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ACTION PLAN, 2007-2017
MONTREAL
CULTURAL METROPOLIS

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The Ville de Montréal, Culture Montréal, the Board of Trade of Metropolitan Montréal, the Government of Québec and the Government of Canada together convened the *Montréal, cultural metropolis – Rendez-vous November 2007*, which took place on November 12 and 13, 2007. The *Rendez-vous* was planned to accelerate the implementation and consolidation of the vision of Montréal as a 21st-century cultural metropolis, giving priority to creativity, originality, accessibility and diversity.

During the *Rendez-vous*, the various players that are shaping the artistic, cultural, economic, social and democratic development of Montréal expressed their expectations, questions and ambitions to enrich the *Montréal, Cultural Metropolis – 2007–2017 Action Plan*, submitted to the meeting by the Steering Committee.

Some 1,300 Montréalers from the cultural and business sectors participated in the event. The result was a vision and a plan now shared not only by the cultural sector but by all those who are building Montréal every day.

The following pages present the *Montréal, Cultural Metropolis – 2007–2017 Action Plan*, enhanced following the discussions on November 12 and 13, 2007.

The Steering Committee

The Steering Committee
is composed of:

Gérald Tremblay, Mayor of
Montréal and Chair of
Rendez-vous November 2007



Raymond Bachand,
ministre du Développement
économique, de l'Innovation
et de l'Exportation,
ministre du Tourisme et
ministre responsable
de la région de Montréal



Simon Brault, President of
Culture Montréal and Chair of
the Steering Committee



Hon. Michael M. Fortier,
Minister of Public Works and
Government Services Canada
and Minister responsible for
the region of Montréal



Isabelle Hudon, President
and CEO, Board of Trade of
Metropolitan Montréal



Christine St-Pierre,
ministre de la Culture,
des Communications et
de la Condition féminine



Hon. Josée Verner,
Minister of Canadian Heritage,
Status of Women
and Official Languages



The importance of acting...

Rarely before has Montréal shown such promising potential as a major cultural metropolis. Montréal can count on an amazing outpouring of talent and expertise, as well as impressive, internationally recognized achievements in training, creation, production, presentation and conservation in almost every artistic discipline and the entire cultural field. Its cultural dynamism is reflected among its residents, attracting enthusiastic and loyal audiences. There is a new consensus supporting the key role of arts and culture in the city's development, and this is prompting Montréal's leaders in all fields to act. Montréal has an international cultural standing out of proportion with its relatively small size.

Rarely as well has competition been so strong across Canada, North America and the world, now that cities are home to the majority of humanity. Cities of all sizes have been inspired by recent observations on the power of creativity, filled with eagerness arising from the need to improve their cultural offerings and positioning. They are now seeking to take their place in the economy of knowledge, creativity and culture, and are planning many bold strategies and massive investments to achieve this goal.

Montréal must take appropriate steps to affirm its status as a 21st-century cultural metropolis – for the reasons given above, of course, but also to avoid contributing to the cultural, economic and social decline that would result from difficulties in properly grasping the issues related to its weak demographics.

The process leading to the *Montréal, cultural metropolis – Rendez-vous November 2007* sought to create the necessary *momentum* for identifying and launching projects and measures, both public- and private-sector, that could speed the adoption and later realization of the vision of Montréal as a cultural metropolis. The process also sought to establish a culture of cooperation between public- and private-sector partners, resulting in improved cultural governance.

...together...

This awareness of the importance of acting is shared by the partners. The culture community, of course, is central to the new paradigm. The Montréal business and government communities are aware that Montréal's future depends on a strong connection between knowledge acquisition, innovation and culture. Québec needs international recognition for a strong and attractive metropolis, having a symbiotic relationship with the regions and encouraging regional growth. Canada wants to be a major partner for Montréal in a strategy that seeks to accelerate the development of the country's major cities as economic powerhouses and as home to a constantly growing number of citizens.

It is in a spirit of sharing knowledge, aims and resources, and of commitment to the quality of proposals that will be put forward, that the five major partners launched the process of analysis and decision making leading to the *Montréal, cultural metropolis – Rendez-vous November 2007*.

...on a 10-year timeline

It is important to act.

It is important to act together.

But it is also essential to set for ourselves a timeline that will allow us, while moving into implementation mode now, to properly organize and adjust the actions to be taken and also to initiate, carry out and accomplish major projects. This timeline, on which all partners are agreed, is 10 years.

Ten years from now is 2017, when we will mark completion of the timeline set out in the Board of Trade's symposium (Montréal 2002-17), the 25th anniversary of Québec's Cultural Policy, the 50th anniversary of Expo 67, the 150th anniversary of Canadian confederation and the 375th anniversary of the founding of Montréal.

The year 2017 will also mark the 10th anniversary of the ***Montréal, cultural metropolis – 2007-2017 Action Plan***.

Montréal, cultural metropolis: vision

Montréal is presenting itself as a **cultural metropolis of international standing that :**

- seeks to fully democratize access to culture, with the support of the ideal of a knowledge-based city that asserts its identity as a major Francophone city and is committed to being a model of inclusiveness and interculturalism;
- by its support for the arts and culture, values the essential and decisive contribution of its artists, cultural institutions and businesses; and
- aspires to be recognized for the quality of its living environment, the outcome of urban planning that is sensitive to art, heritage and design.

Culture, the basis for Montréal's brand image, will thus be able to achieve its full potential, fostering development, success and pride.

In 2017, Montréal will have the following cultural face:

Francophone and cosmopolitan

Montréal is proud of its French character. That pride is shared by newcomers to the city, who are more numerous than ever and hail from around the world, flavouring their French with the accents of their languages of origin. This feeling, however, does not ignore the past and present contribution of First Nations and the Anglophone community, or the fact that the city's culture continues to be enriched by the contribution of all its residents who came as immigrants. The composition of the arts scene and of Montréal audiences bears witness to this mixing and cross-fertilization.

City of knowledge and culture in day-to-day life

Montréalers make much more frequent use of upgraded libraries, which exist in greater numbers and are better equipped, open at all times and on the cutting edge of technology. Libraries, cultural centres, museums and recreational centres facilitate social interaction and awareness, along with access to the arts and culture, and are in the immediate reach of residents. They are guarantors of the city's cultural vitality throughout the urban area and serve to combat marginalization. They have a stronger presence now in the daily lives of families, schools and local communities.

Cultural metropolis for creativity

More than ever before, Montréal is part of the network of cultural metropolises because of the number, quality and originality of its creators, artists, arts groups, and cultural festivals and businesses. Creativity in Montréal is strongly characterized by intercultural, interdisciplinary and international exchanges, and by projects linking art and technology. A strategy involving government and the private sector has facilitated a notable increase in funding for the arts and culture.

City of public art, heritage and design

With its designation as a UNESCO City of Design, Montréal has put to work the public and private sectors in support of a project to enhance its living environment. It has focused on cultural development of public spaces, thereby highlighting public art and heritage. Based on their esthetic qualities and their adoption by residents, these facilities have received international attention. However, the most important impact is the creation of meeting places that promote social cohesion, where Montréal's vitality and diversity find expression.

A cultural metropolis of international standing

In all sectors of its economic, cultural, social and environmental activity, Montréal is seen as a creative city, in constant renewal and on the cutting edge. This strong image helps to attract talent and investments. In the arts and culture, Montréal has been able to maintain the calibre of its strengths – particularly the quality of its creative work, its festivals and its built heritage – and to develop new niches, while undertaking cultural development of its districts.

Action plan – Montréal, cultural metropolis: Objective for 2017

To be a genuine cultural metropolis, Montréal must be able to count on the ongoing cooperation of all players in its development. The *Rendez-vous* must therefore be used to draw up an action plan, which will be a roadmap for *Montréal, cultural metropolis* for the next 10 years.

The action plan will be developed in accordance with three strategic approaches set out in the vision:

1. **democratization of access** to culture
2. **investment** in the arts and culture
3. cultural **quality** of the living environment

as well as two additional approaches, which are also essential to implementation of the plan:

4. the cultural **influence** of Montréal
5. **resources** of a cultural metropolis

First Approach: Enhance Access to Culture

1	1.1 Promote the right to culture for all residents	Adopt cultural mediation as a strategy for access to culture
		Increase funding for cultural mediation programs
		Involve educational institutions in cultural mediation strategies by developing projects and partnerships
	1.2 Recognize libraries as basic infrastructure of a city of knowledge and culture	Proceed with retrofit and upgrade of the library network in terms of quality of offerings and user services
		Strengthen library use as a tool for social integration and cultural development
1.3 Strengthen and develop the cultural presentation network	Undertake an appraisal of the municipal network: a picture of the supply, resources, facilities and demand; then carry out an implementation plan	
	Foster cooperation between the municipal network and private presenters, particularly by organizing events that encourage them to act in a harmonized, complementary way	
1.4 Promote development of Montréal museums	Warmly welcome Montréal museum projects that help to enhance and showcase museum collections	
	Support projects of the Board of Montréal Museum Directors intended to increase museum attendance, from a cultural mediation perspective	
1.5 Support Montréal's Vitrine culturelle [Cultural showcase]	Provide financial support for start-up	
	Promote development of the Vitrine culturelle in a permanent facility where it can fully carry out its mission	

Second Approach: Invest in the Arts and Culture

2.1 Promote increasing and diversifying the financial resources available for cultural development	<p>Continue efforts to update public funding available for cultural development</p> <p>Increase the private sector's financial contribution through better synergy with the public sector</p> <p>Stimulate appreciation of the arts and culture among residents and businesses</p> <p>Promote increased use of existing tax measures by publicizing them more widely and offering appropriate training</p> <p>Encourage arts groups to create a reserve fund that will help improve planning and management of their capital budget</p> <p>Continue task force discussions on funding and taxation, and present courses of action and recommendations to the Steering Committee</p>
2.2 Support professional artistic development	<p>Highlight the quality and diversity of professional arts training in Montréal</p> <p>Support initiatives that encourage emerging artists and diversity</p>
2.3 Promote the long-term development of cultural events and festivals	<p>Create a mechanism for ongoing consultation between public-sector partners</p> <p>Draft and implement a long-term development plan (including training, funding, branding, etc.)</p>
2.4 Strengthen Montréal as an international centre for audiovisual production and a leader in digital creation	<p>Provide coordinated, long-term support for the Bureau du cinéma et de la télévision du Québec (BCTQ) and for development of the audiovisual production industrial cluster</p> <p>Support the development of digital creation, from the angle of the digital arts as well as cultural industries</p>
2.5 Improve and increase facilities for creation, production and presentation	<p>Develop an action framework concerning facilities for creation and presentation, in cooperation with public authorities and the business community</p> <p>Extend for a further three-year period the Forum des équipements culturels involving the Ville de Montréal and the Ministère de la Culture, des Communications et de la Condition féminine du Québec</p> <p>Include the Department of Canadian Heritage as a partner in the Forum des équipements culturels</p>

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Third Approach

Improve the Cultural Quality of the Living Environment

3.1 Heritage: preserve and highlight areas, sites, monuments and buildings of heritage interest

Draw up a plan for restoring and highlighting municipal heritage buildings and listed public sites

Extend the *Programme d'aide aux propriétaires de bâtiments d'intérêt patrimonial* to the entire Montréal area

Continue to highlight the Lachine Canal

3.2 Promote excellence in architecture and design

Widen the use of competitions, workshops and expert panels to promote the quality of construction and development projects at an early stage

Put in place support tools and financial incentives to encourage these practices

Highlight outstanding projects and achievements

3.3 Make public art a notable component of the urban landscape

Draw up and implement an overall action plan for public art, including a component dealing with privately owned buildings

With the support of the business community, every two years launch and carry out a public art signature project

3.4 Continue to highlight Montréal Harbour and its historic district

Continue with public-sector investments in promoting heritage of Old Montréal

Agree on steps to be taken to ensure the future of Pointe-à-Callière, Montréal Museum of Archaeology and History

Continue to highlight the Old Port of Montréal

Increase cooperation between public- and private-sector partners with the aim of establishing a genuine "historic district" including Old Montréal, the Old Port of Montréal and the Lachine Canal entrance

Implement a promotion and development plan for Sainte-Hélène and Notre-Dame islands, in preparation for the 50th anniversary of Expo 67

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3.5 Make the Quartier des spectacles [entertainment district] a success

Strengthen and develop the Quartier des spectacles as a place for training, creation, production and presentation, by supporting development of new, affordable cultural facilities and spaces

Help ensure the ongoing existence of cultural festivals and events by creating a network of planned and equipped public sites

Continue and complete branding exercise for the Quartier des spectacles (highlighting of performance halls, installation of distinctive signage, public art)

3.6 Ensure protection and enhancement of Mount Royal

Implement the action plan for enhancing Mount Royal's heritage and ensure the commitment of institutions located there

Implement a research and presentation program on Mount Royal's heritage

Put in place appropriate protection systems and establish a biodiversity support program

Complete funding for the Pacte patrimonial du mont Royal and ensure its continued existence

3.7 Support the development of cultural centres throughout the Montréal area

In collaboration with the boroughs and municipalities, develop a strategy with the aim of implementing an action and networking plan

Fourth Approach

Enhance Montréal's Status in Canada and Internationally

4.1 Involve the regions in promoting recognition of <i>Montréal, cultural metropolis</i>	Develop partnership projects with regional presenters
4.2 Promote recognition through hosting and presentation	Encourage reciprocity by practically facilitating the hosting of artists and arts companies Facilitate participation by cultural organizations in missions abroad Showcase our expertise in performing arts training, both the artistic and technical aspects
4.3 Stimulate development of cultural tourism	Establish and implement a strategic plan for cultural tourism, based on a partnership between cultural organizations, the tourist industry and government
4.4 Promote <i>Montréal, cultural metropolis</i> to major international organizations	Contribute to implementation of UNESCO's International Convention on the Diversity of Cultural Expressions Highlight Montréal's designation as a UNESCO City of Design Continue efforts to place Montréal on the UNESCO World Heritage List Participate in the promotion and implementation of Agenda 21 for Culture, developed by the Commission for Culture of United Cities and Local Governments (UCLG)
4.5 Promote the development of specific branding for <i>Montréal, cultural metropolis</i>	Establish a discussion group to examine this issue



Fifth Approach

Secure for Montréal the Means of a Cultural Metropolis

5.1 Bring together the five major partners in a general consultation on culture	<p>Form a policy committee consisting of political representatives from the five major partners, as well as a coordinating committee made up of administrative representatives of the five partners</p> <p>Agree that the policy committee will meet at least twice a year, that it will monitor implementation of the action plan, and will coordinate sectoral consultations</p> <p>Provide for a public process to follow up on implementation of the <i>2007–2017 Action Plan</i></p>
5.2 Continue reflection on Montréal's cultural governance	<p>Ensure deeper reflection on this issue within the municipal administration</p> <p>Organize an international symposium on cultural governance</p>
5.3 Encourage cooperation between cultural groups and the private sector	<p>Encourage partnerships between cultural groups and the business community, with the aim of increasing private-sector funding, skills sharing and volunteering</p> <p>Support initiatives that promote management training for cultural organizations</p> <p>Encourage exchanges between the arts sector and cultural industries</p>
5.4 Ensure that the diversification of revenues from the Ville de Montréal benefits cultural development	<p>Obtain diversification of revenue sources from the Ville de Montréal</p>
5.5 Make the Entente de développement culturel [agreement on cultural development] between the Ville de Montréal and the Ministère de la Culture, des Communications et de la Condition féminine du Québec one of the key tools for the development of Montréal	<p>Renew and expand the Entente de développement culturel</p> <p>Encourage other public- and private-sector partners to contribute to the Entente</p>

Conclusion

Over the next 10 years, the world will change increasingly quickly and will be increasingly competitive. This is true of economic matters as well as cultural matters.

To compete successfully, Montréal will implement this action plan unwaveringly, with determination. In this spirit, the objectives for cohesion and cooperation identified under the heading of governance are highly important.

But it is important to go further. In the globalized economy of the 21st century, it is also necessary to understand where the “Montréal brand” now stands and what actions should be taken to improve how it is perceived, in Canada and abroad. The only credible and reliable way to improve how the “Montréal brand” is perceived is to improve it in reality.

In cultural terms, the “Montréal brand” consists of a number of “products.” A few examples of these are the overall success of our creative work; the quality, quantity and diversity of festivals; development of the Quartier international (international district); and our built heritage, particularly in Old Montréal. How do we ensure that these “products” keep their high degree of quality, their attractive nature, their charm?

To continue with the same analogy: The “Montréal brand” must be enriched with new “products,” which already exist but have a strong growth potential. Think of design, digital culture or the entertainment district. Think also of “products” that are already highly rated, such as Old Montréal and the Old Port; in the spirit of cooperation of the Rendez-vous, these could become a major historic district, certainly one of the most important in North America.

The third factor in this reflection concerns the vital partnership between the arts, heritage, design and urban planning. This partnership has already yielded impressive results in Old Montréal, the Old Port and the international district. It is essential to continue in the same direction for the future development of Montréal, with the active participation of residents and the private and public sectors. The “Montréal brand” will become what we together decide to make of it. The first decisions on the issue were taken at the Montréal, cultural metropolis – Rendez-vous November 2007, held on November 12 and 13, 2007, at the Palais des congrès in Montréal.

