

montréal métropole culturelle

ACTION PLAN 2007-2017

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Canada



Chambre de commerce
du Montréal métropolitain
Board of Trade of Metropolitan Montreal

Montréal

montréal
culture

Québec

The Steering Committee

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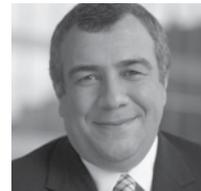
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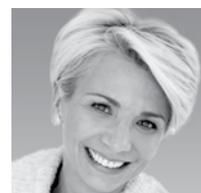
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The Action Plan – Then and Now

2007 witnessed the formation of an unprecedented alliance. Elected officials and management personnel of Ville de Montréal joined with people from Culture Montréal, the Board of Trade of Metropolitan Montréal and the Governments of Québec and Canada in a concerted effort on a scale never seen before. They all contributed members to a Steering Committee which dared to imagine a cultural metropolis for the 21st Century, drawing upon their mutual will and commitment to step up and take action. These efforts took form in the *2007-2017 Action Plan – Montréal, Cultural Metropolis*, a blueprint at once realistic and ambitious, targeted and visionary.

In November of 2007, the *Action Plan* was endorsed by hundreds of leaders from all sectors of Montréal activity. Today, it stands as the city's road map to cultural development.

At the time of these beginnings, the vision for Montréal, Cultural Metropolis was laid out in a ten-year action plan, based on solid and promising orientations shared by all parties:

- Improved access to culture;
- Investment in arts and culture;
- Enrichment of quality of life;
- Promotion of Montréal to the rest of Québec, Canada and the World;
- Providing Montréal the resources to be a cultural metropolis.

At Rendez-vous 2012, it was clear that the momentum begun five years earlier had led to keener insights as well as concrete accomplishments. It was also the time to clarify the road forward to the *Action Plan's* target year of 2017, and beyond. 2017 bears highly symbolic importance because of three anniversaries: the 375th for Montréal, the 50th for Expo 67 and the 150th for Canada.

The balance point, at which all the actions undertaken since 2007 come together to reveal a coherent whole, is at hand. In a city that constantly rediscovers itself and decisively asserts itself as a cultural metropolis, the Rendez-vous events of 2007 and 2012 represent momentous rallying points for all players in the cultural development movement. They also stand as excellent opportunities to inform and mobilize Montréal citizens, the business and education sectors, and the large institutions that steadily contribute to the artistic and culture life of the city. They reinforce and adapt the *Action Plan* in support of the immense creative potential of the metropolis contained within its most dynamic and vibrant characteristic: its culture.

These two Rendez-vous events gave voice to the many forces which drive the artistic, cultural, economic, social and democratic development of Montréal. They expressed their expectations, questions and ambitions, thereby enhancing the *2007-2017 Action Plan – Montréal, Cultural Metropolis*, presented to them on both occasions by the Steering Committee.

This exercise, with participation by Montréalers, cultural advocates and business people, has identified a clear vision and way forward that now involves not only the cultural sector, but all who build Montréal in their own way, every day.

The following pages outline the *2007-2017 Action Plan – Montréal, Cultural Metropolis*, as articulated through the work accomplished at the Rendez-vous of November 26, 2012.

The Importance of Action

Montréal's potential as a cultural metropolis has rarely ever felt so promising. This city can always count upon its bubbling brew of talent and expertise, as well as compelling, internationally-lauded achievements in all artistic disciplines and cultural endeavours. Its culture resonates within the citizenry and draws enthusiastic and loyal followers; a new consensus has been reached among the leaders of all Montréal sectors to participate in the promotion of arts and culture as a means to city development; Montréal's international status as a hotbed of culture outweighs its relatively modest size.

Equally rare is the level of competition on the national, continental and international levels, with the majority of humanity now dwelling in cities. Inspired by recent observations on the power of creativity and an increasing desire to improve their cultural offering and positioning, cities of all sizes are now seeking ways to stake their ground in the economies of knowledge, creativity and culture through a variety of bold strategies and heavy investments.

For all these reasons, it is imperative (indeed crucial) to focus on Montréal's distinctiveness as:

- A city with an exceptional, concentrated mass of first-class artists and designers in all domains;
- A city which, by virtue of its size and openness to the world at large, has become a recognized centre of creation on the international stage;
- A city which fully embraces its identity and responsibilities as the largest French-speaking city in North America where, to the envy of others, all the languages and accents of the world live together in harmony;
- A city in which achievements in training, research, design, production, performance and cultural preservation are celebrated by its population, appreciated by millions of tourists, and are in growing demand around the world.

Doing it Together

The understanding of the importance of action is shared by all partners in Montréal: the cultural and business worlds are both conscious of the fact that the future of Québec's metropolis is to be found in strong relationships between the areas of knowledge acquisition, innovation, creativity and culture. Québec rejoices in the benefits of a strong and appealing metropolis known around the world, living in harmony with the regions and lending strength to their growth. Canada also wishes to maintain its significant partnership with Montréal in a strategy that seeks to accelerate the development of its major cities as engines of economic activity and as a way of life for an ever-increasing number of citizens

A Ten Year Plan

In 2007, it was necessary to apply a time aspect to the *Action Plan* to allow, as its accomplishments accumulated, the proper organization and adjustment of plans to come, as well as the initiation and implementation of major projects. This time frame, agreed to by all partners and reaffirmed in November 2012, is ten years ending in 2017, the year in which will be celebrated the 50th anniversary of Expo 67, Canada's 150th birthday and Montréal's 375th birthday, as well as the 25th anniversary of the *Politique culturelle du Québec* and, of course, the 10th year of the *2007-2017 Action Plan Montréal, Cultural Metropolis*.

In 2017, Montréal will Present itself as

... a Cosmopolitan, French-speaking City

Montréal is proud of its French character, and this pride is shared by new arrivals to the city, coming from around the world in greater numbers than ever to blend their native accents with the French language. This sentiment does not, however, obscure in any way the historic and ongoing contributions of the English-speaking community and First Nations, and the fact that the city's culture continues to blossom and grow through the contributions of all its immigrant citizens. This commixture and hybridization is evident in the composition of our artistic scene and population

... a City of Culture in all its Districts

Vibrant cultural quarters form a cultural metropolis because culture lives and breathes throughout its fabric; each citizen is at the centre of cultural activity, not only as a spectator, but as an active participant. Arts and culture have their intrinsic values, but they are also as a means of achieving community well-being, as a vehicle for citizen involvement and as an integrative mechanism for new arrivals.

... a City of Learning and Culture ... every Day

More and more Montréalers are visiting their libraries which are increasingly enriching, more numerous, better equipped, open at all hours and at the cutting edge of technology. Libraries, cultural centres, museums and recreation centres promote socialization and sensitization by being readily available to citizens and exposing them to creative minds from all backgrounds. Champions of Montréal's cultural vitality throughout the city and instruments in the battle against social exclusion, libraries and numerous other venues located everywhere have increased their presence in the daily lives of families, schools and local communities.

... a City of Creative Abundance

Montréal has more than ever taken its place within a network of cultural metropolises through the number, quality and originality of its artists, designers, artistic companies, festivals and cultural enterprises. Intercultural, interdisciplinary and international exchanges, as well as projects linking art and technology, are strong elements of Montréal creativity. A strategy that brings governments and businesses together is resulting in considerable improvements to the funding of the arts and culture. This also introduces variations to forms of partnerships and financing while increasing cultural and economic benefits. In these ways, Montréal is a kind of laboratory in which, day by day, are discovered new ways of doing things. Because, beyond quantity, the quality and strength of partnerships must come to the fore.

... a City of Public Art, Heritage and Design

With its designation as a *UNESCO City of Design*, Montréal has mobilized the public and private sectors in the redevelopment of its surroundings. This favours the cultural development of public spaces by giving places of privilege to our heritage and public art. With their emphasis on esthetic qualities and citizen ownership, these areas are drawing international attention.

... an Avant-Garde, International City

Across all its economic, cultural, social and environmental activities, Montréal is regarded as a creative metropolis, constantly at the forefront of self-renewal. The power of this image succeeds in attracting talent and investment. In terms of art and culture, Montréal maintains the strength and wealth of its parts – notably in the quality of its creativity, festivals and built heritage – with a foundation able to accept new niches that are strategically promising. Objectively-speaking, Montréal is advantageously positioned to accentuate its creativity and knowledge, its artists, enterprises and cultural institutions, and to see them spread far and wide around the world.

Imagine the Potential

In the years to come, our world will evolve ever more rapidly and become more and more competitive. This maxim is true economically but equally so in terms of culture.

To succeed in the face of such competition, Montréal must, with constancy and determination, continue to rally around the implementation of the *Action Plan*. With this in mind, the principals of cohesion and cooperation outlined in the governance approach carry significant importance. But we must go further. In the globalized economy of the 21st Century, we must also clearly understand the placement of Montréal's image and the nature of what must be done to improve aspects which are real as well as those which are perceived, both here and elsewhere.

In terms of culture, Montréal's "essence" is made up of several components which are considered to be priorities and which demand close attention. Our overall creative productivity is one; add to this the quality, quantity and diversity of our festivals, as well as the ongoing development of Quartier des spectacles and our built heritage; these are just a few examples. The question before us is: how do we maintain their high degree of quality, their appealing character, their charm?

In the same vein, this "essence" must be augmented by other component parts with strong growth potential. Here we are thinking of design, digital culture and the cultural quarters. We also think of our places of symbolic importance such as Mont-Royal, Old Montréal and the Old Port, all regarded amongst the most significant of historic sites in North America.

Another element of this discussion is the alliance between the art and business communities, and the strengthening of cultural philanthropy and patronage. Furthermore, consolidating ties with Montréal universities, the consular community and international organizations represents not only a local asset but a factor in bringing international attention to Montréal's artistic and cultural capabilities. All of these strategic, yet natural, alliances have the potential to yield impressive and lasting results. This is particularly the case when thinking ahead to 2017, when Montréal welcomes visitors from around the world to celebrate its 375th birthday.

1st guideline

Improve access to culture

1.1 Promote all residents' right to culture	Adopt cultural mediation as a strategy for access to culture Increase funding for cultural mediation programs Involve educational circles in cultural mediation strategies by developing projects and partnerships
1.2 Recognize the library as a the basic infrastructure within a city of knowledge	Proceed with retrofitting and upgrading the network of libraries in terms of quality of offerings and user services Consolidate use of the libraries as a means of social integration as well as a means of cultural and economic development
1.3 Consolidate and develop the cultural presentation network	Implement an action plan stemming from the appraisal of the municipal Accès culture network Foster joint action between the municipal network and private-sector presenters, and in particular, through the organization of events encouraging harmonization and complementarity of their activities
1.4 Encourage the development of Montréal museums	Warmly welcome the projects of Montréal museums that help enhance and showcase museum collections Support the projects of the Board of Montréal Museum Directors intended to increase museum attendance, from a cultural mediation perspective
1.5 Support the <i>Vitrine culturelle de Montréal</i> (cultural showcase)	Consolidate the mission of the <i>Vitrine</i> as a hub of Montréal's cultural offer as well as agent of democratization of access to culture



2nd guideline

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 residents and businesses consumption of arts and culture</p> <p>Promote increased use of existing tax measures by publicizing them more widely and offering appropriate training</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 the development of emerging artists and diversity</p>
2.3 Promote the long-term development of cultural events and festivals	<p>Create a mechanism for ongoing joint action between public-sector partners Draft and implement a long-term development plan</p>
2.4 Consolidate 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 the development of the audiovisual production industrial cluster</p> <p>Support the development of digital creation, from the standpoint of both digital arts and cultural industries</p>
2.5 Improve and increase facilities for creation, production and presentation	<p>Develop a framework for financial tools and intervention in relation to facilities for creation, production and presentation, in cooperation with public authorities and the business community</p>

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3rd guideline

Enrich the cultural quality of the living environment

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3.1 Preserve and highlight Montréal's heritage and also highlight the areas, sites, monuments and buildings of heritage interest

Promote the process of evaluating the heritage interest of places, as an ideal tool for knowledge and help in decision-making in relation to heritage matters

Develop a strategy for promoting the waterside roadway

Produce an intervention framework with regard to commemoration

Establish a development plan based on restoring municipal heritage buildings and redeveloping public property in areas of heritage interest

Extend the assistance program designed for owners of buildings of heritage interest to the entire Montréal area

Create and implement a strategy for promotion and information regarding knowledge, expertise and accomplishments in Montréal, in relation to history and heritage

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

Set up support tools and incentives to facilitate these practices

Highlight outstanding projects and achievements

3.3 Make public art a notable component of the urban landscape

Implement the action plan for public art

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

3.4 Continue to highlight Montréal Harbourfront and its historic district

Pursue public sector investments to promote heritage in Old Montréal and Pointe-du-Moulin

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

Continue to promote and develop the Old Port of Montréal

Increase joint action between public- and private-sector partners in order to establish a genuine "historic district" including Old Montréal, the Old Port 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

3.5 Make the <i>Quartier des spectacles</i> (entertainment district) a success	<p>Consolidate the development of the <i>Quartier des spectacles</i> as a place for training, creation, production and presentation, by supporting the development of new, affordable cultural facilities and spaces</p> <p>Contribute toward the sustainability of cultural festivals and events by creating a network of planned and equipped public places</p> <p>Continue and complete the branding exercise for the <i>Quartier des spectacles</i></p>
3.6 Ensure the protection and enhancement of Mount Royal	<p>Implement the action plan for protecting and enhancing Mount Royal, with the support of the <i>Table de concertation du Mont-Royal</i></p> <p>Implement a research and promotion program for Mount Royal's heritage</p> <p>Complete funding for the Mount Royal heritage pact and ensure its sustainability with the various partners</p>
3.7 Complete the development of the Pôle Maisonneuve sector	<p>Carry out the Space for Life project, the main centre for promoting science culture</p> <p>Confirm the intended recreational and tourist use of the Olympic Park</p>
3.8 Support the development of cultural districts throughout the Montréal area	<p>In cooperation with the boroughs and civil society, agree upon appropriate guidelines and measures for encouraging the development and promotion of cultural districts throughout Montréal territory</p>

4th guideline

Help promote Montréal's reputation in Québec, in Canada as a whole and internationally

4.1 Involve the regions in promoting recognition of Montréal as a cultural metropolis	Develop partnership projects with regional presenters
4.2 Promote recognition through hosting and presentations	Encourage reciprocity by concretely facilitating the hosting of artists and arts companies Facilitate the participation of cultural organizations in missions abroad Bank more on our artistic and professional training expertise
4.3 Stimulate the development of cultural tourism	Implement the strategic development plan for cultural tourism, based on a partnership between cultural organizations, the tourist industry and government
4.4 Promote Montréal as a cultural metropolis in major international cultural development organizations	Support the implementation of UNESCO's International Convention on the Diversity of Cultural Expressions Promote Montréal's designation as a UNESCO City of Design Continue efforts to place Montréal on the UNESCO World Heritage List Take part in the promotion and implementation of the Agenda 21 for Culture, developed by the Commission for Culture of United Cities and Local Governments (UCLG)
4.5 Reinforce and promote the branding of Montréal as a cultural metropolis	Encourage the partners to adopt the branding of Montréal, Cultural Metropolis Integrate industries based on creativity, such as fashion and gastronomy, in the branding of Montréal, Cultural Metropolis Increase presence and partnerships in the networks of cultural metropolises



5th guideline

Provide Montréal with sufficient means for emaining a cultural metropolis

5.1 Bring together the five major partners in comprehensive, culture-related joint action	<p>Maintain a Steering Committee consisting of political representatives from the five major partners, as well as a coordinating committee made up of administrative representatives of the same partners in addition to a general secretariat</p> <p>Maintain twice-yearly meetings of the Steering Committee, where it will follow up on implementation of the Action Plan as well as coordinate sector-based round tables</p> <p>Maintain a public process to follow up on implementation of the <i>2007-2017 Action Plan</i></p>
5.2 Encourage collaborative efforts between cultural and business communities	<p>Encourage partnerships between cultural and business communities in order to increase 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>
5.3 Ensure that the diversification of revenues from Ville de Montréal benefits cultural development	<p>Obtain a diversification of revenue sources from Ville de Montréal</p>
5.4 Make the agreement on cultural development between Ville de Montréal and the Québec government's Ministère de la Culture et des Communications (MCC) one of the key tools for the development of Montréal	<p>Renew and expand the agreement on cultural development between Ville de Montréal and the MCC</p> <p>Encourage other public-and private-sector partners to contribute to this agreement</p>

5

Montréal, Cultural Metropolis: Vision, Cooperation, Achievement

We have accomplished much.

The momentum begun in November 2007 has resulted in insights and tangible results that form the attributes of a cultural metropolis.

Our cooperative framework and our determination have been put to the test and today, we are one of the strongest forces at play in Montréal.

Our alliance is growing and Montréal has taken a position of strength among the world's great and emerging cultural cities asserting themselves with panache on the international stage.

We have overcome our respective concerns and interest to build for Montréal a common purpose and project, the returns of which will flow to our citizens, visitors, and those here and elsewhere who wish to make their futures here:

- We have formed an alliance that breaks down traditional barriers and brings minds together;
- Our long-term projection is for the construction of a flexible master plan based on the willingness and resources of all partners;
- Above all, we have the will and determination to believe in ourselves and in the power of our commitment.

We are on our way to meeting our challenges.

We have been working since 2007, and we can take pride in where we were then and where we are now. The *2007-2017 Action Plan* represents years of cooperation, engagement and effort for Montréal, Cultural Metropolis. While 2017 may be a turning point, it will by no means be an ending. The momentum we have started will lead to new horizons and perspectives which will take us well beyond this *Action Plan*.

Montréal, Cultural Metropolis, now a reality, will always be an idea to be renewed in the pursuit of perfection.

The Steering Committee

