious ways, especially in the western part of the city.
- 4** People do not want to have to leave CSL to access services, go shopping, go to restaurants, and so on. They want to have a life in the City.

## OVERVIEW OF ENGAGEMENT

### OBJECTIVES

The City of Côte Saint-Luc continued the pre-consultation process with more focused activities, with the following objectives:

- To discuss some topics in greater depth than the previous activities would allow.
- To tap into our staff's wealth of knowledge and experience with the city and its residents.
- To share information with stakeholders and partners and get their feedback and advice.
- To better understand the needs of various segments of the population.

### METHODOLOGY

Engagement activities were held between November 2022 and June 2023. Multiple activities were chosen, with the goal of providing a range of perspectives, not just of individuals, but of organizations. These included:

- Four interactive workshops
- Six staff consultation sessions
- Five stakeholder meetings
- Four focus groups





## WORKSHOPS

A series of workshops were held to get qualitative insight into aspects of the Master Plan that were not fully covered in the prior pre-consultation events. They also gave an opportunity for participants to really understand the considerations regarding the topics in question and get involved hands-on in designing solutions.

Four workshops were held between November 2 and December 6, 2022, with a total of 95 participants. The topics were:

### **Workshop 1**

**Home-Based Businesses & Local Commerce**

### **Workshop 2**

**Housing**

### **Workshop 3**

**The Westminster Corridor**

### **Workshop 4**

**Mobility**

These live sessions were charette-style. An overview of the topic was presented and discussed with the entire group, and then activities were held at tables, each headed by an animator. There were two activities per session, all of which required participation from everyone present. Notes were taken, and then each animator presented the ideas from their group.

## HOME-BASED BUSINESSES & LOCAL COMMERCE

November 2, 7 pm - 9pm

Attendance: 8 people<sup>1</sup> (two tables)

### PART I—HOME-BASED BUSINESSES

This workshop was divided into two parts: home-based businesses and commerce in the city. For part one, City staff gave a short presentation on the following topics:

- What home-based businesses are
- What our by-laws currently say on the matter
- The positive aspects and negative aspects of home-based businesses
- Different categories of home-based businesses.

Participants then did a stickering activity, whereby the following kinds of home-based businesses were posted on the wall and they had to put a sticker on the ones they thought would be suitable for the City to allow to operate in homes. Note that for all the people present, multi-family dwellings were not deemed suitable for any home-based businesses.

Overall, people were fine with businesses that provided personal services whereby the clientele would come one at a time, and which would create minimal potential nuisance. People also recognized a community need for childcare services, and overwhelmingly supported catering, and, though slightly less so, online retail. They felt that allowing these services in homes was convenient for the clients and allowed a resident to make a living. Short-term rentals were not generally supported, nor were retail sales, veterinarians, sculpture workshops, or car mechanics, all because of the nuisances they would bring to the neighbourhood.

### PART II—COMMERCE IN CÔTE SAINT-LUC

The second part of the workshop focused on commerce in Côte Saint-Luc. City staff made a brief presentation of where our commercial zoning is, what tables of uses and norms look like, what mixed-use zoning is about, and discussed the new developments.

The second activity, done at each table, focused on three questions:

- What businesses people need and want in Côte Saint-Luc and where they currently shop?
- What do they think Côte Saint-Luc is missing and they wish it had?
- How do you create thriving commercial areas and support local commerce?



<sup>1</sup> Please note that the attendance numbers do not include councillors who were present, nor staff, but the results may include the input of the former.

## WHAT IS MISSING IN CSL?

<b>Food and Beverage</b>	<ul style="list-style-type: none"> <li>▪ Family sit-down restaurants</li> <li>▪ Take-out/Prêt-à-manger/Ready-made food</li> <li>▪ Ice cream shop</li> <li>▪ Coffee Shops</li> <li>▪ Bakeries</li> <li>▪ Vegetarian/Vegan options</li> <li>▪ Diverse cuisines</li> <li>▪ Sports bar/resto (with alcohol)</li> </ul>
<b>Entertainment</b>	<ul style="list-style-type: none"> <li>▪ Board-game restaurants</li> <li>▪ Ceramic cafés</li> <li>▪ Escape rooms</li> <li>▪ Karaoke</li> <li>▪ Outdoor—more skate parks</li> <li>▪ Theatre</li> <li>▪ Night-time entertainment</li> <li>▪ Reception halls</li> </ul>
<b>Retail</b>	<ul style="list-style-type: none"> <li>▪ Thrift stores/used goods</li> <li>▪ Sports</li> <li>▪ Bike shop</li> <li>▪ Hardware Store</li> </ul>
<b>Amenities</b>	<ul style="list-style-type: none"> <li>▪ Charging stations</li> <li>▪ Clinics and medical facilities</li> </ul>
<b>What people did NOT want to see</b>	<ul style="list-style-type: none"> <li>▪ Big box</li> <li>▪ Car dealerships</li> <li>▪ Garages/mechanics</li> <li>▪ Full-on bars and clubs</li> </ul>

### WHERE DO YOU SHOP?

The people present reported going outside of Côte Saint-Luc for many of their needs, such as to Laval or Fairview Shopping Centre in Pointe-Claire. For restaurants they go to Monkland Village or Queen Mary. Costco was an important shopping destination, and many people do their shopping online. They do use local commercial establishments, such as banks, Cinéstarz, and hair salons.



## HOW DO WE CREATE THRIVING COMMERCIAL AREAS?

- \* Seating and tables
- \* Piazza
- \* Visual Interest
- \* People watching
- \* Dynamism—interesting street frontages
- \* Art—Public art installations
- \* Modern, glass, clean architecture
- \* Music
- \* Lighting
- \* Pet-friendly
- \* Connectivity
- \* Bike, pedestrian, and scooter friendly
- \* Calm noise level
- \* Safety and comfort > lighting, site lines, eyes on the street
- \* Covered areas
- \* Coziness and third places
- \* Landscaping and paving
- \* Free indoor public spaces
- \* Mobile food vendors and food trucks
- \* Shuttle buses hop-on hop-off

### CONCLUSION OF PART 2

It was clear from the discussions that the participants want to be able to have a life in Côte Saint-Luc, especially for eating and entertainment. They want many options, places to bring families to and hang out in. They go outside for many of their needs, but don't always want to. Many people indicated they would like a hardware store and medical clinic. In terms of what is not desirable, people didn't want bars or places that were loud and too urban. They also wanted to avoid unattractive sites like car dealerships.

### HOUSING

**November 9, 7 pm – 9pm**

Attendance: 13 people (three tables)

**The goal of this workshop was to:**

- Start a discussion about housing.
- Get feedback on housing-related issues.
- Identify resident housing priorities.

City staff presented the many societal issues that housing needs to address. They also elucidated how zoning limits the kinds of dwellings that can be built, and how there are a limited number of housing options that residents must choose from. Staff discussed the potential for the current residential zoning, and then explained what constraints zoning imposes that we could look at modifying, such as lot coverage, setbacks, parking ratios, etc. The focus was on existing housing and existing residential areas.

In the first activity, participants were asked to provide their life timeline of the housing they have lived in, and then to sticker different types on the wall. The point of the exercise was to get them to start thinking about different types of housing needs for different phases of life.

In the second part of the workshop, we discussed the new developments, including density and why it's necessary, social, and affordable housing, and compromises. Participants then worked with their groups to discuss the following questions:

- What housing needs do they think various groups have (families, seniors, vulnerable populations, students, singles, and couples)?
- What makes neighbourhoods thrive?



The group responses to the first question are represented in the table below.

GROUP	HOUSING NEEDS
<b>Families</b>	<ul style="list-style-type: none"> <li>▪ Space</li> <li>▪ Storage</li> <li>▪ Privacy</li> <li>▪ Many rooms</li> <li>▪ Space between homes</li> <li>▪ Play areas</li> <li>▪ Room for growth/Ability to upgrade</li> <li>▪ Community vibrancy and social capital</li> <li>▪ Amenities nearby (library, playgrounds, sports fields, etc.)</li> <li>▪ Home office</li> <li>▪ Parking for 2 cars minimum (because public transit weak)/Driveway</li> <li>▪ Green spaces that are safe/backyard</li> <li>▪ Proximity to services, shopping, daycares, and schools</li> <li>▪ Intergenerational homes</li> <li>▪ Near bike paths</li> <li>▪ Make family units in buildings as well</li> </ul>
<b>Seniors</b>	<ul style="list-style-type: none"> <li>▪ Amenities in very close proximity</li> <li>▪ Elevators, ramps</li> <li>▪ Safety and Security—want to feel secure</li> <li>▪ Multi-generational housing/living near kids and grandkids</li> <li>▪ Indoor places for them to hang out</li> <li>▪ Safe intersections in streets</li> <li>▪ Concern that prices of condos are the same as staying in single-family dwellings</li> <li>▪ Less requirement for parking</li> <li>▪ Independent versus dependant</li> <li>▪ Common spaces/areas to interact with others</li> <li>▪ Space for grandkids</li> <li>▪ Low maintenance</li> <li>▪ Smaller house</li> <li>▪ Adapted bathrooms</li> <li>▪ Near community garden</li> </ul>
<b>Vulnerable residents</b> (could include people with disabilities, refugees, people living below the poverty line)	<ul style="list-style-type: none"> <li>▪ Adaptable space</li> <li>▪ Safety—from slum lords, crime</li> <li>▪ Stability</li> <li>▪ Affordability</li> <li>▪ Amenities</li> <li>▪ Enough space for kids</li> <li>▪ Properly maintained buildings</li> <li>▪ Quality construction/design</li> </ul>



GROUP	HOUSING NEEDS
<b>Vulnerable residents</b> (continued)	<ul style="list-style-type: none"> <li>▪ Common spaces</li> <li>▪ Access to public transit</li> <li>▪ Lower parking requirement</li> <li>▪ Partnerships with non-profits</li> <li>▪ Access to social services</li> <li>▪ Adapted bathrooms, ramps, wheelchair access</li> </ul>
<b>Students and Singles</b>	<ul style="list-style-type: none"> <li>▪ Lofts and small units</li> <li>▪ One bedroom</li> <li>▪ Studios</li> <li>▪ Live and work</li> <li>▪ Mixed parking requirements</li> <li>▪ Affordability</li> <li>▪ Gym/Pool</li> <li>▪ Outdoor access</li> <li>▪ Convenient laundry room</li> <li>▪ Storage solutions</li> <li>▪ Low maintenance</li> <li>▪ Office</li> </ul>

### WHAT MAKES NEIGHBOURHOODS THRIVE?

- \* Good Lighting
- \* Bike paths
- \* Facilities
- \* Sports fields
- \* Dog parks
- \* Monkland-type of area
- \* Mixed use
- \* Community services
- \* Active citizens
- \* Diversity of people
- \* Community Spaces
- \* Restaurants and cafés
- \* Urban furniture like chess tables and ping pong tables
- \* Quality schools
- \* Community events
- \* Multi-generational homes
- \* Connected neighbours
- \* Strong local business

## CONCLUSION OF WORKSHOP 2

For many of the participants, the emphasis for family spaces tied heavily to the single-family/suburban model, with large space requirements both inside and outside, in addition to proximity to amenities. Participants wanted to ensure that private lives were protected, while being able to connect to community easily and safely. Home offices were mentioned by all the groups, not surprising in a post-COVID world. One clear takeaway from this workshop was that no matter what the housing type, there needs to be a significant proportion that are family friendly.

Flexibility was deemed essential at many stages of life, and it was felt by participants that homes had to be adaptable to different life needs and circumstances, that they should be able to evolve along with the household. Design was mentioned numerous times, in relation to adapting to the needs of the household, for things like proper storage, better living in small spaces, and communal areas.

Safety and security were another thread that ran through all the groups for different ages. This was as important with relation to children (who need safe areas to play and safe ways to get to community facilities), to seniors (who want to feel secure and protected in their homes), and vulnerable populations (to be safe inside their home, from crime, slumlords, or injury, depending on circumstances).

Green spaces were also deemed important for all groups, be they private ones, or public ones. Proximity to services and facilities of all sorts was important for everyone.

Parking was addressed by all groups as well, the needs of which expanded and contracted, depending on which groups they were talking about.

The notion of multi-generational housing came up repeatedly as something that could be useful for both families and seniors.

Affordability came up repeatedly as a theme, not necessarily in relation to social housing, but generally. Participants talked about affordable housing for young families, affordable housing for seniors, affordable housing for singles and vulnerable people. The cost of housing in Côte Saint-Luc was a real issue for participants.

## THE WESTMINSTER CORRIDOR

**November 30, 7 pm – 9pm**

Attendance: 59 people (seven tables)

This workshop was unlike the others in that it was about a specific geographical area of the city, namely Westminster Avenue from the south end at Westover to the CP Yards at the north end. It is the largest north-south axis on the western side of the city, and straddles Districts 4 and 5. The Corridor is a patchwork of uses with relatively small parcels of land, with several upcoming projects and potential projects.

### The purpose of the workshop was to:

- Establish a collective vision for the length of the Westminster Corridor.
- Explore street design ideas and improvements for the public realm.
- Get feedback on optimal land use for various sites and zones along the corridor.

A brief presentation was given by staff to show the actual zoning. The Corridor was divided into three sections for the purpose of the workshop:

- 1 Westover to the underpass just past Côte Saint-Luc Road
- 2 The underpass to Kildare
- 3 Kildare to the CP Yards.

As the Westminster Ave. road surface is slated for reconstruction in the next few years, elements of street design were discussed, and the first activity focused on it. This activity consisted of two parts. Participants were asked to fill in a short survey on how they use Westminster. There were also several street-cut designs for a reconfigured Westminster Avenue on the wall, and participants were asked to place a sticker on the street-cut they thought was ideal for Westminster. For the street-cut stickering exercise, most participants opted for the current configuration of Westminster Avenue.

The remainder of the workshop focused on a second activity, relating to land use the length of Westminster Corridor. Each group worked with a large map of the complete Corridor and started with one section of it, changing sections for discussion in roughly 15-minute intervals. At the end of the session, each group presented the results of the discussion.



## SECTOR 1

### WESTOVER TO THE UNDERPASS JUST PAST CÔTE SAINT-LUC ROAD

#### The Street and Public Space

Many participants were uncomfortable walking on this strip (especially the east side) or letting their children do so. They felt it was 'slummy' and dangerous, with garbage everywhere, derelict buildings, etc. They didn't want their kids walking on the other side because of the ins and outs of cars from the strip mall parking lot.

Although many walk it, the street section above CSL Road, including before and after the underpass is also dreaded and regarded as not pleasant. Again, the ins and outs of cars from 5555 is seen as dangerous, and there is nothing to look at but cars on both sides, a very long plain wall, or grass. There is zero of interest. The sidewalk is narrow, and you must cross Baily to continue walking along it through the underpass. People also wished the walkway in the underpass was wider. Some groups wish there was a passerelle from Baily over the tracks, and other groups wanted Fletcher Park extended all the way to Westminster and the removal of the large parking lot.

The intersection of CSL Road and Westminster was regarded as a key intersection, an opportunity to be more than it is, more lively, more attractive, and upgraded, with street furniture and greenery, for example. Some suggested a diagonal crosswalk. Others suggested animating the corner. Most groups wanted more trees added.

It was noted by at least one groups that Prud'homme Park could be used for things like a holiday market or pop-up food market. And there were also suggestions for strung up lights over the street like Westminster in Montreal West.

#### Fruiterie Maruti Strip Mall

- Mixed use, commercial on the ground floor, residential on top
- Up to eight storeys
- People were fine with densification
- Parking in the rear, terraces and greenery at the front
- Many groups saw an opportunity for this building to be made into a hub of sorts

#### 5479 Westminster (Corner CSL Rd and Westminster)

- Keep mixed use (commercial on ground floor or institutional)
- Landscape the corner Westminster and CSL Road
- Fine with 8-9 storeys

#### 5469, 5465 Westminster

- Many indicated that they would be happy to see these buildings demolished and replaced with more residential
- Many were fine to add some height to these buildings.

#### 5555 Westminster

- Participants thought that the City could add storeys to this building. One group suggested up to 5 storeys
- Corner of CSL Rd and Westminster needs landscaping/green band > too much hard surface from parking lot directly onto sidewalk.
- Suggestion for removal of strip of parking against sidewalk to make room for greenery

## SECTOR 1 WESTOVER TO THE UNDERPASS JUST PAST CÔTE SAINT-LUC ROAD

### N-E Corner (TD Bank Building)

- Corner underutilized
- Want Tim Horton's or café
- Add a mixed use building commercial/residential
- Build new building closer to the street. Reduce setback and put parking to rear.
- Street in front of lot is bumped out for about 1/3 of the block, suggested to straighten the road
- Front of new building should be animated
- Many were fine with there being a bank on this corner, but not exclusively that use.

## SECTOR 2 THE UNDERPASS TO KILDARE

### Street

- Low maintenance stepped garden where there is grass now
- Wildflowers where grass is
- Mural on retaining wall or creative way of making it more interesting ("Try to make the tunnel nice.")
- Better lighting in the underpass
- Continue green band all the way to Kildare
- A lot of concern about the safety of the street in front of Adar where kids cross over from Yavné to get food at Adar. One group recommended a walkway or other solution

### Sobey's Land

- No residential (some groups)
- Some groups said mixed use, residential/commercial on ground floor (depending on Jardins de Westminster zoning)
- Café (regular or Ceramic Café), Dépanneur
- 2-3 storeys
- One group wanted 4-storey building with cultural/religious use on ground floor and top for residential
- Suggestion that Sobey's should expropriate land behind the lot on Hudson to make bigger and more interesting project
- Suggestion of outdoor marketplace on this lot

### Yitzhak Rabin Park

- Keep green hill
- Keep fencing
- Add washroom people can use
- Remove sand
- Refresh wading pool with splashpad

## SECTOR 3 KILDARE TO CP YARDS

### Nosherz strip mall

- Many groups in favour of a school (Yavné) on this land<sup>2</sup>
- Religious use
- Bigger daycare
- Community centre

### Jardins de Westminster

- Had no issue with increased height and density (felt it's not near anybody's home, next to yards so won't disturb neighbours)
- On Westminster 6 floors, 12 behind, 4 on Mackle
- Want active café on the corner of Westminster and Mackle
- Want to see Westbury style buildings and use plus social area
- Underground parking
- Commercial space needs to be large enough to accommodate services
- Existing flow of street is good
- Want building entrance on Mackle
- Mixed use with office



<sup>2</sup> It must be noted that the majority of the people who attended this session initially thought it was a consultation about rezoning this lot.



### CONCLUSION OF WORKSHOP 3

The participants who attended this workshop were heavy users of the corridor, and use it for a variety of purposes, using more than one mode in many cases. The dual role of the street, as both place and through-way conflict somewhat. Participants wanted to keep the street as is and be able to drive through it, but they didn't want cars to dominate the landscape and the areas abutting the street.

Certain themes emerged from the extremely lively discussions from several or even all the groups.

Density was generally positively regarded for the Westminster Corridor. This was especially true for the Fruiterie Maruti Shopping Centre, but equally true for all the buildings in that sector, in addition to the Jardins de Westminster. All the groups suggesting adding floors to buildings as well.

Mixed use was very much desired in several locations. People wanted lively commerce, with the look, urban furniture, and animation that goes along with it, and for residential to be on top of that commerce. The highest potential areas for all the groups was the intersection of Côte Saint-Luc Road and Westminster. It was universally felt that the TD building could be so much more. The design of the intersection was deemed important as well.

For the Jardins de Westminster, people absolutely wanted to preserve the commerce in the area and not lose services in any way. Because most of those attending were completely supportive of a school at the Noshertz strip mall, they wanted to ensure commercial use across the street. No group had any issue with the higher density in the back, given the location at the end of the road, though they did want it to be only a few storeys on Mackle. Participants also felt there should be underground parking available for the commercial parts of the project. They wanted the area to be new and modern.

While many participants walk on Westminster, people avoid doing so just south of Côte Saint-Luc Road because they find the area slummy. Participants wanted that area revitalized.

There was no decisive conclusion regarding the Sobey's lot, and even within tables there was disagreement about it. The overarching tendency was towards commercial or mixed-use, with 2 to 3 floors.

Without question, the experience of Westminster, especially south of Kildare, was something people thought could be improved. Access and egress into strip mall parking lots were seen as dangerous and unsightly, and the long stretches of either grass or plain walls were thought ripe for improvement and interest. People also wanted parking, but wanted it hidden, underground or behind buildings.

## MOBILITY AND CONNECTIVITY

**December 6, 7 pm - 9pm**

Attendance: 15 people (three tables)

This last workshop focused on another city-wide theme, mobility, and questions surrounding connectivity. This theme has been the driving force behind all the City of Côte Saint-Luc's briefs, and a constant concern. It is also unique in that the major infrastructure required to improve mobility is not under the control of the City itself.

### **Purpose of this workshop was to:**

- Provide information about mobility, networks, modes, and the Cavendish Extension
- Spark residents to think about each trip as a trip with a choice of mode.
- To get feedback on mobility habits, destinations, and choices

A brief presentation was given by staff concerning mobility itself, and the variables that lead to each mobility-related decision. Côte Saint-Luc's particular

circumstances were discussed, namely how enclaved we are and how there are few modal options which push people towards car use. Various modes were presented. One point that was emphasized was that the goal of the city was to add viable choices, not make it harder for people.

There were two activities related to this workshop. The first involved a survey of mobility habits. The results are in the table below, entitled Transportation Habits Survey Results. The second activity involved adding layers of transportation networks onto a map, with possible routes and improvements.



#### CONCLUSION OF WORKSHOP 4

Connectivity was extremely important to participants, both internally within Côte Saint-Luc, and with the rest of Montreal. The fact of there being so few routes in and out of the city was something that people wanted to change. They were concerned about evacuation routes and safety.

Every group wanted the active transit bridge over the tracks behind CSL Shopping Centre. It was generally viewed as the key to linking not only the sectors inside the city, but also with the rest of the island. People appreciated and wanted the Corridor Vert concept.

Participants thought there was value to adding protected bike paths, especially on key streets such as Guelph (versus Kildare), and especially on routes to schools and parks. Those participants who cycle often indicated that while the smaller streets of the city were easy to bike and felt safe, the entry points were fraught with risk, especially the underpasses. They wanted access and egress in and out of the city to be protected. The bike route was deemed too narrow, not safe enough and not really leading anywhere. Most participants owned bikes and would use them more if they felt safer on them.

All participants own cars, and all use them regularly. The most frequented destination for participants within Côte Saint-Luc was the Quartier Cavendish, though almost none of them walk there.

Outside of the city the most common destination zones were NDG and Downtown, followed by Montreal West. Given the proximity of CSL to NDG and Montreal West, significantly better active and public transit would likely reduce the car trips to those areas, whereas for Downtown, fast access to the metro would do the same. Rapid transit to the metro was deemed important by participants.

While participants use cars in large part, they also nonetheless almost all still do walk for some of their trips, most at least once a week or more. None of the groups felt that it was worth investing in widening current sidewalks, however, though in any redevelopments they would like them to be designed to be wider than they are now.

Participants felt that seniors did not have adequate mobility options. At the workshop, local shuttles were discussed and seen favourably, especially for this age cohort. Such a shuttle would run throughout the day, and ride in a loop connecting the shopping destinations in CSL, municipal facilities, as well as areas with high concentrations of seniors such as Marc Chagall and MacDonald. Some participants decried the loss of the 262 Golden Shuttle.

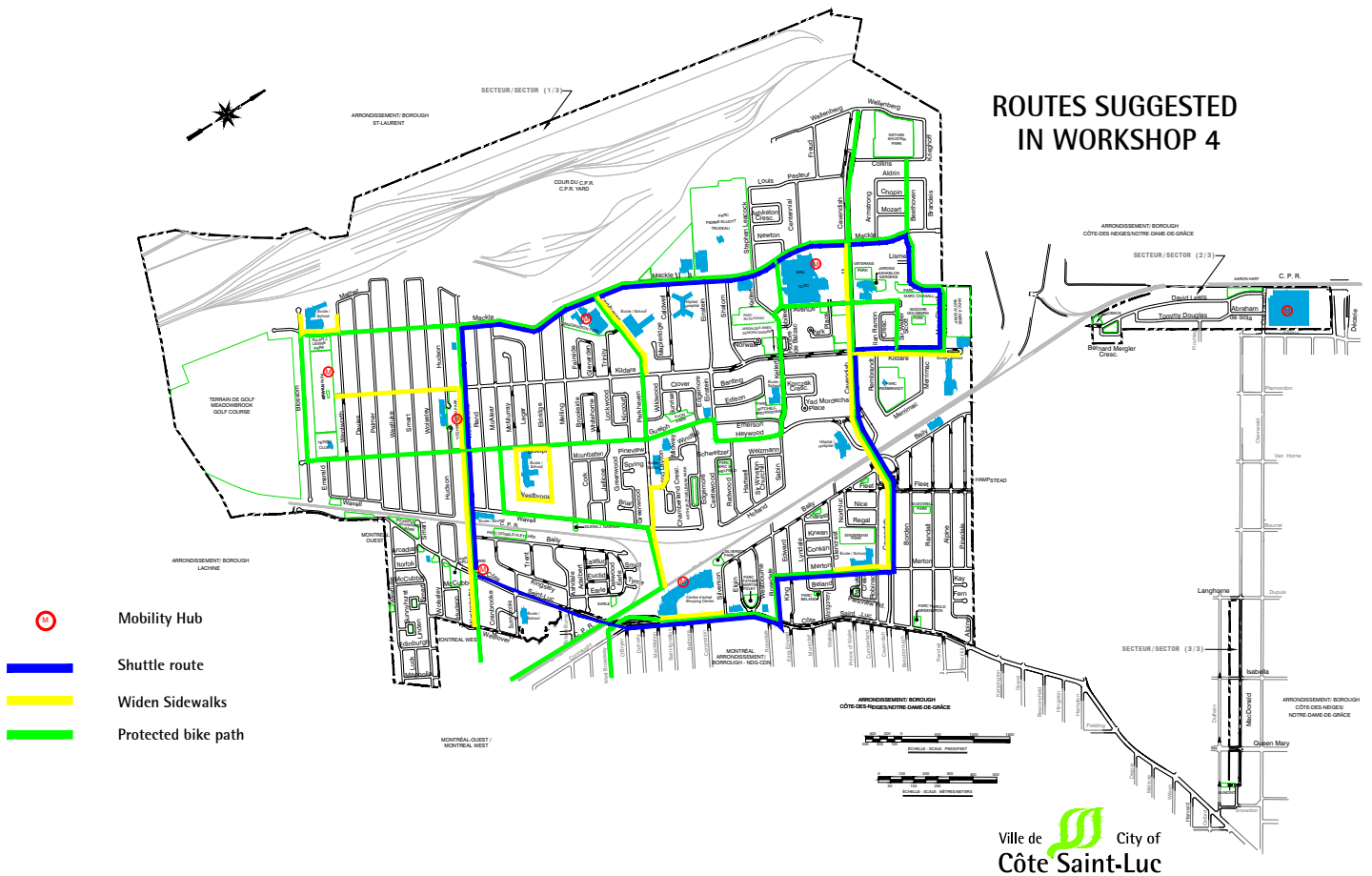
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In one group, the concept of adding roundabouts was discussed at length, especially along Cavendish. Participants thought it would move traffic along more smoothly.

All groups drew on a map, with suggested routes and locations for the following:

- Mobility hubs
- Protected bike paths
- Shuttle route

The map below is an aggregation of all the group suggestions.



## STAFF CONSULTATIONS

A series of six consultations were held between February 17 and March 1, with 52 mixed staff members from all the departments across the City, including General Management, Public Works, the Library, Recreation, Communications, Finance, Public Safety, the Legal Department, Human Resources and Urban Development. As our staff are our front line who deal with residents daily, they were consulted for their insights and various perspectives, based on the positions they hold. Many are also residents of the city and so have a dual perspective, and several have worked in multiple departments over many years.

**Some broad themes emerged that ran through all these groups, regardless of department.**

### **SERIOUS CONSIDERATION NEEDS TO BE GIVEN TO SCALING UP OUR OPERATIONS AND FACILITIES**

Many of our services are already strained by the current volume or lack of available resources. This is as true for recreational facilities as it is for EMS. There are already few flex spaces available in the city now. If the CSL will be adding population then it must build extra facilities into the plan, including mundane things like storage of municipal assets. The staff required to operate these facilities, and the vehicles and equipment necessary maintain them must be planned for.

### **THERE IS NOTHING TO DO AND NOWHERE TO GO IN CSL**

There is no nearby place staff can go to for lunch. Those who have been here a long time have cited past eras when they used to eat out or get shopping done at lunch hour, which was very convenient. Except for staff based out of 8100 CSL Road, the rest of the staff depend on the Quartier Cavendish. They were eager that the whole area be revived with places to go. Staff also thought that there needed to be places for people to hang out, entertainment for families beyond movie theatres, especially indoor places.

### **ALL VOICES ARE NOT EQUALLY HEARD IN THE CITY**

Staff felt that the entire service orientation of the city is geared towards a small number of people, especially those who are vocal, rather than all residents. Renters, immigrants, people of colour, youth, and low-income people in particular were felt to be overlooked. Staff felt that there are no facilities for community groups and clubs to grow and meet in the city. The residents who need the most in terms of support and services are in the west end of the city, where we have the fewest facilities.

### **PEOPLE DRIVE TO WORK**

Almost all the staff who participated drive to work, including those who are also residents, no matter how close to work they live. Several used to take public transit, but it was unreliable and inconvenient, so they bought a car.

### **FIX THE ROAD AND SIDEWALKS**

Many staff members cited this as a major issue for our residents.

### **INCENTIVES NEED TO BE GIVEN TO BUSINESSES FOR THEM TO COME TO CSL**

Staff suggested that we incentivize businesses to come to CSL. They felt that small restaurants and businesses are isolated from successful commercial areas. Having one restaurant doesn't work, you need several next to one another, with variety. Things that people want, like terraces, are not enjoyable in parking lots, and people don't want to eat dinner in a food court.

### **TO BE SUCCESSFUL, PUBLIC SPACES NEED TO BE MANAGED**

Staff thought that public space was an essential element of the new developments but felt that they would fall flat unless they are actively managed and animated. They suggested that on one weekend per month we should close the street, get food trucks, kiosks, and stalls for shopping, get street performers, and have a happening, which could change locations each time. They suggested seasonal kiosks like winter markets, fairs, and food festivals. The key words are: 'ever evolving and flexible public space.' Small-scale attractions and events are more deployable and affordable than big ones but can have as much impact.

Staff thought that public spaces should be designed for all ages, with various seating arrangements, with both indoor and outdoor elements and planned lively and quiet areas.

### THE CITY NEEDS MORE FLEX SPACES

There is a real need for flexible, indoor areas that can be used in a variety of ways, such as camp, shows, events, classes, physical activity, club meetings, etc. Ours are always booked up and we don't even have enough of them for our own purposes, let alone to fill a community need for them.

### CSL COULD USE A YMHA

Though it is understood that the city used to have one, the community has changed enough and gotten religious enough since the branch of the WM-YWHA on Kellert Ave. closed approximately in 1990 that having such a facility would be highly useful, for things like women-only swimming, and men-only swimming. City facilities cannot meet demands like this, nor the volume of the demand generally.

### MIXED-USE DEVELOPMENTS PRESENT CHALLENGES FOR WASTE COLLECTION

In our current model, waste collection is private for commercial and public for residential. If our plan is to have mixed-use in all three developments, we will have to re-evaluate or come up with a workable model.

## REGARDING SPECIFIC DEVELOPMENTS OR AREAS

### GENERAL STATEMENTS FOR ANY OF THE DEVELOPMENTS

- Green spaces and trees must be an essential part of every development. Green infrastructure should be mandated by our Master Plan – green roofs, bioswales, deep cells for trees, etc.
- Avoid any dangerous uses such as trampoline gyms to reduce strain on EMS (they are very dangerous).
- A community hub and space run by non-profits like Batiment 7 was suggested.
- Create places for dogs and dog-friendly spaces.
- Mandate rooftop community gardens, water features, and make new developments vibrant, colourful and inviting.
- Housing should be designed for universal access (example, flat shower entry, sound blocking for neurodiverse people, etc.).
- Integrate social and affordable housing into every development.

### QUARTIER CAVENDISH

- EMS need to be scaled up significantly to meet any future needs and they are already strained. Serious consideration must be given to constructing a new, modern station in a centralized location of the city, such as near the Quartier Cavendish.
- Everybody in CSL uses the Quartier Cavendish, so there needs to be a mix of food, retail, services, places for activities and entertainment, and public space, all of which should reinforce one another. Some of these need to stay open past 8:00 pm to maintain life. A nice bakery was deemed important.
- Staff also suggested a fruit and vegetable market (like the one near U de M) with local and affordable produce. Other examples of stores people thought should be here: Marché PA, Mini So, Tim Horton's, sit-down family restaurants with affordable price points, lunch service, a deli/smoked meat restaurant, family fun, SAQ, Brewpub/tavern/places for quiet drink, or a 'market of entertainment and food'.
- Needs a central, car-free piazza. This is crucial for this development.



## DÉCARIE SQUARE

- It would be useful and helpful to have a flex space that can be used for city purposes at this site.
- Do not put a senior residence in this mall as it would strain EMS, unless putting a satellite station here.
- There needs to be at least some park space. Parents will not want kids crossing Vézina or Clanranald, and ideally, they should be able to watch their kids from a window. It should also have basketball, and an open grassy area where kids can just play.
- Feel services like SAAQ and the clinic need to remain part of this development.
- The development needs some taverns or form of nightlife.

## CSL SHOPPING CENTRE

- There needs to be a large public space in the development needs to be animated, with water jets and open space.
- An overpass behind the shopping centre will help EMS.
- There should be two levels of commercial in this development, not just one.
- Must keep IGA, pharmacy, Dollarama
- Concern that high-rises will amplify wind-tunnel in that area.

## WESTMINSTER CORRIDOR

- Many groups felt there needed to be a community space in the Village area, and youth especially need spaces where they can go, be themselves, and socialize. City facilities are far away and across train tracks, and the social issues in that part of town are many.





## FOCUS GROUPS

A series of workshops were held to get qualitative insight into aspects of the Master Plan that were not fully The focus groups started at the end of February 2023 and continued into April 2023. A total of 24 people participated from four separate sessions. All were given a brief explanation about the Master Plan, what it is and how it impacts the landscape and the future of the city. They were also told about the potential mall redevelopments.

Questions were broken down into broad categories for all the groups:

- 1** Things to Do & Social Life
- 2** Housing (where relevant)
- 3** Mobility
- 4** The Future

**February 22, 6:15 pm – 8:15 pm**

Attendance: 10 people

Participants ranged in age from 12 to 17 years old, though most were 15 or 16 years old.

### THINGS TO DO

Except for planned activities, such as music or sports lessons, participants mostly need to leave Côte Saint-Luc to do almost anything. They look for free or inexpensive things to do.

In terms of what they want to see in any upcoming redevelopment, cafés topped the list, which also included ice cream shops, a bakery, bubble tea shops, and a thrift store. They said there was no 'vibe' in CSL. They wanted to have some sort of food court, or a place with several options in a single location.

For activities, they wanted DIY places where they could make things. They wanted entertainment-based businesses, including a cinema, an escape room, arcade, and game café, and suggested places where they could attend practical classes, such as cooking, sewing, and life skills.

For public space, they wanted to combine being physically active and having destinations, they mentioned wanting a big zipline and obstacle course (for bigger people, not just little kids). They asked for a running track, trampoline, big climbing structures, beach volleyball, and water jets in many more parks. They would like to relax in hammocks in parks that are comfortable.

### THE FUTURE

Participants were asked if they feel CSL makes space for them. They felt that there was little for them, with the Library as the major exception. It was clear that for this group, this was their safe, free space, where they could do homework, and just 'be'.

### MOBILITY

The greatest issues for the participants' quality of life revolved around mobility. Because Côte Saint-Luc doesn't have public high schools, the participants went to different high schools all over the island including Lachine and Outremont, with journeys taking from 1 to 1.5 hours each way. Their friends are therefore also not local, so they mostly see them at school and by texting, because the logistics of getting together are too difficult and inconvenient.

Most of the participants own and ride bikes, both for recreational purposes and to get to destinations. They wished the city would have actual and safer bike paths, especially connecting the various destinations within the city, along main roads, and connecting to Montreal's network.

All participants walk to get places, though they feel less safe doing so after dark because it's quiet and poorly lit. They also stated that people don't feel safe crossing Cavendish or Fleet. The condition of our sidewalks was also a pre-occupation, both in terms of iciness and snow removal, and the condition of the infrastructure.

This group also did not feel safe in parks after dark, due to some anti-social behaviour they witnessed in the past.

**February 27, 4:45 pm – 6:45 pm**

Attendance: 4 people

## THE PERSIAN COMMUNITY

We reviewed together the Statistics Canada Census data for the Iranian community in Côte Saint-Luc and, depending on the category, there are between 1,775 and 2,035 Persians residing in the city. Generally speaking, the Persian (Iranian) community in CSL is comprised mostly first-generation immigrants, most of them relatively new arrivals. They are highly educated, often holding post-graduate degrees, and are comfortable financially. Most have English as their second language, and the 'Englishness' of Côte Saint-Luc is attractive.

## THINGS TO DO

Participants use City facilities and parks, but also go elsewhere. They buy groceries at IGA, Costco and PA and shop at Marché Central and Rockland Centre, and sometimes Downtown. While the focus is very much on private space and entertaining at home, they do go out to eat sometimes. Participants frequent the Iranian Islamic Centre on Saint-Jacques in Lachine, which is a place of worship and an active community centre.

## FEEDBACK AND THE FUTURE

There were a few things that participants wanted to highlight for a future Master Plan.

- A clinic that is specialized for the Iranian community, where people can speak in their language.
- A French high school was also important. For high school, their kids go to PGLO in Outremont, which is far away.
- A kids play area/drop off where parents can take their kids and do what they need to do.
- Coffee shops with good Wi-Fi in the new developments.
- More electric charging stations throughout the city.
- More water—fountains, jets with coloured lights.
- More public art and festive street decoration, especially on the western side of town (Westminster). This includes lights, oriflammes, a mural, etc.
- More trees, a forest.
- Streets that are pleasant and beautiful.
- An organic grocery store.

## HOUSING

Participants felt that the Iranian community and culture are very independent and private, and that a house is more in line with their needs, with space inside and outside to host gatherings. Culturally, family, and extended family are very important, and participants certainly strongly supported the idea of having the flexibility in their homes to add an apartment or some multi-generational living arrangement. Persian parents support their kids throughout their lives.

## MOBILITY

All participants indicated that they use their cars for almost every excursion. Nothing else was seen as convenient for their needs. There would be more bike use if there were protected paths, but it would not fulfill the main mobility needs. The state of our roads was mentioned as needing improvement.

## YOUNG ADULT FOCUS GROUP (18-30 YEARS OLD)

**March 28, 6 pm – 8 pm**

Attendance: 6 people

Participants ranged in age from 18 to 23, and all except one person were still living at home with their parents and still in school, whether CEGEP or university.

### THINGS TO DO

Participants in this group indicated that a priority for them was socializing with friends. They leave Côte Saint-Luc and go Downtown, to CDN-NDG, and even Dollard for restaurants and entertainment. They found that there is very little to do in Côte Saint-Luc.

This group are not users of parks or most city facilities, but they would be if our large parks were more like Lafontaine Park in Montreal. They want to see more nature that they could go in during all seasons, including more forests and trails they can use, and wish for Meadowbrook to be transformed into a regional park.

In terms of what to put in the redevelopments, they wanted a variety of eating, drinking, and entertainment establishments, including: cafés, karaoke, gaming (like Randolph), sports bars, all open past 9:00 pm. Any food or beverage establishment should have a terrace. They would love to see an Atwater or Jean-Talon market type of space.

For participants in this group, they thought that pop-up and temporary events and places would be very successful and appreciated, and these should involve food. Small street entertainment, food trucks, small stalls, holiday markets, mini-events like Comicon – these are all things that would appeal to them, and create interest in CSL, without having to commit to a permanent commercial space. They thought that rotating these would create an interesting variety. They also thought that CSL programs and events echoing the timing of Montreal's was a good idea because it plugs the community in to what's going on.

### TRANSPORTATION

Mobility is a significant issue for this group, and the thing that would help them the most is rapid access to the metro. They like that CSL is close to Downtown geographically, in the centre of the island, but because of the lengthy time it takes to get to a metro, it feels a lot farther. Participants indicated that they ride bicycles, though mostly for recreational purposes rather than transportation. They want Bixi stands in the city.

### THE FUTURE

For continued engagement, participants suggested the creation of a panel of youth or some sort of Jeunesse Conseil type of infrastructure to consult for involvement in City affairs. They thought that perhaps it could meet once a month or at least at some regular interval. This particular group would like to stay engaged and continue this type of discussion on the Master Plan or any other governance issues.

**April 26, 6 pm - 8 pm**

Attendance: 4 people

## THINGS TO DO

The lives of the people in this community are complicated and very busy. Generally, they have large families, and household management takes up a lot of time, so if they can save time by, for example, ordering things online, they will. Things that require extra steps add to the complication.

Participants used several municipal facilities, such as free skate at the Arena, and the Library when the kids were young, plus they go to local parks on a regular basis. They expressed the need for a YM-YWHA/Jewish community facility in the city, as the ACC cannot accommodate their specific needs.

Food is purchased from all over. Local shops, such as IGA and Adar are frequented, as is Costco. Many people have deliveries from Outremont as well. For restaurants, participants go to Queen Mary, Décarie Square, Saint-Laurent, and places like Pizza Pita.

Participants expressed that they would like to have entertainment areas close by (like movies theatres) and were in favour of places to go out in the evening

## MOBILITY

All participants use their cars as their regular means of transportation. This was attributed to many factors, including having to transport large families around. Except for Shabbat and holidays, even short trips are most often done by car.

Walkability is important to this community, especially to their religious institutions and schools, but also to parks. Often people walk in the street because our sidewalks are very narrow and because of the sheer volume of people and of their familial group size. Participants in this group did cycle, but for recreational purposes only.

People in this group did not see the value of adding a train station and were lukewarm about public transit altogether. They were divided about the benefit of Cavendish extension.

## HOUSING

The housing needs for this community revolve around family life and proximity to community institutions like synagogues/learning centres and Jewish schools. Participants valued a yard for a variety of reasons. There is always the need for space, but there is also a lack of starter homes in CSL. Condos were regarded as a stepping-stone to future home ownership, good for young families just married or with up to two kids, who are trying to get onto the property ladder. Participants indicated that having extra bedrooms in condos would be a good idea for future buildings for this reason.

Density didn't bother the participants, so long as it maintains the suburban feel, the sense of safety, the Jewish 'Bubble', as they put it. If there is density that is accompanied by other elements of Jewish life, then it would be fine. Townhouses were well regarded. However, the city is planned for the future, it needs to take the growth of the Orthodox Community into account.





## STAKEHOLDER MEETINGS

Three mixed stakeholder and partner meetings were held in March, plus two other meetings with those that couldn't attend were held in May and June. Thirty people representing 25 organizations participated.

The purpose of these meetings was to:

- Impart information for their long-term planning.
- Get feedback about the impact of our Master Plan on their organizations.
- Get feedback and comments with things to think about.

Each session began with a brief presentation about the Master Plan, the City vision, and the developer visions for each mall site as presented at the second information session in September 2022. These were followed by general discussion, with each group giving feedback.

**March 17, 10 am – 12 pm**

Attendance: 10 people representing 8 organizations (CIUSSS-Centre-Ouest, SPVM, Town of Montreal West, Federation CJA, St. Richard's Parish, Kehilla Montreal, Waldorf Residences, Caldwell Residences)

### DIRECT IMPACTS OF MASTER PLAN ON STAKEHOLDERS

#### CIUSSS-CENTRE OUEST

There is a lot of development on their territory (the entire NDLS area) and they have had to mobilise to get more resources from the Ministry of Health. They will have to increase their offering, and they hope to convert the vaccination clinic to a multi-use clinic. They would love to add more space where they can add more workers. Climate change, aging populations, urban violence, housing affordability all affect public health and require coordinated efforts to deal with.

#### SPVM

The location of the current station is less than ideal. They would prefer a more centralized one, as in the Quartier Cavendish area.

#### ST. RICHARD'S CHURCH

The congregation has undergone the demographic changes that reflect those of the city. The English population is shrinking, and while there are quite a few CSL residents who attend Church, they are looking to NDG and other cities to get more visitors. There is a social and linguistic problem for the Church, so an increase in population will only benefit them.

#### MONTREAL WEST

The traffic on Westminster is extremely backed up at Avon, and there have been increased incidents of road rage. Waze and Google send people through that area, and the police are there every single day. There is concern that any new developments will only increase traffic in that area. They would support the creation of a train station at CSL Shopping Centre, because that could reduce the number of CSL cars that use the train at Montreal West or go through that area.

#### KEHILLA MONTREAL

Want to make sure there is social housing at each site. The demographics of who is on their waiting list has changed since they built the first Kehilla in CSL. There are many more families, and also greater demand for parking spaces. They currently have less than one space per apartment, but people end up getting enough money to buy a car.

#### FEDERATION CJA

In our Master Plan process, we will have to put some focus on religious preservation and religious institutions. There has been a big demographic shift already in CSL and it needs to be taken into account going forward.

## OTHER CONSIDERATIONS

- Low-income families that use two French schools have a tough time getting around to malls and city facilities. There has been an increase in the number of families who live in the Village.
- Not all immigrant groups have the same level of coordination and organization.
- Many families use NDG's library and community centre because they are more accessible from transit.
- CSL is a desert in terms of community organizations. The need for them, however, is very real and only increasing.
- Seniors have a great need for transportation, and helping them achieve easy access to shopping, city facilities, and clinics/the hospital is essential for their quality of life.
- Emergency vehicles are already getting stuck on Van Horne, CSL Road, Plamondon. We must be mindful of them when talking about redevelopment.
- Feel there still needs to be some above-ground parking at shopping centre sites.
- We may need a vignette system for the underground parking at the CSL Shopping Centre because many people will want to park and ride like they do at Namur metro.
- There is not enough ice time already in the Arena, so more ice surfaces need to be created if we will have development to a large scale.
- Markets such as proposed for Décarie Square will not be affordable for low-income people.

**March 21, 9:30 am – 11:30 am**

Attendance: 11 people representing 8 organizations (Town of Hampstead, Beth Israel Beth Aaron, NDG Community Council, The Depot Community Food Centre, Cummings Centre, Hebrew Academy, St. Patrick's Square, CIUSSS-Centre-Ouest)

### DIRECT IMPACTS OF MASTER PLAN ON STAKEHOLDERS

#### NDG COMMUNITY COUNCIL

Between 30–40% of all their users are from CSL, and they need more support from the City. People go to them because there are not enough services or community support groups in CSL. NDG has four community centres that people can use to hang out in, and CSL has none. Rent is climbing faster in NDG than in CSL, so that is why people move here, but in doing so, they lose services, which they try to maintain through the NDG Community Council.

#### THE DEPOT COMMUNITY FOOD CENTRE

Almost 40% of the organization's users are from CSL, and of those, most are families. They need CSL to either start a similar service or provide funding. They offer several services, and suggested setting up collective and community gardens, outdoor markets, and school gardens in CSL.

#### THE CUMMINGS CENTRE

Accessibility and transportation are absolute musts for seniors. A shuttle (or some method) that can get them to the hospital district is essential. Low-income housing is very important as well, especially since there is little movement and vacancy in the current low-cost housing stock. Aging in place is therefore extremely important. They have been trying to access and consult non-Jewish senior groups but are struggling.

#### TOWN OF HAMPSTEAD

The main concern of the Town of Hampstead is that it become a drive-through town for CSL residents, without any increase to their tax base. They will try to limit the possibility of people using it as such. They feel that we are underestimating the increase in traffic from our developments, and the impact of other developments, such as the Hippodrome, on us.

#### BETH ISRAEL BETH AARON SYNAGOGUE

There is a struggle to stay afloat, so the greater the population, especially within walking distance of the synagogue, the better. They would like to see some Kosher restaurants in the area, so people don't always have to drive.

#### HEBREW ACADEMY

The predominant issue for the school is traffic in the morning. Better solutions are needed. Their expansion project is on hold for the moment, but they are at capacity.

## OTHER CONSIDERATIONS

- If the train station is so far back into the site at CSL Shopping Centre, the route to it has to be accessible.
- CSL will need Communauto Flex to try to keep car ownership down.
- People are moving to DDO or Laval because it's too expensive in CSL. Rent of \$2k to \$3.5K is not ideal for families.
- We need to make sure that specific elements of traffic, such as deliveries from online shopping, are figured into our planning.
- City needs to focus most on social housing, rather than affordable, which is based on the market and may not be affordable at all.

**March 22, 9:30 am – 11:30 am**

Attendance: 6 people representing 5 organizations (Commission Scolaire Marguerite Bourgeoys, Borough of CDN-NDG, Urgences-Santé, Ville de Montréal Centrale, École Maimonide)

### DIRECT IMPACTS OF MASTER PLAN ON STAKEHOLDERS

#### COMMISSION SCOLAIRE MARGUERITE BOURGEOYS

The schools on our territory are very local. École de la Mosaïque serves mainly the Village area, and Les Amis du Monde serves the rest of CSL. The numbers of students for both were going up, and then the numbers for Mosaïque plummeted in the last two years, due to various factors, including border restrictions from the COVID-19 pandemic and the war in Russia and the Ukraine. Most of the kids attending these schools are immigrants. There is a lot of movement in CSL, because there are a lot of unsanitary units (especially in the Village) and the parents don't want to stay there. There are a lot of families and kids who leave the schools because they move out of their apartments.

We do not yet have enough population to justify a high school. A small one is not ideal, as it's hard to offer activities and school programs without scale.

#### URGENCES SANTÉ

Want to be kept in the loop of our Master Plan as it progresses. They want to ensure that the City's operational department has adequate resources to properly serve the new developments, because that's what helps them the most. They have a lot of advice to give on pedestrian bridges, underground parking garages, construction sites, etc., and they want to be involved at various stages so they can properly help. Another post for emergency or public security would help. US are also going to be electrifying their fleet, so the availability of adequate charging is important.

#### VILLE DE MONTRÉAL CENTRALE

They are currently in the process of redoing their Schéma and are in a very similar situation to us in terms of creating land use while not being in control of the transportation that needs to support it. For the planning of the redevelopments on our territory, we should work with the Montreal planning department, specifically the people who deal with conformity, so that it is easier for all parties at the concordance stage.



## OTHER CONSIDERATIONS

- Across the island of Montreal, security and mobility are major issues.
- Across the island, there is a dearth of public space that can be used collectively by the population. It is important to add as many as possible.
- There are many issues such as domestic violence and other family issues, and there is a lot of intervention in certain parts of town. Many kids use Fletcher Park long after closing hours because they are fleeing their homes.
- For any development at Décarie Square, it is a borderline sector between two school boards. CSSDM are the board for that area, but the closest school would likely be Marguerite Bourgeoys ones, so this will have to be figured out. If there are many new residents as a result of new development, then another elementary school or two will have to be built.
- For Décarie Square and CSL Shopping Centre developments, City must ensure a green marge de recul between the train line and the buildings.
- Meadowbrook is considered an important ecological site.

**On April 19**, the city held a meeting with the English Montreal School Board (EMSB), as they could not attend any of the stakeholder meetings. The following impacts or points were discussed.

- The Wagar building is completely full and wholly utilized, with some programs having waiting lists. There is zero chance there will be a new English high school in that building.
- They are in discussions for a potential inflatable dome over Wagar Field to allow for indoor soccer in the winter.
- They will be creating a community garden at the back of Wagar's parking lot to support their programs.
- The numbers of special needs students is growing.

**On June 27, 2023**, the City held a meeting for organizations that support people with disabilities. Representatives from Giant Steps and the Little Red Playhouse attended. Representatives from many other groups invited could not attend, though valuable insight was still provided. The following was recommended to achieve an inclusive Master Plan.

- Once a plan is developed, run it through an 'accessibility design lens' (professionals in the field and end users) before final approvals to ensure that small mistakes and preventable issues do not occur, and changes can be made before anything is built.
- Wayfinding is very important. Signage explaining where you are and where services are is key, but also having landmarks to distinguish one area from another.
- Break any development area into components to be able to analyze them (e.g visual, tactile, audible, etc.).
- Proper training for people is as, if not more important than physical spaces themselves, especially for the neurodiverse. For City staff, first-responders, employees in retail, training enables them to understand a situation and de-escalate, and also breaks down prejudices.
- If we want to tap into the expertise of groups that serve differently abled people, go to them where they are and make a presentation there, rather than inviting them to a meeting such as this.
- If having pedestrian-only streets and areas, make sure that transport adapté can still get through.
- There needs to be more (affordable) housing for the neurodiverse, and the ability for families to modify housing to adapt to changing needs.
- Having proximity services, including daycares and clinics, is essential for special needs people and enables them to gain access without having to arrange for transportation.



## CONCLUSIONS

The Master Plan is the most important document the City of Côte Saint-Luc will produce for a generation. It is a vision, a roadmap, and an action plan for how the city can thrive. It is for this reason that we embarked on an extensive pre-consultation process which lasted a full year. A total of 2,375 people participated in the process one way or another, a turnout which demonstrates how much people care and are engaged in our city.

The first part of the pre-consultation process, done by consultants at H+K Strategies, covered a broad base of our population through a variety of activities in different formats. The second part was done internally by the City, with the goal of drilling down on specific topics with the residents, plus gaining the perspectives of stakeholders, partners and City staff, in addition to groups with specific needs, whose voices are usually less heard. The two parts to the process complemented one another perfectly.

Armed with all the profound insight these pre-consultations have provided, the City of Côte Saint-Luc has hired professional services to produce the Master Plan and revise its corollary by-laws.

All movement on this project can be found of the [CoteSaintLuc.org/engage](https://CoteSaintLuc.org/engage) website.