



2007-2017 ACTION PLAN
**MONTRÉAL,
CULTURAL METROPOLIS**

2012 EDITION

“Montréal must be a world-class cultural metropolis to enrich the quality of life of its residents, for those who visit this city or those who want to settle or do business here, for Québec as a whole that beams with pride and reaps the benefits, and for Canada, which counts on its major cities to ensure its development.”

Simon Brault

Chairman of the Steering Committee of Montréal, Cultural Metropolis

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Remembering November 2007

Five years ago, at the *Rendez-Vous November 2007*, an unprecedented alliance was formed: Elected officials and executives of the governments of Québec and Canada, the Ville de Montréal, Culture Montréal and the Board of Trade of Metropolitan Montréal carried through to a successful conclusion consultations and dialogue of unequalled scope, supported by a follow-up committee made up of senior public officials and representatives of five partner entities.

The 2007-2017 Action Plan, which was endorsed by hundreds of leaders from all areas of activity in Montréal, was ambitious, targeted and realistic.

Yes, we dared imagine a cultural metropolis of the 21st century, while rolling up our sleeves and becoming involved in the action.

We banked—we bet—on a certain number of Montréal's specific features:

- a city with a concentration of an outstanding mass of high-level creators and artists in all fields
- a city which—by its size and openness to the outside world—has become a world-class creation centre
- a city that fully assumes its identity and responsibility as the largest Francophone city in all of North America, where all accents of the world resonate in envied harmony
- a city whose accomplishments in the fields of training, research, creation, production, conservation and promotion of cultural affairs are highly praised by its population, appreciated by millions of tourists and in increasing demand on the international scene

We dared to surpass our respective concerns in order to provide Montréal with a joint project whose spin-offs will benefit its residents, its visitors, those who want to settle here, Québec as a whole as well as Canada:

- We had the audacity to form an alliance that makes light of traditional barriers in order to rally great minds.
- We had the courage to venture into the long term in order to build a flexible master plan based on the resources and wishes of each partner.
- Above all, we had the will and determination to believe in ourselves and in the strength of our commitments.

And we're in the process of winning our bet...

The Steering Committee

The Steering Committee wishes to thank Christine St-Pierre, Raymond Bachand, Gérald Tremblay and Helen Fotopulos for their invaluable cooperation as members of the Steering Committee over the past five years.

The Steering Committee

Michael Applebaum,
Mayor of Montréal



The Honourable
James Moore, Minister of
Canadian Heritage
and Official Languages



Simon Brault, Chairman
of Culture Montréal
and Chairman of the
Steering Committee



The Honourable
Christian Paradis, Minister of
Industry Canada and Minister
responsible for Québec



Diane Giard, Executive Vice-
President – Personal and
Commercial Banking,
National Bank of Canada



Javier San Juan,
President and CEO,
L'Oréal Canada



Maka Kotto, Minister
of Culture and
Communications



Alexandre Taillefer, Managing
Partner, XPND Capital



Michel Leblanc, President
and CEO, Board of Trade of
Metropolitan Montreal



Manuela Goya,
Secretary General –
Montréal, Cultural Metropolis



Jean-François Lisée, Minister
of International Relations,
La Francophonie and
External Trade as well as
Minister responsible
for the Montréal region



Look at all the progress achieved...

In 2007, we adopted a 10-year Action Plan based on guidelines that were strong, because they were shared:

- Enhance access to culture
- Invest in the arts and culture
- Improve the cultural quality of the living environment
- Enhance Montréal's status nationally and internationally
- Provide Montréal with sufficient means for remaining a cultural metropolis

We are pleased to note that the impetus of November 2007 crystallized awareness and gave rise to real accomplishments that are the core components of a world-class cultural metropolis.

Five years ago, the participating leaders in the Rendez-Vous were fully committed, and today, they are once again joining forces to create enthusiasm and concerted efforts as core components of joint action.

We have maintained a Steering Committee made up of top-level representatives of all partners.

We have set up our own permanent secretariat and, in the spring of 2010, we appointed a secretary general to maintain relations between the partners and the community in order to carry out efficient, effective follow-up of the roll-out of the Action Plan.

The 10-year Action Plan consists of 68 separate actions to be carried out within each of the five main guidelines. Five years after its adoption, many significant accomplishments have been achieved, both for the cultural stakeholders and partners as well as for the general public.

Our alliance is growing and Montréal is in a dominant position

Since the Rendez-Vous November 2007, elections have been held at all government levels; however, the common will is still as full of vim and vigour as before. We are here, still united around the same vision and involved in carrying out the Action Plan.

Moreover, we note that Montréal is joining the ranks of the leaders among the major cultural cities that are emerging or establishing themselves on the international scene and, in particular, that public and private investments haven't waned, at a time when the public financial crisis in many countries has resulted in a slowdown or cutbacks in investments and cultural spending.

The Rendez-Vous 2012—a time for the stakeholders in Montréal’s development to rally together. And an opportunity to inform and mobilize Montréal residents.

Here we stand, halfway through our 10-year Action Plan, to take stock of our accomplishments. This reunion is not only a time to take stock, however, but also another opportunity for mobilization.

Our intent in preparing this November 2012 event is similar to the one that served as our driving force in November 2007: to clearly identify the most strategic initiatives, not to arouse any unrealistic expectations and to adopt a stringent approach in carrying out the projects selected. The Steering Committee is therefore reiterating the utmost importance of completing the proceedings, initiatives, programs and projects already undertaken within the 2007-2017 Action Plan. At a time when Montréal is confirming its momentum, the least desirable option is that of project creep and scattered development.

We are approaching the tipping point—that time when all the actions taken since 2007 add up to reveal a coherent whole, in a city that is rediscovering itself and establishing itself with determination as a cultural metropolis.

We must mobilize our partners, stakeholders and the population around approaches and projects that are complementary to those already delivered or that are in the process of being completed and, from now on, are feasible, precisely because of the progress achieved over the past five years.

And lastly, we are going to mark out the path toward 2017, the year when our Action Plan “lands”, by opening a horizon beyond that highly symbolic date, because of the milestone anniversaries that will mark it with an impetus driven by that triple anniversary year. As a matter of fact, 2017 will be the year of Montréal’s 375th anniversary, the 150th anniversary of the Canadian Federation and the 50th anniversary of Expo 67.

We are therefore going to work on three major focuses:

LOCAL MONTRÉAL

Cultural development of the metropolis on a local scale:

The development of cultural districts, because a cultural metropolis must experience its culture in all its facets; the resident at the heart of cultural action, as an active participant and not only as a spectator. Arts and culture, of course, for their intrinsic values, but also as a means of “well-being” in the community, as a vehicle of resident involvement, a key to the integration of newcomers, a source of pride that transcends differences and that bridges gaps.

GLOBAL MONTRÉAL

The outreach of Montréal, Cultural Metropolis: More than ever, the national and international outreach of Montréal’s cultural activity is “on the agenda”. The progress achieved in the past five years, thanks to the wealth and emergence of talent, is placing Montréal in an objectively advantageous position to strengthen the international presence and dissemination of its creation, its expertise and its artists as well as of its cultural enterprises and institutions.

NEW FUNDING MODELS

The new funding models: Investments in culture aren’t waning in Montréal, neither public nor private ones. This trend must be maintained and its impacts must be maximized in order to build economic models that are resilient, renewable and sustainable. The forms of partnership and funding must be varied in order to increase their cultural and economic benefits. Montréal can become a laboratory for these new approaches, because beyond quantity, we must ensure the quality and strength of the exchanges between partners. We must also integrate our concerns for cultural participation, attendance and consumption into a more global vision of the cultural economy.

2007-2017 Action Plan

In anticipation of the Rendez-Vous 2012, the Steering Committee has revised the Action Plan so that it reflects the present reality and issues as best as possible, in keeping with target dates in 2017 for completion.

1st guideline

Improve access to culture

1	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

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 Montreal, 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 Espace pour la vie 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

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

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

Maintain a public process to follow up on implementation of the 2007–2017 Action Plan

5.2 Encourage collaborative efforts between cultural and business communities

Encourage partnerships between cultural and business communities in order to increase private-sector funding, skills sharing and volunteering

Support initiatives that promote management training for cultural organizations

Encourage exchanges between the arts sector and cultural industries

5.3 Ensure that the diversification of revenues from Ville de Montréal benefits cultural development

Obtain a diversification of revenue sources from Ville de Montréal

5.4 Make the agreement on cultural development between Ville de Montréal and the Quebec government's Ministère de la Culture et des Communications (MCC) one of the key tools for the development of Montréal

Renew and expand the agreement on cultural development between Ville de Montréal and the MCC

Encourage other public-and private-sector partners to contribute to this agreement

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Conclusion

Imagine the potential...

Already, our achievements are substantial.

The momentum of 2007 has given rise to awareness and joint accomplishments that are the core components of a cultural metropolis.

Our dialogue-consultation-joint action approach and our determination have stood the test of time. They are currently one of Montréal's greatest driving forces.

We have been working together for the past five years and we can be proud of the progress achieved. The 2007-2017 Action Plan represents ten years of dialogue, consultation and joint action, mobilization and commitment in the interest of Montréal, Cultural Metropolis. Although 2017 is a turning point, it is obviously not a terminus. The momentum that we have will be able to open up new perspectives beyond the present Action Plan. Because Montréal, Cultural Metropolis—which is already a reality—will always be a project to fine tune and renew.

