

ANNUAL REPORT



CIRM
CRIM

Centre for Interdisciplinary
Research on Montreal

Centre de recherches interdisciplinaires
en études montréalaises

2021–2022

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A WORD FROM OUR DIRECTORS

It has been another year of excitement, and not just because of the ongoing pandemic. We are pleased to announce that Centre for Interdisciplinary Research on Montréal (CIRM) is now under bi-faculty leadership, with Nik Luka (Faculty of Engineering), CIRM Interim Director from 2020 to 2021, joining Pascal Brissette (Faculty of Arts) at the head of the Centre.

Our societies continue to face complex issues that cannot be addressed by a specialist working within rigid disciplinary frameworks—climate change, pandemics (both COVID and others to come), the issues around Black Lives Matter and Truth and Reconciliation, all require large-scale foundational changes. It is vital to bring together multidisciplinary teams that will tackle complex questions, cross-referencing data, methods, and concepts, thus working in truly transdisciplinary ways to conjugate different kinds of knowledge to take meaningful action, including direct interventions and recommendations for other stakeholders. This is where centres like ours come in, acting as starting points and spaces for mobilizing interdisciplinary projects that link people from different fields of expertise.

For the Faculty of Engineering, CIRM represents an opportunity to deepen practitioners' capacity for engagement, which starts by training our students in effective collaborative work. Co-leadership between two faculties also represents a transformation for a university that aims to recognize non-conventional contributions to the scientific community.

CIRM's new bi-faculty alliance between Arts and Engineering not only implies collaborative activities between courses, programs, and research, but especially in the events we organize. We want to be a permanent bridge where links are strengthened and nurtured through various projects. We are here to help researchers and administrators find each other and engage in meaningful discussion; we establish and nurture links between these academic and practice-based actors through ongoing collaborations. Our past year's activities have demonstrated our capacity to do so and our resilience in this regard, even in the face of global hardship and transformation, with pre-pandemic projects being adapted and completed and new opportunities seized.

Pascal Brissette et Nik Luka
Director and Associate Director, CIRM



II. CIRM'S MISSION

The Centre for Interdisciplinary Research on Montréal is committed to fostering the development of concrete projects that marry the knowledge acquired in the university context with the daily lives of Montréalers.

The multidisciplinary interests of CIRM's members are grouped into six research-action axes:

1. *Digital culture, art, literature, and performance;*
2. *Language, belonging, and plurilingualism;*
3. *Economy, social innovation, and social transformation;*
4. *Mobility, urban planning, and environment;*
5. *Governance, institutions, and citizen participation;*
6. *Immigration, living conditions, and religion.*

The Centre's mission is:

- 1) to **develop** partnerships, sets of themes, and fundamental and applied research projects on the economic, social, cultural and governmental spheres of Montréal;
- 2) to **stimulate** emerging research in Montréal studies and to unite the research being conducted within various disciplines and universities.



SIX RESEARCH-ACTION AXES

AXES	DIRECTION
Digital Culture, Art, Literature, and Performance	Anouk Bélanger – Associate Professor, Department of Social and Public Communications (UQAM)
Language, Belonging, and Plurilingualism	Julie Auger – Full Professor, Department of Linguistics and Translation (Université de Montréal)
Economy, Social Innovation, and Social Transformation	Richard Shearmur – Full Professor and Director, School of Urban Planning (McGill University)
Mobility, Urban Planning, and Environment	Juan Torres – Associate Professor and Associate Dean of Graduate Studies, Faculty of Urban Planning (Université de Montréal)
Governance, Institutions, and Citizen Participation	Hoi Kong – Full Professor, Peter A. Allard School of Law (University of British Columbia) Kevin Manaugh – Associate Professor, Department of Geography and School of Environment (McGill University)
Immigration, Living Conditions, and Religion	Frédéric Dejean – Professor, Department of Religious Studies (UQAM) Annick Germain – Full Professor, Centre Urbanisation, Culture et Société (INRS)



III. CIRM IN NUMBERS FOR 2021-2022

69 members

25+ disciplines

20 universities and organizations

6 research-action axes

1 BMO Postdoctoral Fellow

6 Resident Scholars:

Kelsey Blair, Concordia University

Steven Lapidus, Concordia University

Marie Leconte, McGill University

Alexandre Maltais, INRS

Brant Moscovitch, McGill University

Mary Anne Poutanen, McGill University

3 Visiting Scholars (some visits have been delayed due to the pandemic):

Anna Giaufret, University of Genoa

Pavel Kunysz, University of Liège

Fabio Scetti, Université Paul-Valéry Montpellier 3

25 employees and consultants:



CIRM

Pascal Brissette: Director

Nik Luka: Associate Director

Stéphan Gervais: Scientific Coordinator

Audray Fontaine: Knowledge Mobilization Coordinator

Elissa Kayal: Administrative Coordinator

Julie Levasseur: Communications Coordinator

Karolina Roman: Editorial Assistant

Ophélie Proulx-Giraldeau: Event Coordinator

Otilia Bonakdar: Community Manager

Camille Delagrave-Ajduk: Community Manager

Antoney Bell: Community Manager

Data for Society Hub

Project Coordination Team:

- **Pascal Brissette:** Project Director
- **Karolyne Arseneault:** Project Coordinator
- **Luc Véronneau:** Solutions Architect
- **Audray Fontaine:** Knowledge Mobilization Coordinator
- **Julien Vallières-Gingras:** LACONDA Coordinator
- **Julie Levasseur:** Communications Assistant
- **Angelina Mazza:** Communications Assistant

Technology Infrastructure and Development:

- **Mohammad Moshawrab:** Back End Developer
- **Wesley Phillip Van Wyk:** Back End Developer
- **Arina Vinciter:** Business Intelligence Developer



- **Ada Yetis:** Front End Developer

Laboratory for Collective Narratives and Discourse Analysis (LACONDA):

- **Yu Chen Shi:** Research Assistant
- **Elisabeth Doyon:** Research Assistant
- **Amélie Ducharme:** Research Assistant
- **Lisa Teichmann:** Research Assistant
- **Alexia Wildhaber-Riley:** Research Assistant

Collaborators – Data Governance:

- **Ana Brandusescu:** Senior Research Advisor – Data Governance
- **Jonathan van Gueuns:** Data Governance and Design Manager



IV. EVENTS

Over the past year, CIRM has planned, organized, and participated in a total of **26 public events** that, through their formats and themes, encompass the wide variety of expertise of the centre's members and partners. The topics of these meetings are also in line with current and critical issues facing the city, including sustainable and inclusive development, social and cultural development, and data governance.

The figures below provide additional detail on our event programming.

3 international events

CIRM reached new international audiences with events the Centre either participated in (City of Montréal's and the Government of Québec's *Canadian Open Data Summit 2021*) or helped organize (*Shaking the Foundations Conference* with the Montréal Comic Arts Festival and the *AI in the City Symposium* co-conceived with Ana Brandusescu, 2019-2021 McConnell Professor of Practice, and Jess Reia 2020-2021 BMO Postdoctoral Fellow).

2 Roundtables with the [F-MR Lab](#)

In late Spring, CIRM completed its series of four roundtables presented in partnership with MR-63 to explore issues and questions encountered in the creation and management of a future venue for art, design, and gastronomy in Montréal.

4 Conference-experiences

Designed in partnership with community organisations from various neighborhoods, [Montréalers and Islanders](#) is a series of three participatory meetings exploring environmental and economic issues related to the St. Lawrence River as well as access to its shores. Due to COVID health regulations, it has been adapted into a series of [three podcasts](#).

During the *Shaking the Foundations* Conference, participants were invited on a guided tour of the Centre-Sud aiming to explore the urban and social transformations that inspired a comic book dedicated to the neighborhood.



4 Webinars

An opportunity for researchers as well as community and municipal representatives to meet and to discuss the latest publications on Montréal and the various issues affecting the city.

4 *Montréal as seen by...*

A series of meetings during which a public figure passionate about Montréal shares their impressions of the city and their career paths with students and citizens.

2 CIRM Workshops

Two workshops devoted to the consolidation and/or the confrontation of hypotheses and methodologies utilized in CIRM members' ongoing research thanks to the interdisciplinary expertise and feedback of the centre's community.

16 Data for Society Hub Workshops

Sixteen meetings with partners led by the DSH coordination team to monitor the progress of work related to the development of a three-part digital platform for data sharing, visualization, and analysis. During this time, the LACONDA team organized a series of seven workshops on computer-assisted textual analysis methods and tools.

Over 1,200 people

Took part in events coordinated by CIRM this year.



V. PARTNERSHIPS

In parallel with the work it does for its members, CIRM also works to nurture and enrich relationships with many local (non-academic) partners by means of concrete collaborative action and projects, as the data below confirm.

Over **\$231,000**

in funds obtained by partners for specific projects, in part due to CIRM's support or involvement. Included are the production as well as the communication strategy for *Vivre tous ensemble – Season 2* (Eurêka! Productions/Savoir Média) and the organization of the *Shaking the Foundations* International Conference (Montréal Comic Arts Festival). Chez Doris also qualified for Innoweave's program *Impact and Strategic Clarity*.

100+

collaborators and partners involved in CIRM's activities, events, and research this year, including the City of Montréal, the Urban Innovation Lab, SHDM, Chez Doris, the MEM, MCAF, Culture Montréal, and MR-63.

180+

meetings with partners from the community, municipal, private, and university sectors.



VI. COMMUNICATIONS

Over the last four years, CIRM has been taking advantage of social media platforms to create a communication network between citizens and researchers. In order to increase its reach and impact, CIRM has also established an ever-growing dedicated communications team. The Centre's increasing public activities also called for the hiring, in February 2022, of a Communications Coordinator to develop and implement an integrated strategy that would best serve CIRM and its members.

The data presented here (as of March 31, 2022) demonstrates the results of this strategy and the successful work of the CIRM communications team.

603 (an increase of 3%)
subscribers to CIRM's newsletter

2437 (an increase of 20%)
followers across CIRM's social media accounts (Facebook, Twitter, Instagram, and LinkedIn)

864
social media posts and email campaigns

15,087 (an increase of 15%)
different Internet users accessing the CIRM and DSH websites

18,108 (an increase of 59%)
visits to the CIRM and DSH websites



38,107 (an increase of 14%)

consultation of the pages of the CIRM and DSH websites

Knowledge Mobilization and Outreach Tools

3 podcasts

The [Montréalers and Islanders podcast](#) was launched in the fall of 2021 to broadcast the eponymous conference-experiences, which had been held that June (without an audience due to the ongoing pandemic). The first season, which has reached nearly 200 listeners, consists of three episodes of approximately 1 hour and 20 minutes hosted on the Anchor platform and accessible via Apple Podcasts, Google Podcasts, Spotify, and RSS feeds.

4 Digital Notebooks

The [Digital Notebooks](#) are interactive knowledge mobilization tools that are intended for the general public as well as for researchers and practitioners. They aim to ensure the continuity of the events organised by CIRM through short articles, photos, and videos, in addition to offering a summary of the featured activity and a presentation of its participating panellists. Since their launch, the notebooks *Appartenir* (June), *Communiquer* (July), *Émouvoir* (August) and *Les Promenades de Jane : quand les citoyen·ne·s racontent la ville* (October) have been read over 830 times by users in 20 different countries.

10 blog posts

CIRM's main blog ([The Urbanologist](#)) is intended to be a space for discussion on the various facets of urban life in Montréal and elsewhere; researchers, fellows, and practicing professors are invited to share their work in progress, reflections, etc. The Centre's other blog, dedicated to the [Data for Society Hub](#), provides special insight into the activities and ideas that underpin this technological endeavour; it offers updates on the status of their projects, as well as conversations with contributing participants. Both blogs are hosted on [Medium](#) and have reached more than 1,430 readers in the past year.



4 book reviews

The [Reading Corner](#) offers a list of book reviews, notably of the works presented in its seminars, enabling CIRM's audiences to deepen their knowledge of urban studies or simply to immerse themselves in the spirit of Montréal. The reviews are written by members of the Centre's working team, axis directors, researchers, fellows, practicing professors and staff.

11 event recordings

The [Multimedia](#) section of CIRM's website contains events that have been recorded in audio or video format, including those held virtually. The purpose is to preserve an archive of CIRM's various activities and to disseminate the opinions and knowledge shared during these discussions to a wider audience over an extended period of time.

1 website launch

The [Data for Society Hub \(DSH\)](#) has launched a brand-new website hosted by McGill's digital services. This exciting resource presents the DSH project in great detail and includes information on team members and current work progress. Partners and other interested parties may also refer to it to access relevant resources on data science and governance.



VII. TO DEVELOP PROMISING PROJECTS

[Publication of the book *Building the Montréal Community: Identities in Motion*](#)

These two books (in English and in French) are the result of a collaboration between two institutions, the Centre des mémoires montréalaises (MEM) and CIRM, both of which are committed to deepening knowledge about Montréal and disseminating it to citizens. For the MEM, the books inaugurate a new phase in its development, as evidenced by its change of name. For CIRM, they represent a reaffirmation of a desire to establish links between the academic community and Montréal organizations and institutions.

The French version was written by historian Paul-Étienne Rainville, a CIRM researcher and post-doctoral fellow at the University of Toronto (under the direction of Sean Mills). Several people associated with CIRM contributed to the production as well, including Karolina Roman, who is responsible for the English translation (with Denbeigh Whitmarsh), Mary Anne Poutanen, who edited and validated the contents, and Stéphan Gervais, who coordinated the editorial content. The list of collaborators within the MEM is long, but Marie-Anne Gagnon's work as the books' editorial director is noteworthy.

Constructing the Montréal Community offers interpretive keys to better understand the stories, identities, and particularities of North America's largest francophone city. The project's objective is to foster a global understanding of Montréal as a Québec metropolis and a North American city as well as to better grasp the identities and particularities of Montréal, its inhabitants, and its neighbourhoods.

By contributing to the local, national, and international dissemination of knowledge about Montréal, the MEM and CIRM hope these books will contribute to the construction of an inclusive history of the city and will give voice to the diverse realities of its inhabitants.

[Policy on Children](#)

Last December, the advisory committee submitted a report to the City of Montréal entitled "Explorations des rôles possibles de la Ville de Montréal pour une



politique de l'enfant". This report, as its title indicates, aims to enlighten the municipal administration on the role it can play when activities involving children are held on its territory. Led by CIRM and conducted with the valuable collaboration of the Service de la diversité et de l'inclusion sociale, this project is the work of seven experts (and their respective teams) from four Montréal institutions.

The academics leading this initiative are:

- Juan Torres from Université de Montréal, responsible for the contents on the safety and accessibility of urban environments;
- Anna-Liisa Aunio from Dawson College, responsible for the contents on healthy eating and food security;
- Jean-Marie Lafortune from UQAM and Suzanne Laberge from Université de Montréal, responsible for the contents on access to culture, sports, and leisure;
- Isabelle Archambault and Sarah Fraser from Université de Montréal, responsible for the contents on school perseverance and educational success; and
- Sarah Dufour from Université de Montréal, responsible for contents on families and communities.

In addition, Pascal Brissette (CRIEM/DLTC, McGill), Delphine Collin-Vézina (School of Social Work, McGill), Nik Luka (CRIEM/Urbanism and Architecture, McGill), Stéphan Gervais (CRIEM/Québec Studies, McGill), and Daniel Weinstock (CRIEM/Faculty of Law, McGill) were members of the advisory committee. Several Montréal organizations also generously contributed to this partnership research. The final report was written by Guillaume Bellehumeur (McGill).

[Data for Society Hub](#) – Using data to help society

Spearheaded by the Centre for Interdisciplinary Research on Montréal (CIRM) and part of the Montréal in Common programme, the Data for Society Hub (DSH) is developing a digital platform to gain insight into the specific issues and needs of Montréal communities. This infrastructure will be sustained by Montréal's academic sector, municipal government, and local community organizations. It is a tool for collective intelligence that aims to increase our ability to analyze complex social phenomena.

The project is based on a data partnership in which members collaborate with CIRM to define the functions, processes, legal, technological, and governance



aspects of the proposed solution. In this context, CIRM has partnered with Centraide of Greater Montréal, Montréal's Regional Director of Public Health, Montréal's Department of Diversity and Social Inclusion, and Montréal – Métropole en santé.

One solution, three modules

The DSH is developing a digital platform to better understand the specific challenges and needs of Montréal communities. It focuses on the creation of a data governance model that guarantees the ethical and legal viability of its use, in compliance with the expectations and principles established by the City of Montréal in its *Digital Data Charter* (2020).

The proposed solution includes three components:

- a sharing infrastructure, Commun Axiom;
- a visualization infrastructure, the Montréal Observatory of Social Issues;
- a textual analysis infrastructure, the Laboratory for Collective Narratives and Discourse Analysis (LACONDA).

The various components of the DSH will become fully operational by the end of 2024.

2021: Initial Steps

The year 2021 allowed the various DSH teams to lay the foundations of this ambitious project. Representatives from partner organizations and the coordination team had the opportunity to get to know one another better and to brainstorm ideas that could move the project forward.

The technology development team completed a proof of concept related to data visualization and began programming the *Commons* application of the



Commun Axiom software package.

For the LACONDA team, this year was mainly dedicated to training in order to master the numerous tools used for computer-assisted text analysis. The team also developed a workflow for data processing and began work on a proof of concept on the topic of food security.

Finally, it is worth mentioning that a bi-annual bulletin, a dedicated website, and a blog on the Medium platform were created and updated to inform the general public, local organizations, and researchers about the project.

***Loger et verdir* – Tackling Homelessness for Women**

Despite measures to mitigate homelessness and the affordable housing crisis—the city’s by-law for a Diverse metropolis, the transformation of hotels into temporary shelters, investments into the construction of social housing, etc., they remain important social issues in the city. Together with its partners [Chez Doris](#) and the [Société d'habitation et de développement de Montréal \(SHDM\)](#), CIRM wanted to provide stimulating and innovative solutions to address this problem. The result of this cooperation is an apartment block dedicated to women at risk of homelessness currently being built by the SHDM in the east end of Montréal. The building features 26 single-occupancy studios, including 4 adapted housing units, communal spaces as well as a green courtyard, and will be managed by the charitable organization Chez Doris in order to ensure adequate follow-up with occupants.

In consultation with SHDM and Chez Doris, CIRM identified two research-action initiatives that tie in with the housing project and will have a concrete impact on the latter’s operation and development. These initiatives will solicit an important commitment from students and professors at two different universities for just over two years.

The first, led by Jill Hanley (School of Social Work, McGill University) and her students, aimed to identify the tools available to Chez Doris staff and the best approaches to determine the selection criteria for future residents. The internal report, which was delivered to the Chez Doris team in the spring of 2021, also



provides guidance for establishing the residence's internal regulations that promote both fair and inclusive access to housing, as well as reflect the cultural, sexual, and social diversity of women at risk of homelessness in Montréal.

The second project, scheduled for 2022-2023, is the co-design of the green courtyard. Students, professors, and residents will contribute to the discussion and design this urban garden in order to create a space that meets the specific needs of its users, embodies the principles of sustainable development, and integrates meaningful therapeutic elements (native plants, furniture layout, etc.), all the while respecting the neighbourhood.

CIRM's support and the preliminary results of research and consultations conducted by Jill Hanley and her students were also instrumental in setting up new strategic directions for Chez Doris, which is currently completing Innoweave's Impact and Strategic Clarity program.

[Shaking the Foundation: MCAF's Anniversary Conference](#)

From October 28 to 30, 2021, the Montreal Comic Arts Festival (MCAF) and CIRM partnered to bring together over a hundred people at the BANQ auditorium in Montréal for the international conference [Shaking the Foundations](#), marking MCAF's 10th anniversary. Researchers from universities on three different continents demonstrated that comic arts have the capacity to "shake foundations" through their representations of the city, their treatment of social issues, even through the very basis of the medium. Links between comic arts and museums, comic arts and architecture, subversion and feminism in comic arts, and dystopian cities in the 9th art form were discussed. The conference closed with the announcement of a brand-new prize, which will be awarded to the author of a scholarly publication on comic arts, as well as an invitation to meet again in two years' time. Recordings of the various panels are available on MCAF's YouTube Channel.

[Drawing Conclusions](#)

As part of the Shaking the Foundations Conference, CIRM and the MCAF invited seven researchers affiliated with the Centre and seven comic artists to get familiar with popular science through comics. They were given a workshop on the particularities of the medium and the elements to consider when transposing research onto the boards by Martin PM, comic artist and popular science writer.



The training sessions were followed by a series of short, speed-dating-style meetings during which researchers and comic artists were able to explore their intellectual and stylistic affinities. Each pair formed during this activity produced a short science-based comic strip that will be exhibited in October 2022.

[Vivre tous ensemble](#): A Second Series on Montréal Communities

Following the success of its first season, Savoir Média and Eurêka! Productions launched a new season of [Vivre tous ensemble](#) in February 2022. This series of 12 short videos retraces the journey of immigrants that belong to various cultural communities throughout Montréal and other urban areas of the province. This web series is based on the concept of guided tours, presented by CIRM to Savoir Média in December 2020, which encourage people to discover those around them.

Each episode dives into the heart of the immigrant experience in various communities across Montréal, following the stories of people who have chosen the province as their home or who have grown up here. It combines personal and identity-related quests – driven by a desire to find their identity in a new culture while attempting to preserve their connection to their cultures of origin. These testimonies are also accompanied by the perspectives of various academics whose research provide insight into the experiences of newly arriving immigrants and the cultural diversity of Montreal communities.

More than 36,000 people have tuned into the first season of *Vivre tous ensemble* between February 2021 and February 2022!



VIII. BMO FELLOWSHIPS

The enduring impact of BMO scholarships

The main objectives of the BMO Graduate Fellowships are to stimulate new interdisciplinary research on Montréal and to support recipients in establishing fruitful partnerships with key stakeholders from the social, cultural, economic, and municipal sectors of the city. The long-lasting effects of these scholarships can exceed their duration; for some of the recipients, these scholarships have contributed to the completion of important publications and helped establish their academic careers.

For instance, the first-ever BMO Postdoctoral Fellow (2018-2019), [Caitlin McMullin](#), secured a position as an assistant professor of Public Administration at Aalborg University in Denmark and is in the process of publishing her first monograph, *Non-profit Organizations and Co-production: The Logics Shaping Professional and Citizen Collaboration* (2022) with the British publisher Routledge. Her book is an adaptation of her doctoral and post-doctoral research, which compares methods of collaboration between the professional, civil, and community sectors in Montréal, Lyon, and Sheffield.

[Jess Reia](#), recipient of the 2021-2022 BMO Postdoctoral Fellowship, has also accepted an assistant professorship at the University of Virginia's School of Data Science. In addition to her role as an assistant professor, Dr. Reia co-organized the "AI in the City: Building Civic Engagement and Public Trust" symposium in February 2022 along with Dr. Ana Brandusescu, the 2021-2022 McConnell Professor of Practice. With the support of the CRIM, this initiative drew in more than 600 people.

Leila Ghaffari: 2021-2022 BMO Postdoctoral Fellow

Dr. [Leila Ghaffari](#) is currently an appointed postdoctoral researcher in the Department of Urban Studies at the Université du Québec à Montréal. As a CIRM-BMO Postdoctoral Fellow, Dr. Ghaffari is currently developing a research project on the *Post-COVID redefinition of "third places" – The case of Ontario Promenade in Hochelaga-Maisonneuve in Montréal*.



The proposed research project focuses on the impact of the pandemic on the relationship of citizens to “third places,” i.e., social spaces located outside working and residential environments. The onset of the pandemic has resulted in a substantial loss of high-quality social interactions typically found in “third places” such as coffee shops, bars, and libraries. According to Dr. Ghaffari, society is beginning to question the future of these places. Throughout her research project, she analyzes the perceived impact of the pandemic on “third places” using a case study of Promenade Ontario, in the gentrified neighborhood of Hochelaga-Maisonneuve, where “third places” have played an important role in maintaining the well-being of vulnerable populations.

It is too early to tell if and how the pandemic has transformed the public perception of “third places,” though it is essential to document these perceptions during this pivotal time. Using questionnaires and in-depth interviews, Dr. Ghaffari is contributing to a better understanding of “third places”; she has refined her methodology for studying the pandemic and “third places” through a workshop hosted by CRIM entitled “How to Study the Impact of the Pandemic on the Role of ‘Third Places’ in our Neighborhoods: A Methodological Approach.”

A series of interviews will take place during the months of April and May 2022. The data collected will be analysed and the research will be capped off with field work during the summer of 2022 with the goal of examining how many people have returned to “third places” since the last six pandemic waves.

Dr. Ghaffari will present the findings of her research project during the upcoming Urban Affairs Association annual conference. These results will also be published in at least two scientific articles, one focusing on the effects of the pandemic on “third places,” and the significance of “third places” in gentrified neighborhoods



WORKING TEAM

Pascal Brissette	Director
Nik Luka	Associate Director
Stephan Gervais	Scientific Coordinator
Audray Fontaine	Knowledge Mobilization Coordinator
Elissa Kayal	Administrative Coordinator and McConnell Foundation Professor of Practice Program Coordinator
Julie Levasseur	Communication Coordinator
Karolina Roman	Editorial Assistant
Otilia Scott	Community Manager
Antoney Bell	Community Manager
Camille Delagrave-Ajduk	Community Manager
Ophélie Proulx-Giraldeau	Event Manager



**BOARD
MEMBERS**

Mary Hunter	Dean of the Faculty of Arts at McGill University and Chair of the Board
Leigh Yetter	Office of the Provost representative
Debra Titone	Associate Vice-Principal (Research and Innovation)
Leila Ghaffari	CIRM Postdoctoral Fellow
Maxime Leblanc	Student Member
Dorothy Rhau	External Member



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Julie Auger	Language, Belonging and Plurilinguisme
Anouk Bélanger	Digital culture, Art, Literature, and Performance
Juan Torres	Mobility, Urban Planning, and Environment
Richard Shearmur	Economy, Innovation et Social Transformations
Hoi Kong Kevin Manaugh	Governance, Institutions and Citizen Participation



